

**Fast Track Project on
the Capacity Development of
Trade Promotion in Myanmar
(Second Year)**

Final Report

March 2014

JAPAN INTERNATIONAL COOPERATION AGENCY

**KRI International Corp.
Mitsubishi UFJ Research and Consulting Co., Ltd.**



Source: Map based on a UN Map (UN cartographic section)

Map of Myanmar

Summary

1. Background and Objectives of the Study

The Ministry of Commerce (MOC) of Myanmar established the Trade Training Institute (TTI) on the site of MOC's Yangon Regional Office with the purposes of providing training programs to the private sector for capacity development of trading business and government officials for planning capacity enhancement of trade policies.

MOC recognizes that the improvement and reinforcement of the contents of the training programs of TTI and requested the Government of Japan for the technical assistance.

The objectives of the Study were as follows.

- i) To identify the public and private condition of trade promotion in Myanmar;
- ii) To make an improvement plan of training programs of TTI;
- iii) To implement trial improvement of training programs of TTI; and
- iv) To propose a reinforcement plan of TTI.

The Study started in December 2012 and completed March 2014.

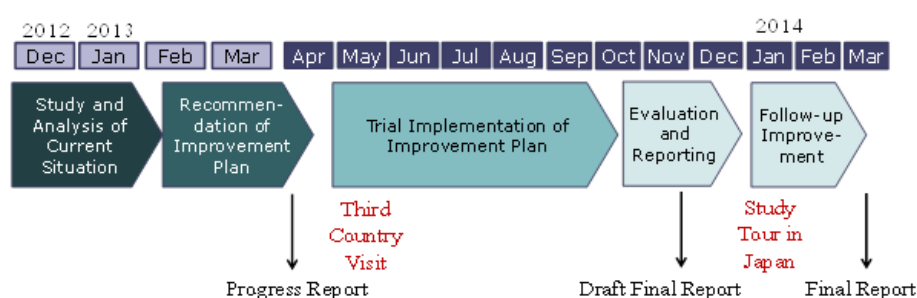


Figure S-1 Schedule of the Project

2. Outline of TTI

The outline of TTI is as follows.

Establishment	TTI was organized in April, 2012
Organization Structure	TTI is placed under the Human Resources Division (HRD) of Directorate of Trade, MOC. Under the Deputy Director of TTI, there are three units, i) training of trade courses, ii) seminar/workshops supporting and administration, and iii) Library and Finance.
Staffing	As of February 2014, there are totally 23 managers and staff, which comprise one deputy director, 5 assistant directors, 15 officers, and 2 contract-basis staff.
Training Courses	<p><u>Basic Course of International Trade (4 months course)</u> Objective: Participants will obtain basic knowledge on international trade practice and theory. Period: First batch: 49 days from April to August 2012 Second batch: 55 days from October 2012 to February 2013 Third batch: 52 days from May to September 2013 Fourth Batch: 48 days from December, 2013 to April, 2014 Frequency: Three days in a week (9:30-12:30) Participants: First batch 88 persons, second batch 85 persons, third batch 89 persons, fourth batch 77 persons</p> <p><u>Advance Course of International Trade (4 months course)</u> Objective: Participants will deepen knowledge of international business in particular on</p>

	<p>trade. Period: First batch: 48 days from October 2012 to February 2013 Second batch: 54 days from May to September 2013 Third batch: 50 days from December, 2013 to April, 2014 Frequency: Three days in a week (9:30-12:30) Participants: First batch 45 persons, second batch 25 persons, third batch 29 persons Training fee: Kyat 100,000 / participant <u>Others</u> TTI holds a one-day seminar named Business Talk inviting a lecturer on a specific topic. TTI implemented five short-courses as the part of trial implementation of the Improvement Plan.</p>
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Source: TTI

3. Activities in the First Year (From December 2012 until March 2013)

(1) Study of Current Situation of Myanmar's Foreign Trade

With the purpose of identifying the issues of trade promotion and needs for trade training, JICA Project Team studied: i) trend of foreign trade, ii) overview of major industries, iii) foreign trade policies, iv) foreign trade system, and v) trade-related services of Myanmar. In the study of major industries, four major industries such as agricultural products, fishery products, forestry products, mining products, and garments were studied. As for the study of foreign trade policies, Myanmar's trade promotion policies were focused. The study of trade-related services covered the services by private sector, government organizations and donors.

(2) Case study of Trade Training Institutes in the Asian countries

The similar trade training institutes in the Asian countries were studied in order to gain the lessons for TTI from their experience. Five trade training institutes, i) the Institute for International Studies and Training (IIST) of Japan, ii) the Indonesia Export Training Centre (IETC) of Indonesia, iii) MATRADE of Malaysia, iv) the Knowledge Institute of International Trade (KIIT) of Thailand, v) the Philippine Trade Training Center (PTTC) of the Philippines, were studied regarding their history, trade training courses, characteristics, etc.

(3) Training Need Survey

The Training Needs Survey targeting 80 companies in Myanmar was conducted from December 2012 until January 2013 with the purposes of collecting the data on private companies' profile and their trading situation and identifying their requests and needs for support services especially trading training.

(4) Study of Current Situation of TTI

JICA Project Team studied the situation of TTI regarding organization, management, facilities, training courses, etc. The on-going training courses, i.e., 2nd Basic Course and 1st Advanced Courses were evaluated by i) examination of syllabi and teaching materials, ii) observation of lectures, iii) questionnaires to the participants, iv) interviews with the participants, v) discussions with TTI managers and staff, etc.

(5) Recommendation of Improvement Plan of TTI Training

Based on the results of the above mentioned studies, the gap between the needs for training and actual situation was analyzed and issues regarding trade training were identified.

Based on the gap and issue analysis, JICA Project Team examined necessary measures for the improvement of TTI. JICA Project Team proposed an improvement plan of TTI which consisted of 26

measures in the six categories: i) Measures for Trade Training Needs, ii) Measures for Needs of Trade Promotion Supports: iii) Measures for Training Subjects and Course Development, iv) Measures for Teaching Method, v) Measures for Duration and Timing of Training, and vi) Measures for Training Management.

The main points of training improvement in the Plan for trial implementation were as follows:

- To strengthen the sequentiality and linkage of subjects between the Basic and Advanced Courses
- To allocate proper proportion between theory, procedure and practice.
- To promote the modularization of training subjects.
- To design intensive short courses for those business persons and government officials
- To add commercial English program to improve business English communication.
- To improve training management and promote capacity building of TTI managers and staff.
- To establish the linkage of trade training and trade promotion for export promotion and export development.

4. Activities in the Second Year (From May 2013 until March 2014)

(1) Trial Implementation of Improvement Plan

JICA Project Team supported TTI to implement the proposed Improvement Plan.

1) Improvement of training course development

JICA Project Team supported TTI to develop training courses and prepare curriculums. During the period, the following training courses were planned and implemented.

- Basic Course (Batch 3): May 17 - September 14, 2013 at TTI
- Basic Course (Batch 4): Dec 16, 2013 - April 11 2014 at TTI
- Advanced Course (Batch 2): May 16 - September 14, 2013 at TTI
- Advanced Course (Batch 3): Dec 17, 2013 - April 11, 2014 at TTI
- Short Course for Trade Promotion: August 6 - 8, 2013 at MOC Building in Nay Pyi Taw
- Short Course on Trade Business: September 23 - 25, 2013 in Mandalay
- Short Courses on Export/Import Business Introduction: February 20 - 21, 2014 in Yangon and February 27-28, 2014 in Mandalay
- Workshop on Information Service for Trade Promotion: March 4 - 8, 2014 in Yangon

JICA Project Team provided the capability building of TTI in the areas of curriculum development, modularization of training courses. The modularization of both Basic Course and Advanced Course was progressed.

2) Improvement of training management

In order to improve the training management of TTI, JICA Project Team implemented the such activities as i) OJT through the Implementation of TTI Training Courses, ii) capacity development for TTI managers and staff for training management, iii) preparation of manual for training management, iv) improvement of library of TTI, and v) review of job descriptions of TTI managers and staff.

As OJT, the training of TTI managers and staff was provided in activities such as i) monitoring of training courses, ii) evaluation of training courses, iii) weekly evaluation meeting, iv) development of cooperation network for lecturers, v) communication with lecturers, and iv) introduction of PERT chart for training management.

JICA Project Team arranged a workshop by inviting instructors from the Indonesia Export Training Center (IETC). The instructors from IETC provided a 4-day training program, “Basic Procedures for Planning and Implementing Trade Training” from July 23 until July 26, 2013.

(2) Comparative Study in Asian Countries

1) Comparative Study with ASEAN Countries

The objective of the study was to study trade training and trade promotion conducted by the neighboring ASEAN countries. The study team of five officers from TTI and MOC, jointly with JICA Study Team, visited trade training institutes and trade promotion organizations in Malaysia, Indonesia and Thailand from May 20 until 29, 2013.

2) Study Tour in Japan

The objective of the study tour was to learn Japan’s experiences as good practices of trade promotion policies and services so that MOC can use good practices in formulating trade promotion policies and services. Five officials from the Department of Trade Promotion, MOC and TTI visited Japan from 13 to 18 January 2014.

(3) Recommendations for Future Directions of Improvement

Through the trial implementation of Improvement Plan, trade training of TTI both in training course development and trade management, has been steadily improved. However, the issues described in the Improvement Plan still need further improvement. JICA Project Team highlights the following recommendations as important actions which should be address by TTI in order to further improve trade training.

Recommendations on Training Course Development	
[1]	It is recommended to modularize the curriculums of trade training, particularly for advanced participants.
[2]	It is necessary to add more hands-on training.
[3]	It is necessary to include a module of English communication.
[4]	It is recommended to design a training course accompanied by trade promotion supports.
[5]	It is necessary to develop training contents considering knowledge, skills, and competencies required by type of international trade practitioner.
[6]	It is necessary to collect and analyze training needs periodically.
[7]	It is recommended to organize an advisory committee for curriculum development.
[8]	Planning capability of training course should be strengthened in order to develop a variety of training courses.
Recommendation on Training Management	
[1]	It is necessary to establish standard procedures of training implementation based on training cycle management from the preparation until post evaluation for efficient implementation.
[2]	The training management manual should be periodically updated by TTI.
[3]	Promotion materials for introducing TTI are needed to be prepared.
[4]	It is necessary to establish a good management system of data and information.
[5]	It is necessary to make well preparation for lectures, especially through preliminary meeting with lecturers.
[6]	Self-revenue is important, in addition to budget allocation from MOC, for the sustainable operation and development of training courses.
[7]	Function of TTI's library should be strengthened and operational procedures of the library are needed to be prepared.
[8]	It is useful to organize an alumni association of graduates of training courses.
[9]	Advice such as job guidance should be offered to participants out of employment.
[10]	Cooperation network with other domestic and international organizations should be expanded.
[11]	Capacity development on training management is required for newly-assigned staff.
[12]	It is necessary to improve the capabilities of evaluating training and of taking necessary countermeasures.
Recommendations on Function of TTI	
[1]	It is recommended to establish clear decision-making mechanism and line of authority.
[2]	It is recommended to formulate a mid-term plan of TTI with firm future vision.
[3]	It is recommended to upgrade the position in the organization of TTI or give an independent status to TTI.
[4]	It is recommended to consider the reorganization of TTI.
[5]	It is recommended to increase training of government officers.
[6]	It is recommended to add research function.
[7]	It is needed to reinforce the education function and satisfy necessary conditions if TTI starts a diploma course.
[8]	It is necessary to realize the collaboration of trade training and trade promotion by developing overall trade promotion activities.
[9]	It is necessary to establish the harmonization of trade training function of TTI and trade promotion function of MOC.

Fast Track Project on the Capacity Development of Trade Promotion in Myanmar

Final Report

Table of Contents

Executive Summary

Map of Myanmar

Part I: Basic Information

CHAPTER 1 Outline of the Project.....	1-1
1.1. Background of the Project	1-1
1.2. Purpose of the Project	1-1
1.3. Implementation Structure of the Project	1-2
1.4. Project Schedule	1-2
CHAPTER 2 Foreign Trade Trend of Myanmar.....	2-1
2.1. Overview of the Myanmar Economy.....	2-1
2.2. Trends in the International Trade of Myanmar	2-2
2.2.1. Trends in the International Trade Balance	2-2
2.2.2. Export Trends.....	2-3
2.2.3. Import Trends.....	2-5
CHAPTER 3 Overview of Major Industries in Myanmar	3-1
3.1. Agriculture Products	3-1
3.2. Fishery Products	3-2
3.3. Forestry Products	3-3
3.4. Mineral Products.....	3-5
3.5. Garment	3-5
CHAPTER 4 Foreign Trade Policies in Myanmar	4-1
4.1. Organizational Structure of MOC.....	4-1
4.2. Trade Policies of MOC	4-2
4.3. Policies for Trade Liberalization of MOC	4-4
4.4. Policies for Trade Facilitation of MOC	4-4
4.5. Trade Promotion Policies of MOC	4-5
4.5.1. Issues on Trade Promotion in Myanmar	4-5
4.5.2. Trade Promotion Master Plan (TPMP)	4-6
4.5.3. National Export Strategy (NES)	4-7
4.5.4. Organization of MOC for Trade Promotion.....	4-8

4.5.5.	International Trade Promotion & Information Centre	4-9
4.6.	Regional Trade Cooperation	4-10
4.6.1.	Outline of Regional Trade Cooperation.....	4-10
4.6.2.	ASEAN Economic Community (AEC)	4-11
4.7.	Issues on Trade Policies in Myanmar	4-12
CHAPTER 5 Foreign Trade System of Myanmar.....		5-1
5.1.	Trade-related Laws and Regulations.....	5-1
5.2.	Export and Import Procedures	5-2
5.3.	Border Trade	5-6
5.4.	Foreign Exchange Procedures	5-7
5.5.	Issues on Trade Procedures in Myanmar	5-7
CHAPTER 6 Trade-related Services in Myanmar.....		6-1
6.1.	Trade related Services by the Private Sector in Myanmar	6-1
6.1.1.	Outline	6-1
6.1.2.	Trade-related Services by UMFCCI	6-2
6.2.	Training for Export and Import Practices	6-6
6.2.1.	Customs Clearance.....	6-7
6.2.2.	International Logistics	6-8
6.2.3.	International Marketing	6-8
6.3.	Donor Cooperation	6-9
6.3.1.	Outline	6-9
6.3.2.	Trade Policy and Strategy	6-10
6.3.3.	Trade Facilitation	6-12
6.3.4.	Private Sector Development	6-13
6.4.	Issues on Trade-related Services in Myanmar	6-13
CHAPTER 7 Organization and Activities of TTI.....		7-1
7.1.	Background and Objective of Establishment.....	7-1
7.1.1.	Background.....	7-1
7.1.2.	Objective, Vision and Mission.....	7-1
7.2.	Organizational Structure and Staff.....	7-2
7.2.1.	Organizational Structure of TTI.....	7-2
7.2.2.	Management and Staff of TTI.....	7-2
7.2.3.	Supervisory and Supporting Organizations to TTI	7-3
7.3.	Budget Allocation	7-5
7.4.	Facilities and Equipment	7-6
7.5.	Training Management System	7-8

7.6.	Training Provided by TTI	7-9
CHAPTER 8 Case Studies in Trade Training Institutes in Asian Countries		8-1
8.1.	Objective of Case Studies	8-1
8.2.	Case of Trade Training in Japan	8-1
8.2.1.	Background of the Establishment of IIST	8-1
8.2.2.	Outline of IIST	8-1
8.2.3.	Characteristics of IIST	8-3
8.2.4.	Transition of IIST	8-4
8.3.	Case of Trade Training in Indonesia	8-4
8.3.1.	Background of the Establishment of Indonesia Export Training Centre (IETC) ...	8-4
8.3.2.	Outline of IETC	8-5
8.3.3.	Characteristics of IETC	8-6
8.3.4.	Transition of IETC	8-7
8.4.	Case of Trade Training in Malaysia	8-8
8.4.1.	Background of the Establishment of MATRADE	8-8
8.4.2.	Outline of MATRADE	8-8
8.4.3.	Characteristics of Training Programs of MATRADE	8-9
8.4.4.	Transition of Training Programs of MATRADE	8-9
8.5.	Case of Trade Training in Thailand	8-9
8.5.1.	Background of the Establishment of KIIT (Former name: ITTC)	8-9
8.5.2.	Outline of KIIT	8-10
8.5.3.	Characteristics of KIIT	8-11
8.5.4.	Transition of KIIT	8-11
8.6.	Case of Trade Training in the Philippines	8-12
8.6.1.	Background of the Establishment of PTTC	8-12
8.6.2.	Outline of PTTC	8-12
8.6.3.	Characteristics of PTTC	8-13
8.6.4.	Transition of PTTC	8-14
8.7.	Lessons Learned	8-14

Part II: Formulation of Improvement Plan

CHAPTER 9 Results of the Training Needs Survey		9-1
9.1.	Overview of the Training Needs Survey	9-1
9.1.1.	Objective and Methodology of the Training Needs Survey	9-1
9.2.	Attributes of Respondents	9-2
9.2.1.	Company Size	9-2

9.2.2.	Ownership Structure	9-2
9.2.3.	Trade Performance	9-2
9.3.	Results of Questionnaire Survey.....	9-4
9.3.1.	Trade Information Source	9-4
9.3.2.	Trade Business Environment	9-4
9.3.3.	Needs for Training for International Training Business.....	9-7
9.3.4.	Need for Trade Promotion Support.....	9-11
9.3.5.	Knowledge about TTI.....	9-12
9.3.6.	Interest in Sending Employees to TTI	9-12
9.3.7.	Comments from Respondents	9-13
CHAPTER 10 Training Courses of TTI for Evaluation		10-1
10.1.	Training Courses.....	10-1
10.1.1.	Basic Course	10-1
10.1.2.	Advanced Course	10-2
10.2.	Participants of Training Courses.....	10-4
10.2.1.	Participants by Status.....	10-4
10.2.2.	Participants by Gender.....	10-4
10.2.3.	Participants by Age	10-4
10.2.4.	Participants by Academic Background	10-5
10.3.	Implementation of Questionnaire & Interview Surveys to Participants	10-5
10.3.1.	Result of Questionnaire Survey for the Participants of the Second Basic Course and the First Advanced Course.....	10-5
10.3.2.	Interview & Questionnaire Surveys to Participants of First Batch of the Basic Course.....	10-9
CHAPTER 11 Gap and Issue Analysis.....		11-1
11.1.	Needs of Trade Training	11-1
11.1.1.	Current Situation of Needs for Trade Training	11-1
11.1.2.	Issues of Trade Training Needs.....	11-7
11.1.3.	Necessary Measures regarding Need for Trade Training	11-11
11.2.	Needs for Trade Promotion Supports.....	11-11
11.2.1.	Current Situation of Need for Trade Promotion Support.....	11-11
11.2.2.	Issues for Trade Training as Trade Promotion Support.....	11-12
11.2.3.	Necessary Measure for Trade Training as Trade Promotion Support	11-12
11.3.	Need for Training Subjects and Course Development.....	11-12
11.3.1.	Current Situation of Need for Training Subjects	11-12
11.3.2.	Issues in the Current Course Development of TTI	11-17

11.3.3.	Necessary Measures Regarding Course Development	11-19
11.4.	Evaluation of Existing Courses of TTI	11-19
11.4.1.	Current Evaluation of TTI’s Training	11-19
11.4.2.	Issues for Improvement of TTI’s Teaching Methods	11-21
11.4.3.	Necessary Measure Regarding Teaching Methods	11-21
11.5.	Duration and Timing of Training	11-22
11.5.1.	Current Situation of Needs for Duration and Timing of Training.....	11-22
11.5.2.	Issues for Duration and Timing of TTI Training.....	11-25
11.5.3.	Necessary Measures Regarding Duration and Timing of Training	11-25
11.6.	Training Management of TTI	11-25
11.6.1.	Issues for Training Management.....	11-25
11.6.2.	Necessary Measures for Training Management.....	11-27
11.7.	Myanmar’s Trade Promotion Policy	11-27
11.7.1.	Current Situation of Myanmar’s Trade Promotion Policy	11-27
11.7.2.	Experience in Trade Promotion of Other Countries.....	11-28
11.7.3.	Necessary Measures.....	11-31
CHAPTER 12 Proposed Improvement Plan of TTI Training.....		12-1
12.1.	Measures Necessary for Improvements	12-1
12.1.1.	Summary of Measures	12-1
12.1.2.	Issues in Trade Training Needs	12-2
12.1.3.	Issues for Needs of Trade Promotion Support	12-8
12.1.4.	Issues for Training Subject and Course Development	12-8
12.1.5.	Issues for Teaching Methods.....	12-10
12.1.6.	Issues for Duration and Timing of Training.....	12-11
12.1.7.	Issues for Training Management.....	12-11
12.2.	Proposed Improvement of the Training Program of TTI	12-13
12.2.1.	Concepts for the Improvement of Training Program of TTI.....	12-13
12.2.2.	Draft Proposal for the Improvement of Basic and Advanced Training Courses	12-14
12.2.3.	Proposed New Training Curriculum for Short-term Course	12-17
 Part III: Trial Implementation of Improvement Plan		
CHAPTER 13 Training Course Development in Trial Implementation		13-1
13.1.	Organization, Schedule and Policy of Course Development	13-1
13.2.	Course Development.....	13-3
13.2.1.	Basic Course (Batch 3)	13-3
13.2.2.	Basic Course (Batch 4)	13-5

13.2.3.	Advanced Course (Batch 2).....	13-7
13.2.4.	Advanced Course (Batch 3).....	13-9
13.2.5.	Short Courses.....	13-10
13.3.	Capacity Development on Course Development.....	13-14
13.3.1.	Curriculum Development Support for Basic Course (3rd Batch) and Advanced Course (2nd Batch).....	13-14
13.3.2.	Syllabus Development and Implementation Support for Import/Export Transaction Practice (IETP) for Basic Course (3rd Batch).....	13-17
13.3.3.	Syllabus Development and Implementation Support for Trade Business Practice (TBP) for Advanced Course (2nd Batch).....	13-18
13.3.4.	Syllabus Development and Implementation Support for Global Marketing Strategy (GMS) for Advanced Course (2nd Batch).....	13-19
13.3.5.	Curriculum Development Support for Basic Course (4th Batch) and Advanced Course (3rd Batch).....	13-21
13.3.6.	Syllabus Development and Implementation Support for Basic Course (4th Batch) and Advanced Course (3rd Batch).....	13-23
13.4.	Issues of Course Development.....	13-26
CHAPTER 14 Training Management Improvement in Trial Implementation		14-1
14.1.	Implementation structure and schedule.....	14-1
14.1.1.	Implementation Structure.....	14-1
14.1.2.	Implementation Schedule.....	14-1
14.2.	Formulation of Activity Plan of Training Management Improvement.....	14-2
14.2.1.	Pre-discussion with TTI.....	14-2
14.2.2.	Formulation of Activity Plan.....	14-3
14.3.	Capacity Development of TTI on Training Management.....	14-4
14.3.1.	OJT through the Implementation of TTI Training Courses.....	14-4
14.3.2.	Capacity Development for TTI Staff Members on Training Management.....	14-7
14.3.3.	Preparing Manual for Training Management.....	14-9
14.3.4.	Improvement of Library of TTI.....	14-9
14.3.5.	Review of Job Description of TTI Staff Members.....	14-9
14.4.	Achievement and Issues of Trial Implementation for Improvement of Training Management.....	14-9
14.4.1.	Achievement on Trial Implementation.....	14-9
14.4.2.	Issues for the Improvement in Training Management.....	14-12
CHAPTER 15 Results of Training Courses for Trial Implementation.....		15-1
15.1.	Participants of Training Courses for Trial Implementation.....	15-1
15.1.1.	Participants of Third Basic Course.....	15-1

15.1.2.	Participants of Second Advanced Course	15-2
15.1.3.	Participants of Fourth Basic Course.....	15-3
15.1.4.	Participants of Third Advanced Course	15-4
15.1.5.	Short Course on Trade Promotion in Myanmar	15-6
15.1.6.	Short Course on Forum on Economic Development through Trade.....	15-6
15.1.7.	Short Course on Import/Export Procedure (Yangon).....	15-6
15.1.8.	Short Course on Import/Export Procedure (Mandalay).....	15-6
15.2.	Evaluation of Training Courses by Participants.....	15-6
15.2.1.	Third Basic Course	15-6
15.2.2.	Fourth Basic Course.....	15-9
15.2.3.	Second Advanced Course	15-10
15.2.4.	Short Course: Workshop on Trade Promotion in Myanmar (Nay Phi Taw)	15-12
15.2.5.	Third Advanced Course	15-13
15.2.6.	Short Course: Forum on Economic Development through Trade (Mandalay) ..	15-14
CHAPTER 16 Comparative Study in Asian Countries		16-1
16.1.	Outline of Comparative Study with ASEAN Countries	16-1
16.1.1.	Outline of Comparative Study with ASEAN Countries.....	16-1
16.1.2.	Implementing Procedure.....	16-3
16.1.3.	Major Findings.....	16-4
16.1.4.	Lessons Learned from the Comparative Study	16-8
16.2.	Study Tour in Japan	16-10
16.2.1.	Outline of Study Tour in Japan	16-10
16.2.2.	Implementing Procedure.....	16-11
16.2.3.	Major Findings.....	16-12
16.2.4.	Lessons Learned from the Study Tour in Japan	16-14
16.2.5.	Next Actions	16-15
CHAPTER 17 Recommendations for Future Directions of Improvements.....		17-1
17.1.	Issues after the Implementation of the Improvement Plan	17-1
17.2.	Recommendation on Training Course Development.....	17-4
17.3.	Recommendation on Training Management.....	17-7
17.4.	Recommendations on Function of TTI.....	17-11

APPENDIX

Appendix 1: Functions of Directorate/Department of Ministry of Commerce	A1-1
Appendix 2: List of International Trade Fair.....	A2-1
2-1: In Myanmar	
2-2: In Other Countries	
Appendix 3: Questionnaire of Needs Survey	A3-1
Appendix 4: Course Schedule	A4-1
4-1: Basic Course (1)	
4-2: Basic Course (2)	
4-3: Basic Course (3)	
4-4: Basic Course (4)	
4-5: Advanced Course (1)	
4-6: Advanced Course (2)	
4-7: Advanced Course (3)	
Appendix 5: Questionnaire to Participants	A5-1
Appendix 6: SWOT of TTI training	A6-1
Appendix 7: Pert Chart Developed for Short Courses	A7-1
Appendix 8: Check list for Preparation and Monitoring of Training Courses	A8-1
Appendix 9: Format of Evaluation Sheet and Evaluation Meeting Record	A9-1
9-1: April-September 2013	
9-2: December 2013-April 2014	
Appendix 10: Meeting records of Weekly Evaluation Meeting	A10-1
Appendix 11: Training Program on Basic Procedures for Planning and Implementing Trade Training	A11-1
Appendix 12: Recommended Course Curriculum	A12-2
Appendix 13: Training Management Manual (Draft)	A13-1
Appendix 14: Comparison Table of Job Description	A14-1
Appendix 15: TTI Course Guideline	A15-1
15-1: Basic Course	
15-2: Advanced Course	
Appendix 16: List of New Books in TTI Library	A16-1
16-1: Books in Myanmar Language	
16-2: Books in English	
Appendix 17: Records of Study Tour	A17-1
17-1: ASEAN Countries	
17-2: Japan	

List of Table

Table 1-1	Areas of Responsibility of the Experts	1-2
Table 2-1	Share of Real GDP by Industry.....	2-2
Table 2-2	Share of Export Value through Normal and Border Trade by Commodity in 2012	2-3
Table 2-3	Share of Export Values by Commodity	2-4
Table 2-4	Major Destination Countries.....	2-4
Table 2-5	Composition of Imports.....	2-5
Table 2-6	Share of Import Value by Country	2-5
Table 3-1	Number of Companies and Amount of Exports by Group of Product.....	3-1
Table 3-2	Share of Agriculture Products in Agricultural Exports	3-2
Table 3-3	Export Value of Fishery Products by Commodity	3-3
Table 3-4	Top Ten Destination Countries and its Export Value of Fishery Products	3-3
Table 3-5	Share and Export Value of Forestry Products by Commodity	3-4
Table 3-6	Destination of Timber Export	3-4
Table 3-7	Share and Export Value of Gas and Minerals	3-5
Table 3-8	Export Value of Garment to Major Countries.....	3-6
Table 4-1	Summary of Recent Liberalization by Commodities and Services	4-4
Table 4-2	Recent Trade Facilitation Measures.....	4-5
Table 4-3	Outline of Strategies in TPMP.....	4-6
Table 4-4	Outline of National Export Strategy (NES).....	4-8
Table 4-5	Summary of International Trade Promotion & Information Center (Plan).....	4-10
Table 4-6	Major Regional Trade Cooperation in Myanmar.....	4-10
Table 4-7	Strategic Approach and Measures towards AEC	4-11
Table 5-1	Legal Structure on Export and Import	5-2
Table 5-2	Export/Import License Issued for Oversea Trade	5-4
Table 5-3	Major Required Export/Import Permits/Recommendations	5-5
Table 5-4	Outline of Border Trade.....	5-6
Table 6-1	Major Service Providers in Myanmar.....	6-1
Table 6-2	UMFCCI Membership.....	6-2
Table 6-3	UMFCCI Activities and Services	6-3
Table 6-4	UMFCCI's Training Courses in 2013.....	6-4
Table 6-5	UMFCCI's International Trade Courses	6-6
Table 6-6	Customs Related Trainings	6-7
Table 6-7	Major Cooperation by Donors	6-9
Table 6-8	Outline of the ITC's Consultation on National Export Strategy (NES).....	6-10

Table 6-9	Outline of the Myanmar Business and Development Week (MBDW).....	6-11
Table 7-1	Managers and Staff of TTI (as of February 10, 2014).....	7-2
Table 7-2	Outline of Supervising Committee	7-3
Table 7-3	Outline of Working Group Committee	7-4
Table 7-4	Outline of Course Assistance Working Group Committee	7-4
Table 7-5	Outline of Academic Board	7-5
Table 7-6	Facilities of TTI	7-6
Table 7-7	Training Courses of TTI	7-10
Table 8-1	Outline of IIST.....	8-2
Table 8-2	Trade Business Training Course in Japan in the First Half of the 1970s (3 months)....	8-3
Table 8-3	Operational Procedures for Practices at IIST in Japan in the Early 1970s	8-4
Table 8-4	Outline of IETC	8-5
Table 8-5	Outline of the Training Courses in IETC (2012)	8-6
Table 8-6	Outline of MATRADE.....	8-8
Table 8-7	Outline of KIIT	8-10
Table 8-8	Outline of PTTC	8-12
Table 9-1	Sample Allocation by Business Sector	9-1
Table 9-2	Export Ratio.....	9-3
Table 9-3	Import Ratio.....	9-3
Table 9-4	Evaluation of Trade Policy and Regulation	9-4
Table 9-5	Evaluation of Trade Administration Procedure.....	9-5
Table 9-6	Evaluation of Logistic Service.....	9-5
Table 9-7	Evaluation of Trade Related Finance and Insurance.....	9-5
Table 10-1	Subjects of First Batch of Basic Course	10-1
Table 10-2	Subjects of First Batch of Advanced Course	10-2
Table 10-3	Lecturers of First Advanced Course.....	10-3
Table 10-4	Comparison of Training Program of Basic and Advanced Course	10-3
Table 10-5	Breakdown of Participants for Training Courses of TTI by Group	10-4
Table 10-6	Breakdown of Participants for Training Courses of TTI by Sex.....	10-4
Table 10-7	Breakdown of Participants for Training Courses of TTI by Age	10-4
Table 10-8	Breakdown of Participants for Training Courses of TTI by Education.....	10-5
Table 10-9	Usefulness of the Training Courses.....	10-6
Table 10-10	Utilization of Knowledge in Business Activity	10-6
Table 10-11	Contents that Respondents Want to Learn.....	10-6
Table 10-12	Number of respondents by Subject (Second Basic Course).....	10-8
Table 10-13	Number of respondents by Subject (First Advanced Course)	10-9

Table 11-1	Purpose of Participation by Experience in Trade (Second Basic Course).....	11-5
Table 11-2	Purpose of Participation by Experience in Trade (Advanced Course).....	11-5
Table 11-3	Purpose of Participation by Status of Participant (Second Basic Course).....	11-6
Table 11-4	Purpose of Participation by Status of Participant (Advanced Course)	11-6
Table 11-5	Comparison of Trade-related Training Institutes	11-10
Table 11-6	What Respondents Want to Learn in Basic Course by Experience in Trade (Second Basic Course)	11-12
Table 11-7	What Respondents Want to Learn in Advanced Course by Experience in Trade (Advanced Course)	11-13
Table 11-8	What Respondents Want to Learn in Basic Course by Status (Second Basic Course)	11-13
Table 11-9	What Respondents Want to Learn in Advanced Course by Experience in Trade (Advanced Course)	11-13
Table 11-10	Subjects Expected for TTI Training (Beginner Level).....	11-14
Table 11-11	Subjects Expected for TTI Training (Intermediate Level).....	11-14
Table 11-12	Expectation form TTI Training (for Advanced Level)	11-15
Table 11-13	Use of Learnt Knowledge and Skills by Experience in Trade (Basic Course).....	11-16
Table 11-14	Use of Learnt Knowledge and Skill by Experience in Trade (Advanced Course)	11-17
Table 11-15	Appropriate Type of Training of TTI Training by Type of Participants	11-20
Table 11-16	Appropriate Type of Training of TTI Training by Achievement Level of Participants	11-20
Table 11-17	Appropriate Duration of Training for Private Companies.....	11-22
Table 11-18	Appropriate Duration of Training for TTI Training Participants.....	11-22
Table 11-19	Preference of Weekend of TTI Training Participants	11-23
Table 11-20	Appropriate Duration of Training for Private Companies.....	11-23
Table 11-21	Appropriate Time for Training of TTI Training Participants by Type of Participants	11-23
Table 11-22	Appropriate Time for Training of TTI Training Participants by Preference of Weekday or Weekend	11-24
Table 11-23	Appropriate Frequency of Training for Private Companies	11-24
Table 11-24	Appropriate Frequency of Training of TTI Training Participants	11-25
Table 11-25	TPOs and Trade Training Institutes in Asia.....	11-28
Table 11-26	Comparison of Major TPOs in Asia	11-30
Table 12-1	Measures for Capacity Development of Trade Promotion	12-1
Table 12-2	Type of Exporter	12-4
Table 12-3	Type of Importer	12-4
Table 12-4	Type of Personnel for International Business	12-5
Table 12-5	Proposed Proportion of Theory, Procedure, Practice	12-14

Table 12-6	Proposed Future Integrated Program of Basic and Advanced Course	12-15
Table 12-7	Proposed Intensive Program of International Trade Theory and Practice Course	12-18
Table 12-8	Proposed Intensive Program of International Trade Facilitation Course	12-18
Table 13-1	Implementation Structures for Course Development	13-1
Table 13-2	Basic Policies for Course Development	13-2
Table 13-3	Curriculum of Basic Course Program (Batch 3).....	13-4
Table 13-4	Curriculum of Basic Course Program (Batch 4).....	13-5
Table 13-5	Curriculum of Advanced Course Program (Batch 2).....	13-7
Table 13-6	Curriculum of Advanced Course Program (Batch 3).....	13-9
Table 13-7	Contents of Short Course on Trade Promotion	13-11
Table 13-8	Contents of Short Course on Trade Business.....	13-12
Table 13-9	Contents of Short Course on Export/Import Business Introduction Course	13-13
Table 13-10	Contents of Workshop on Information Service for Trade Promotion.....	13-14
Table 13-11	Implemented Basic Course (3rd Batch) Classified by Module	13-15
Table 13-12	Implemented Advanced Course (2nd Batch) Classified by Module	13-16
Table 13-13	Comparison of Training Program by Type of Training with the Previous Batch	13-17
Table 13-14	Syllabus of Import/Export Transaction Practice	13-17
Table 13-15	Syllabus of Trade Business Practice.....	13-18
Table 13-16	Syllabus of Global Marketing Strategy	13-19
Table 13-17	Implemented Basic Course (4th Batch) Classified by Module	13-21
Table 13-18	Implemented Advanced Course (3rd Batch) Classified by Module	13-22
Table 13-19	Comparison of Training Program by Type of Training with the Previous Batch	13-23
Table 13-20	Syllabus of Import/Export Transaction Practice	13-23
Table 13-21	Syllabus of Global Marketing Strategy	13-24
Table 13-22	Syllabus of International Logistics.....	13-25
Table 14-1	Organization for Training Management Improvement	14-1
Table 14-2	Results of Discussions on Recommended Measures for Training Management	14-3
Table 14-3	Records of Lectures by International Organizations.....	14-5
Table 14-4	List of instructors who cooperated to develop TTI's case study.....	14-6
Table 15-1	Evaluation Results of 2nd Basic Course	15-7
Table 15-2	Evaluation by Subject (Third Basic Course)	15-8
Table 15-3	Evaluation by Subject (Fourth Basic Course).....	15-10
Table 15-4	Evaluation Results of 1st Advanced Course	15-11
Table 15-5	Evaluation by Subject (Second Advanced Course)	15-11
Table 15-6	Evaluation by Subject (Third Advanced Course)	15-13
Table 16-1	List of the Participants	16-2

Table 16-2	Schedule for the Third Country Visit.....	16-2
Table 16-3	Purposes of Internal Meetings	16-3
Table 16-4	List of the Participants	16-11
Table 16-5	Schedule for the Study Tour in Japan	16-11
Table 17-1	Results of Trial Implementation and Necessary Action.....	17-1
Table 17-2	Modules of Basic Course (Example).....	17-4
Table 17-3	Modules of Advanced Course (Example).....	17-5
Table 17-4	Characteristics of Options.....	17-12
Table 17-5	Characteristics of Options.....	17-15
Table 17-6	Functions of Training Institute.....	17-16
Table 17-7	Types of Certificate of International Association of Trade Training Organizations (IATTO)	17-18
Table 17-8	Comparison of Status of TPO - Unit of Ministry and Statutory Organization	17-20
Table 17-9	TPOs and Trade Training Organizations in Major Asian Countries	17-22

List of Figure

Figure 1-1	Implementation Structure of the Project.....	1-2
Figure 1-2	Schedule of the Project	1-3
Figure 2-1	Annual Economic Growth Rates	2-1
Figure 2-2	Value of Foreign Trade	2-2
Figure 2-3	Number of Registered Importers and Exporters	2-3
Figure 4-1	Former Organizational Chart of MOC.....	4-1
Figure 4-2	Current Organization Chart of Ministry of Commerce.....	4-2
Figure 4-3	Framework of Trade Policy of Ministry of Commerce	4-3
Figure 5-1	Export and Import Flow	5-3
Figure 7-1	Organizational Structure of TTI	7-2
Figure 7-2	TTI Offices and Classrooms Layout (as of February 2014)	7-8
Figure 9-1	Number of Employees	9-2
Figure 9-2	Ownership Structure	9-2
Figure 9-3	Export and Import Countries	9-3
Figure 9-4	Participation to TTI Training Programs.....	9-3
Figure 9-5	Trade Information Source.....	9-4
Figure 9-6	Areas of Constraints on International Trade by Size of Company	9-6
Figure 9-7	Trade Related Knowledge and Learning	9-7
Figure 9-8	Expectations for Training Program by Level of Training.....	9-7
Figure 9-9	Expectation for Type of Training by Level of Training.....	9-8
Figure 9-10	Preference of Training Subjects for Beginner’s Level.....	9-8
Figure 9-11	Preference of Training Subjects for Advanced Level	9-9
Figure 9-12	Duration of Courses.....	9-9
Figure 9-13	Timing of Courses	9-10
Figure 9-14	Frequency of Classes	9-10
Figure 9-15	Willingness to Bear Training Cost.....	9-10
Figure 9-16	Bearable Portion of Training Cost	9-11
Figure 9-17	Preference of Type of Lecturers.....	9-11
Figure 9-18	Need for Trade Promotion Support.....	9-11
Figure 9-19	Knowledge about TTI.....	9-12
Figure 9-20	Information Source for Knowing TTI	9-12
Figure 9-21	Willingness to Send Employees to TTI	9-13
Figure 10-1	Reasons for Taking the Second Basic Course.....	10-5
Figure 10-2	Reasons for Taking the First Advanced Course	10-6

Figure 10-3	Contents that Respondents Want to Learn (Second Basic Course)	10-7
Figure 10-4	Contents that Respondents Want to Learn (First Advanced Course).....	10-7
Figure 11-1	Area of Problems in International Trade.....	11-1
Figure 11-2	Training Method Adopted by Exporters/Importers.....	11-2
Figure 11-3	Responding Companies that Have Experience in TTI's Training.....	11-3
Figure 11-4	Responding Companies that Know TTI and Have Experience in TTI Training.....	11-3
Figure 11-5	Share of Participants of TTI Training by Industry	11-4
Figure 11-6	Share of Participants of TTI Training by Occupation.....	11-4
Figure 11-7	Participants of TTI Training by Occupation	11-5
Figure 11-8	Target of TTI Trade Training	11-8
Figure 11-9	Relationship between Recognition Level and Actual Participation in TTI Training .	11-9
Figure 11-10	Interest in Sending Employees to TTI by Size of Company.....	11-9
Figure 11-11	Interest in Sending Employees to TTI by Industry	11-10
Figure 11-12	Needs of Support to Trade Promotion	11-11
Figure 11-13	Expectation for Type of Training for TTI Training.....	11-14
Figure 11-14	Question: Whether Subjects Were Useful (Basic Course).....	11-15
Figure 11-15	Question: Whether Subjects Were Useful (Advanced Course).....	11-15
Figure 11-16	Use of Learnt Knowledge and Skills (Basic Course)	11-16
Figure 11-17	Use of Learnt Knowledge and Skills (Advanced Course)	11-16
Figure 11-18	Question: Have Achieved Target (Basic Course).....	11-19
Figure 11-19	Question: Have Achieved Target (Advanced Course)	11-20
Figure 11-20	Integrated Trade Promotion Services of TPO	11-31
Figure 12-1	Priority Areas for Trade Training in Myanmar	12-3
Figure 12-2	Stages of Globalization of Business	12-4
Figure 12-3	Target Companies of TTI Training	12-5
Figure 12-4	Structure of Education and Training of International Personnel	12-7
Figure 12-5	Necessary Knowledge by Management Level of Company	12-7
Figure 12-6	Concept of Trade Promotion Services	12-8
Figure 12-7	Subjects of Export Procedure and Documentation	12-9
Figure 12-8	Concept of Training Management and Administration.....	12-12
Figure 13-1	Course Development Support during Trial Implementation.....	13-2
Figure 14-1	Training Management Support during Trial Implementation.....	14-2
Figure 14-2	Concept of Training Cycle Management.....	14-4
Figure 14-3	Form of PERT Chart.....	14-7
Figure 14-4	Major course outline of 4-day IETC training program.....	14-8
Figure 15-1	Breakdown of Participants for third Basic Course by Occupation	15-1

Figure 15-2	Breakdown of Participants of 3rd Basic Course by Gender	15-1
Figure 15-3	Breakdown of Participants of 3rd Basic Course by Age	15-1
Figure 15-4	Breakdown of Participants of 3rd Basic Course by Academic Background	15-2
Figure 15-5	Breakdown of Participants of 2nd Advanced Course by Occupation.....	15-2
Figure 15-6	Breakdown of Participants of 2nd Advanced Course by Gender	15-2
Figure 15-7	Breakdown of Participants of 2nd Advanced Course by Age.....	15-2
Figure 15-8	Breakdown of Participants of 2nd Advanced Course by Education	15-3
Figure 15-9	Breakdown of Participants for 4th Basic Course by Occupation	15-3
Figure 15-10	Breakdown of Participants of 4th Basic Course by Gender	15-3
Figure 15-11	Breakdown of Participants of 4th Basic Course by Age.....	15-4
Figure 15-12	Breakdown of Participants of 4th Basic Course by Academic Background.....	15-4
Figure 15-13	Breakdown of Participants for 3rd Advanced Course by Occupation	15-4
Figure 15-14	Breakdown of Participants of 3rd Advanced Course by Gender	15-5
Figure 15-15	Breakdown of Participants of 3rd Advanced Course by Age	15-5
Figure 15-16	Breakdown of Participants of 3rd Advanced Course by Academic Background	15-5
Figure 15-17	Evaluation of 3rd Basic Course by Participants	15-7
Figure 15-18	Evaluation of 2nd Advanced Course by Participants.....	15-11
Figure 15-19	Evaluation of Management of Workshop on Trade Promotion in Myanmar.....	15-13
Figure 15-20	Evaluation of Management of Forum on Economic Development through Trade..	15-14
Figure 15-21	Evaluation of Lecturers of Forum on Economic Development through Trade	15-15
Figure 17-1	Decision-Making Mechanism of Future TTI.....	17-12
Figure 17-2	Reorganization of Status of TTI	17-13
Figure 17-3	Example of Organization by Training Course	17-14
Figure 17-4	Example of Organization by Function.....	17-14
Figure 17-5	Collaboration of Trade Training and Trade Promotion.....	17-19
Figure 17-6	Coexistence of TTI and TPO	
Figure 17-7	Integration of TTI and TPO	17-21

List of Abbreviations

ABE	: Association of Business Executives
AC	: Air-conditioner
ADB	: Asian Development Bank
AEC	: ASEAN Economic Community
AFAS	: ASEAN Framework Agreement on Services
AFTA	: ASEAN Free Trade Agreement
AJCEP	: ASEAN-Japan Comprehensive Economic Partnership
ASEAN	: Association of Southeast Asian Nations
ATIGA	: ASEAN Trade in Goods Agreement
ATPF	Asian Trade Promotion Forum
B2B	: Business Matching
BETP	Bureau of Export Trade Promotion
BFTI	Bangladesh Foreign Trade Institute
BIMSTEC	: Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation
BIC	Business Information Center
BOP	: Balance of Payment
CABIS	: China-ASEAN Business and Investment Summit
CAEXPO	: China-ASEAN Expo
CBI	Center for Promotion of Imports from Developing Countries, Netherlands
CIF	: Cost, Insurance and Freight
CIMA	: Chartered Institute of Management Accountants
CLMV	: Cambodia, Laos, Myanmar and Vietnam
CMP	: Cutting, Making and Packaging
COO	: Certificate of Origin
CSC	Customer Service Center
CSO	: Central Statistical Organization
CSR	Corporate Social Responsibility
CTQM	: Commodity Testing and Quality Management
DCCA	: Department of Commerce and Consumer Affairs
DEP	: Department of Export Promotion
DGNED	Directorate General of National Export Development, Indonesia
DICA	: Directorate of Investment & Company Administration
DITP	: Department of International Trade Promotion
DOL	: Department of Law
DOT	: Directorate of Trade
DTP	: Department of Trade Promotion
EBAC	: ESCAP Business Advisory Council
EPA	: Economic Partnership Agreement
EU	: European Union
FDA	: Food and Drug Administration
FDI	: Foreign Direct Investment
FEC	: Foreign Exchange Certificate
FNF	: Friedrich Naumann Foundation
FOB	: Free on Board
FTA	: Free Trade Agreement
FY	: Fiscal Year
GATT	: General Agreement on Tariffs and Trade
GDP	: Gross Domestic Product
GIZ	: German Agency for International Cooperation
GMS	: Great Mekong Sub-region
GMS	: Global Marketing Strategies
GSP	: Generalized System of Preferences

HASAP	: Hazard Analysis and Critical Control Points
HIDA	: Overseas Human Resources and Industry Development Association
HPAE	: High Performance Asian Economies
HRD	: Human Resource Development
HRM	: Human Resource Management
HS Code	: Harmonized System Code
IATTO	: International Association of Trade Training Organizations
ICC	: International Chamber of Commerce
ICM	: Institute of Commercial Management
ICS	: Institute of Chartered Shipbrokers
ICT	: Information & Communication Technology
IETC	: Indonesia Export Training Center
IETP	: Import/Export Transaction Practice
IIST	: Institute for International Studies and Training
IL	: International Logistics
ILP	: Import Licensing Procedures
IMF	: International Monetary Fund
IMG	: International Management Group
INCOTERMS	: International Commercial Terms
ISO	: International Organization for Standardization
IT	: Information Technology
ITC	: International Trade Center
ITPIC	: International Trade Promotion & Information Center
ITPO	: India Trade Promotion Organization
ITTC	: International Trade Training Center
ITTI	: International Trade Training Institute
JBIC	: Japan Bank for International Cooperation
JETRO	: Japan External Trade Organization
JICA	: Japan International Cooperation Agency
JMA	: Japan Management Association
JTCs	: Joint Trade Committees
KADIN	: Indonesia Chamber of Commerce & Industry
KEIDANREN	: Japan Business Federation
KIIT	: Thailand Knowledge Institute of International Trade
KOTRA	: Korea Trade Promotion Corporation
L/C	: Letter of Credit
LCD	: Liquid Chrystal Display
LDCs	: Least Developed Countries
MAFPEA	: Myanmar Agro-based Food Processors and Exporters Association
MAPT	: Myanmar Agricultural Produce Trading
MATRADE	: Malaysia External Trade Development Corporation
MBA	: Master of Business Administration
MBDW	: Myanmar Business and Development Week
MCBA	: Myanmar Customs Brokers Association
MEEC	: Malaysia Export Exhibition Center
METI	: Ministry of Economy, Trade and Industry of Japan
MEXPO	: Malaysia Export Promotion Organization
MFF	: Myanmar Fisheries Federation
MFPEA	: Myanmar Food Processors & Exporters Association
MFTB	: Myanmar Foreign Trade Bank
MGMA	: Myanmar Garment Manufacturing Association (MGMA)
MIA	: Myanmar Industries Association
MIC	: Myanmar Investment Commission
MICB	: Myanmar Investment and Commercial Bank
MIFFA	: Myanmar International Freight Forwarders' Association

MITS	: Myanmar Inspection and Testing Services
MITI	: Ministry of International Trade and Industry
MMRD	: Myanmar Marketing Research and Development
MOAI	: Ministry of Agriculture and Irrigation
MOC	: Ministry of Commerce
MOF	: Ministry of Finance
MOFA	: Ministry of Foreign Affairs
MOH	: Ministry of Health
MOI	: Ministry of Industry
MOLF	: Ministry of Livestock and Fisheries
MONPED	: Ministry of National Planning and Economic Development
MOU	: Memorandum of Understanding
MRCCI	: Mandalay Region Chamber of Commerce and Industry
MRIA	: Myanmar Rice Industry Association
MSEC	: Myanmar Securities Exchange Center Co., Ltd.
MSMEs	: Micro, Small and Medium Enterprises
MTE	: Myanmar Timber Enterprise
MTMA	: Myanmar Timber Merchants Association
NCCIM	: National Chamber of Commerce and Industry Malaysia
NCDP	: National Comprehensive Development Plan
NES	: National Export Strategy
NEXI	: Nippon Export and Investment Insurance
NGOs	: Non Governmental Organizations
NPT	: Nay Pyi Taw
ODA	: Official Development Assistance
OECD	: Organization for Economic Cooperation and Development
OHP	: Overhead Projector
OJT	: On-job Training
OTOP	: One Town One Product
PC	: Personal Computer
PCA	: Property Care Association
PDCA	: Plan/Do/Check/Action
PERT chart	: Program Evaluation and Review Technique chart
PITD	: Pakistan Institute of Trade and Development
PPP	: Public-Private Partnership
PR	: Public Relations
PTTC	: Philippine Trade Training Center
R & D	: Research and Development
RIETI	: The Research Institute of Economy, Trade and Industry
ROO	: Rules of Origin
SFI	: Strategy First Institute
SLSCM	: School of Logistics and Supply Chain Management
SME	: Small and Medium Enterprise
SOP	: Standard Operation Procedure
SPS	: Sanitary and Phytosanitary Measures
SSOP	: Sanitation Standard Operating Procedures
SWOT	: Strength, Weakness, Opportunity and Threat
T/T	: Telegraphic Transfer
TA	: Technical Assistance
TAITRA	: Taiwan External Trade Development Council
TBP	: Trade Business Practices
TBT	: Technical Barriers to Trade
TC	: Trade Council
TDAP	: Trade Development Agency of Pakistan
TFO	: Trade Facilitation Office Canada

TPIC	: Trade Promotion & Information Center
TPMP	: Trade Promotion Master Plan
TPOs	: Trade Promotion Organizations
TTI	: Trade Training Institute
TV	: Television
TVET	: Technical Vocational Education and Training
UK	: United Kingdom
UMFCCI	: Union of Myanmar Federation of Chambers of Commerce and Industry
UNCTAD	: United Nations Conference on Trade and Development
UNDP	: United Nations Development Program
UNESCAP	: United Nations Economic and Social Commission for Asia and the Pacific
UNIDO	: United Nations Industry Development Organization
US/USA	: United States of America
USD	: United States Dollar
VIETRADE	: Vietnam Trade Promotion Agency
WIPO	: World Intellectual Property Organization
WTO	: World Trade Organization
YGN	: Yangon
YIE	: Yangon Institute of Economics
YTU	: Yangon Technological University
YU	: University of Yangon

Part I: Basic Information

CHAPTER 1 Outline of the Project

1.1. Background of the Project

Since the beginning of the new regime in March 2011, the Myanmar government has introduced a series of measures for economic and industrial development. Above all, as a part of the preparatory process for ASEAN Economic Community (AEC) integration scheduled in 2015, the Ministry of Commerce (MOC) established the Trade Training Institute (TTI) on the site of its Yangon Regional Office of the Directorate of Trade. It is expected to provide training programs to businesspersons in the private sector for the capacity development of trading businesses as well as practical training to government officials in order to enhance the planning capacity of trade policies for the purpose of promoting trade activities of the private sector. MOC recognizes the importance of the improvement and reinforcement of the contents of the TTI training programs, taking the needs of the private sector into full consideration. In order to respond to the high demand for the currently on-going training program and to prepare for the eventual AEC integration, MOC requested the Government of Japan to provide technical assistance with the objectives of improving TTI's training program curriculums and the capacity building of its lecturers and staff members.

Therefore, the Fast Track Project on the Capacity Development of Trade Promotion in Myanmar (hereinafter referred to as "the Project") was formulated and a team of experts (hereinafter referred to as "JICA Project Team") was dispatched. The counterpart of the project is TTI under the supervision of MOC.

1.2. Purpose of the Project

The objectives of the Project are the following.

- i) To identify the public and private conditions for trade promotion in Myanmar;
- ii) To draft an improvement plan for the training programs of TTI;
- iii) To implement trial improvements to the training programs of TTI; and
- iv) To propose a reinforcement plan for TTI.

The following outputs are expected as a result of the Project.

- i) Current conditions and bottlenecks for trading businesses in Myanmar and the capacity of trade for export-oriented companies of Myanmar will be identified;
- ii) Gaps between companies' needs and actual situation of support services of trading business (capacity development) by the government and donors will be clarified;
- iii) The training program for trading businesses by TTI will be improved, tried and evaluated; and
- iv) The future direction and challenges including the enhancement of the functions of TTI will be examined and proposed.

1.3. Implementation Structure of the Project

The Project was implemented by the JICA Project Team formed by KRI International Corps. and Mitsubishi UFJ Research and Consulting Co., Ltd. JICA Project Team with a composition of 6 members whose areas of responsibility are shown below table.

Table 1-1 Areas of Responsibility of the Experts

Name of Expert	Area of Responsibility
Kazuo MISHIMA	Team Leader/ Trade Policy
Akihiko MORINAGA	Deputy Team Leader/Human Resource Development
Yoichi MATSUI	International Trade and Business 1
Takuji KAMEYAMA	International Trade and Business 2
Maiko OHTSURU	Trade Promotion Services
Shinobu SHIMOKOSHI	Coordinator / Human Resource Development (support)
Teishi FUJIWARA	Study Tour in Japan (support)

As the figure below illustrates, the JICA Project Team is implementing the project in close collaboration with TTI, the counterpart organization. At the same time, the progress of activities will be reported periodically to both JICA and MOC.

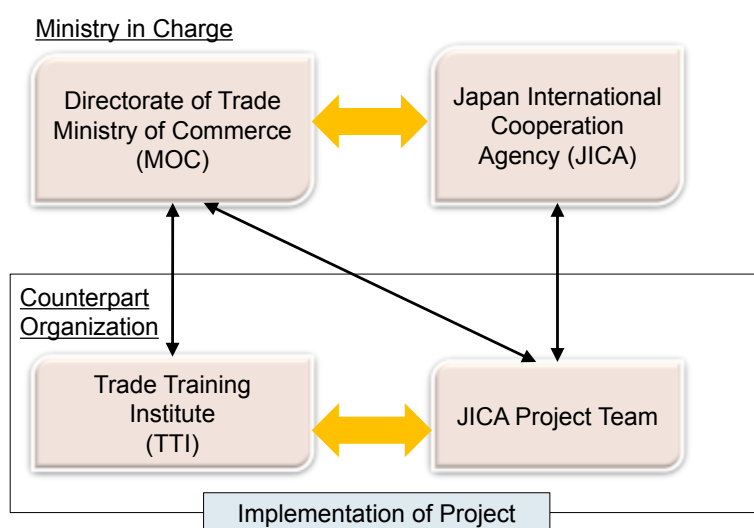


Figure 1-1 Implementation Structure of the Project

1.4. Project Schedule

The schedule of the Project is as illustrated in the following figure. In the first year¹, the JICA Project Team analyzed the current training program situation and operation & management context of

¹ The Japanese fiscal year of 2012 ended on 31 March, 2013.

TTI and made recommendations on improved training programs. In the second year, the JICA Project Team conducted the trial implementation of improved training programs for TTI.

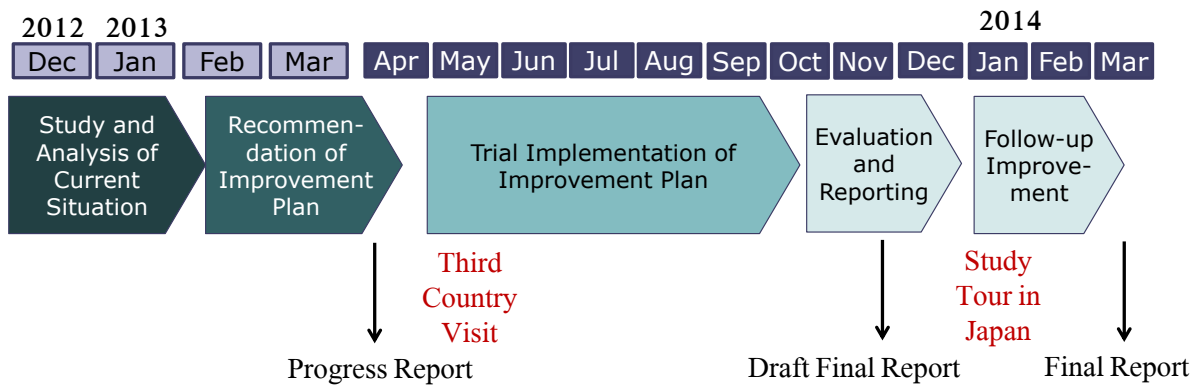
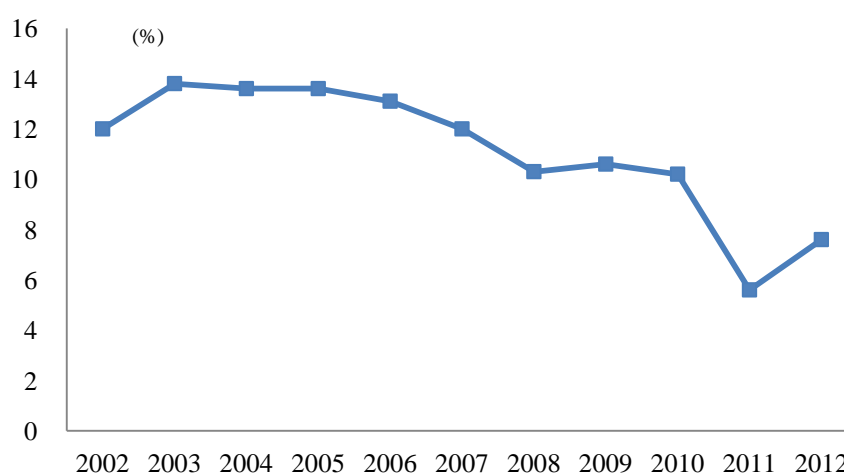


Figure 1-2 Schedule of the Project

CHAPTER 2 Foreign Trade Trend of Myanmar

2.1. Overview of the Myanmar Economy

Myanmar's economy has shown sustainable growth on account of the economic reforms implemented since the 1990s. The trends in annual real GDP growth according to the Central Statistical Office are shown in the following table. The economy has maintained a growth rate at more than 10% in recent years. That said, international organizations make different estimates of the economic growth ratios of Myanmar due to doubts as to the credibility of data². That said, the IMF's estimation³ of GDP growth remains around 5% per annum in recent years, similar with that of neighbouring ASEAN countries. Myanmar's economic growth is expected to continue to be driven by commodity exports and improved business confidence on the momentum of the reform.



Source: 2002-2010: Statistical Yearbook 2011 (CSO), 2011-2012: ADB Key Indicators for Asia and the Pacific

Remark: 2010 is provisional actual

Figure 2-1 Annual Economic Growth Rates

The table below depicts the share of real GDP by industry. During the favorable economic growth of the 1990s, the share of construction, trade, and other services increased. The share of manufacturing stayed at around 7% until FY 2000/01. This implies that the economic growth during the 1990s was driven by the open trade policy and the construction boom in cities, and not by the progress of industrialization. In the 2000s, the industrial structure change, and the shares of manufacturing, construction, and services increased and that of agriculture declined.

² The reason for this is that the official statistics show over 10% growth rate in the last 9 years, which is more than that of China and India in some years. Because of this, there is a doubt on the reliability of the data.

³ 2011 Article IV Consultation (IMF)

Table 2-1 Share of Real GDP by Industry

Year	Agriculture	Energy & Mining	Processing & Manufacturing	Construction	Trade	Services
1993	63.0	0.7	6.8	1.4	21.5	6.5
1995	60.0	0.8	6.9	2.2	23.2	6.9
2000	57.2	0.7	7.2	1.8	24.0	9.0
2005	46.7	1.0	12.8	3.8	21.7	14.1
2010	37.9	0.9	18.9	4.5	16.4	21.3

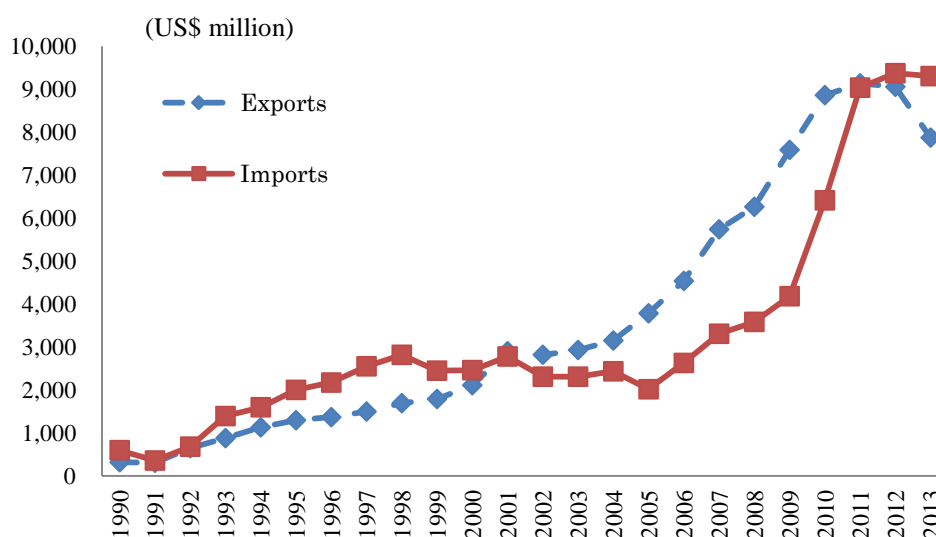
Note: Agriculture includes livestock, fishery, and forestry
Source: Statistical Yearbook 2010 and 2011 (CSO) and Odaka and Mieno (2012)

2.2. Trends in the International Trade of Myanmar

2.2.1. Trends in the International Trade Balance

The value of both the import and export of goods and services has been increasing since FY1990/91. Throughout the 1990s, the trade balance continued to record a deficit as a result of the open economic policy.

In FY 1997/98, the Myanmar government set up the Trade Council (TC), which is the highest authorized decision-making organization (even higher than any ministry). After the establishment of TC, the government formulated inward-looking trade management measures, including remittance limitations, export taxes, and the export first policy. Since then, the trade balance surplus has showed an upward trend. However, since FY 2011/12, the trade surplus decreased due to the rapid increase in imports and Kyat appreciation with the trade balance recording a trade deficit of US\$315 million in FY 2012/13.

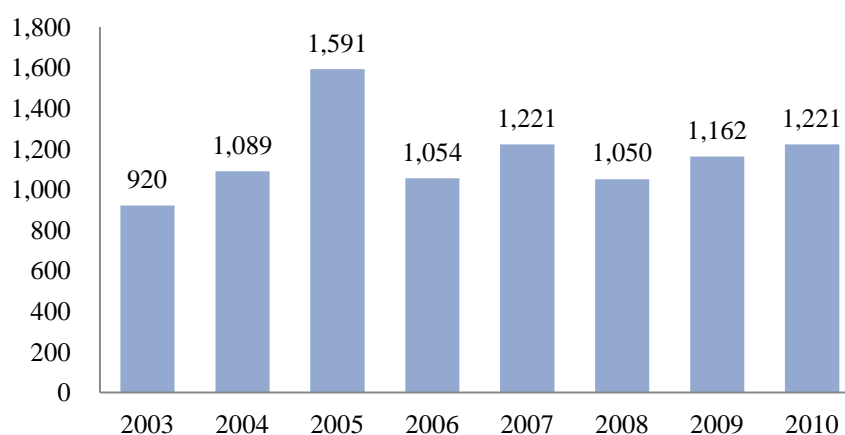


Note: 2013 is only from April to December
Source: 1990-2008: World Development Indicator (2013), 2009-2013: MOC

Figure 2-2 Value of Foreign Trade

The number of registered importers and exporters also increased from FY 2003/04 and FY 2005/06, more specifically increasing by 1.73 times (from 920 in FY 2003/04 to 1,591 in FY 2005/06). Although the number of registered importers and exporters significantly dropped in FY 2006/07, it

remained roughly flat at a level of around 1,100. Since FY 2006/07, the number has been gradually increased.



Source: Statistical Yearbook 2011 (CSO)

Figure 2-3 Number of Registered Importers and Exporters

2.2.2. Export Trends

Myanmar exports are divided into “normal trade” and “border trade”. MOC defines that (1) normal trade as “selling or buying of commodities through shipping or air freight” and (2) border trade as “selling or buying of commodities with local currencies or the currencies accepted by both sides, which are produced at border areas”. Almost 80% of the total trade is conducted via normal trade. However, the share of normal trade to total export differs according to products. While almost 100% of industrial and forestry products are traded via normal trade, about 80% of mineral products are traded via border trade. Agricultural, animal, and marine products are traded via both normal and border trades.

Table 2-2 Share of Export Value through Normal and Border Trade by Commodity in 2012
(%, US\$ million)

	Normal Trade	Border Trade	Total
Agriculture Product	48.7%	51.3%	2559.99
Animal Product	42.0%	58.0%	47.08
Marine Product	58.1%	41.9%	641.68
Mineral Product	18.3%	81.7%	456.54
Forest Product	97.1%	2.9%	604.10
Industrial Product	99.1%	0.9%	4399.81
Other Product	49.8%	50.2%	347.04
Total (US\$ million)	6843.04 (75.6%)	2213.19 (24.4%)	9056.24 (100%)

Note: The total export value in 2012 differs from different sources.
Source: MOC

The major export items have been natural gas and agricultural products over the last 5 years. Natural gas accounts for nearly 40% of the total exports and almost all natural gas exports are directed to Thailand. In FY 2012/13, the share of natural gas exceeded 40%. The next major export item is

agricultural products, among which beans and rice are the primary products and accounting for 11% and 6% of the total export value in FY 2012/13, respectively. The export value of jade suddenly dropped in FY 2011/12, though it had been increasing in its share up until FY 2010/11. Although the share of the export value by mode of trade in FY 2010/11 is unknown, making it difficult to lead to the conclusion, it is possible that jade changed the mode of trade from normal to border trade since nearly 90% of the mineral trade in FY 2011/12 is conducted via border trade which is included in “Others”.

Table 2-3 Share of Export Values by Commodity

	(%, US\$ million)					
	2008	2009	2010	2011	2012	2013
Gas	35.2	38.6	28.5	38.3	40.8	32.1
Agriculture	14.9	16.1	11.9	15.0	22.2	13.4
Jade	9.7	12.4	22.8	0.4	3.3	11.7
Forestry	6.3	6.8	6.9	6.8	6.5	6.5
Garment	4.3	3.7	4.3	5.4	7.7	8.1
Fishery	4.0	3.6	3.2	4.8	6.3	4.2
Base metal	0.5	0.4	0.5	0.8	1.0	1.2
Others	25.2	18.4	22.0	28.4	12.0	22.8
Total (US\$ million)	6779.1	7586.9	8861.0	9135.6	8977.0	6269.3

Note 1: The value of export via border trade is included in “Others” until 2011.

Note 2: The total export value differs from different sources.

Note 3: 2013 shows only the figure from April to October.

Source: Monthly selected economic indicators (from July, 2012 to October, 2013)

The major trade partners of Myanmar are primarily ASEAN countries, particularly, Thailand, which accounts for nearly 45% of the total export value, followed by China, India, and Singapore as of FY 2012/13. The share of these four countries of the total export accounts for more than 80%. Almost all the natural gas is exported to Thailand, while precious stones and agricultural products are destined for China. The large export figure to Singapore is through transit trade. Trade amounts with U.S. and EU were very limited due to the economic sanction against Myanmar. However, those amounts are expected to increase in tandem with the relaxation of sanctions.

Table 2-4 Major Destination Countries

	(%, US\$ million)					
	2008	2009	2010	2011	2012	2013
Thailand	38.8	42.4	32.8	41.9	44.6	36.0
China	9.1	8.1	13.6	24.2	24.9	30.3
India	11.9	13.4	9.8	11.4	11.3	8.7
Singapore	12.3	8.8	5.2	5.9	3.2	4.9
Japan	2.7	2.3	2.7	3.5	4.5	4.7
Korea	0.9	1.0	1.7	2.4	3.1	3.3
Hong Kong	9.9	12.5	21.4	0.5	0.1	5.4
UK	0.8	0.5	0.4	0.2	0.3	0.4
US	0.0	0.0	0.0	0.3	0.0	0.2
Others	7.2	7.3	6.2	6.5	5.9	6.1
Total (US\$ million)	6779.1	7586.9	8861.0	9135.6	8977.0	8978.0

Note: 2013 shows only the figure from April to October.

Source: Monthly selected economic indicators (July 2012 to October 2013)

2.2.3. Import Trends

In the last 5 years, machinery and transport equipment accounted for between roughly 19% and 29% of total import value, followed by petroleum products and base metals and manufactures. This seems to be a result of the importing of equipment for large infrastructure projects such as construction in Nay Phi Taw, road infrastructure development between Nay Phi Taw and Mandalay, and pipeline construction to China.

Table 2-5 Composition of Imports

	(%, US\$ million)					
	2008	2009	2010	2011	2012	2013
Machinery & Transport equipment	33.1	25.8	24.2	25.3	34.6	25.1
Petroleum products	12.9	16.1	21.7	21.3	17.6	19.9
Base metals & manufactures	7.3	8.7	8.6	10.5	11.3	11.7
Food products & edible oil	7.5	5.6	4.1	5.3	4.7	6.3
Fabric	4.8	5.0	4.6	3.4	4.3	5.3
Electrical machinery & apparatus	3.8	4.3	5.4	5.2	5.4	5.2
Plastics	3.7	3.8	3.9	3.5	3.9	3.9
Construction materials	1.5	2.7	3.1	2.5	3.3	1.2
Chemicals	0.8	1.3	1.0	0.9	3.2	3.2
Others	24.6	26.7	23.5	22.2	11.8	18.2
Total (US\$ million)	4543	4181.4	6412.7	9035.1	9068.9	4431.4

Note: 2013 shows only the figure from April to October.

Source: Monthly selected economic indicators (from July 2012 to October 2013)

Almost all the imports come from Asian countries. China has been the largest importing country to Myanmar since 2007, followed by Singapore. The main import products from China are general machineries, electronic appliances, parts and raw materials for the garment sector. Myanmar imports purified oils from Singapore and various kinds of construction equipment from Thailand. It is worth noted that most of the imports from Singapore are due to transit trade from the third countries.

Table 2-6 Share of Import Value by Country

	(%)							
	2003	2004	2005	2006	2007	2008	2009	2010 ^{*1}
China ^{*2}	21.0	24.8	23.6	24.9	29.7	26.6	30.1	33.8
Singapore	30.2	30.6	28.3	35.2	24.5	23.1	28.8	25.7
Thailand ^{*2}	8.5	9.4	12.0	10.4	11.4	8.7	9.1	11.1
Japan	11.8	8.1	5.3	5.3	7.3	3.7	6.2	4.0
Korea	4.9	4.5	4.3	2.9	3.2	4.2	5.4	4.7
India ^{*2}	4.9	4.2	4.0	5.4	5.2	3.2	4.6	3.0
Malaysia	6.7	5.9	7.0	3.8	3.4	7.7	3.8	2.3
Indonesia	2.6	2.5	2.9	3.2	6.2	4.6	3.3	4.3
Vietnam	0.4	0.4	0.5	0.4	0.5	0.4	0.7	0.7
Philippines	0.2	0.4	0.3	0.3	0.4	0.4	0.3	0.3
Hong Kong	1.7	1.1	1.0	0.8	0.6	0.7	0.3	0.1
Bangladesh ^{*2}	0.1	0.2	0.3	0.1	0.2	0.1	0.3	0.2
Pakistan	0.2	0.1	0.0	0.1	0.2	0.1	0.1	0.1
Others	1.0	7.7	10.4	7.2	7.3	16.5	7.1	9.7

Source: Statistical Yearbook 2011 (CSO)

Remarks: ^{*1} prediction, ^{*2} includes border trade

CHAPTER 3 Overview of Major Industries in Myanmar

This chapter sets out the export and import situations for major industries (i.e., agriculture, fishery, forestry, mining, and garment industry).

Table 3-1 indicates the number of companies that export products and the value by groups of products through normal trade. The total number of companies remained constant at a level of around 1,500 and companies for agricultural products held the largest share of all over the last three years. In FY 2010/11, the second largest share was made up of the companies for forest products, followed by those for marine and industrial products. However, the companies for forest products decreased by 33% to become the fifth largest of all the six sectors, while those of industrial products came to account for 23%, moving up to be the second largest in FY 2012/13.

Table 3-1 Number of Companies and Amount of Exports by Group of Product

(Number, US\$ Million)

Group of Product	FY2010/11		FY2011/12		FY2012/13	
	No. of company	Amount of export	No. of Company	Amount of export	No. of Company	Amount of export
Agricultural product	531	1,224.94	635	1,517.32	580	1,250.32
Forest product	402	620.35	308	629.28	133	586.56
Animal product	51	8.84	53	6.67	59	11.36
Mineral product	100	2,071.01	88	113.33	162	83.62
Marine product	341	287.08	307	451.60	227	372.72
Industrial product	151	2,980.97	177	4,075.58	345	4,459.40
Total	1,576	7,193.19	1,568	6,793.78	1,506	6,763.97

Source: MOC

Remarks: The above figures of export amount only include normal trade.

3.1. Agriculture Products

The Myanmar government, in some situations, controls the export and import of products. In the case of agriculture products, if there is a surplus in the domestic market, exporters are allowed to export. As the self-sufficiency rate of an agriculture product exceeds 100% in Myanmar, that product is exported., in sum accounting for around 30% of the total export value in FY 2012/13.

According to the Monthly Selected Indicators published by the Central Statistical Office of Myanmar, the major exported agriculture products are pulses, rice, and sesame. Pulses accounts for nearly half of total export value of agriculture products in FY 2012/13, which makes them the most important export production in Myanmar, and major destination country is India. In September 2012, a lack of rainfall directly caused a fall in production of pulses and seeds in Myanmar, which makes a decrease in the export of pulses. Its share in FY 2013/14 is still low simply because harvest season for major pulses are October-March.

The rice production quantity in 2012 was about 33 million ton, which was the 7th largest in the world and the fourth in ASEAN after Indonesia, Vietnam, and Thailand (FAOSTAT). Rice has been consistently exported to Singapore, India, and Bangladesh over the last 4 years.

Though the production amount of sesame in Myanmar in FY 2012/13 decreased from that of FY 2011/12, it was still the largest in the world, followed by India and China (FAOSTAT). Increasing the share of sesame seeds especially in FY 2013/14 is because of higher demand with good offer from Chinese merchants out of the poor harvest for want of rain in China, where Myanmar export 70% of sesame seeds followed by Japan and Korea.

Table 3-2 Share of Agriculture Products in Agricultural Exports

	(%, US\$ million)					
	2008	2009	2010	2011	2012	2013
Rice	19.7	20.8	18.8	19.5	27.3	25.1
Maize	2.6	0.2	1.1	3.4	10.0	3.7
Matpe	26.1	37.7	42.7	34.5	19.2	4.4
Pedesein	14.0	21.4	17.2	14.8	13.7	19.8
Pesingon	23.8	11.6	11.5	13.9	8.5	9.3
Gram	4.8	2.0	0.6	4.8	1.7	0.2
Other pulses	5.1	3.1	3.8	4.1	5.0	6.8
Sesame seeds	3.1	2.8	4.3	4.2	14.0	27.4
Onion	0.4	0.0	0.0	0.0	0.2	2.7
Tamarind	0.4	0.3	0.2	0.7	0.4	0.6
Total (US\$ million)	1008.4	1224.3	1056.3	1367.2	1994.9	840.6

Note: 2013 shows only the figure from April to October.

Source: Monthly Selected Indicators (From July, 2012-October, 2013)

Edible vegetable oils form more than 70% of the total value of imported agriculture products. Another major import item is dairy products including milk.

3.2. Fishery Products

The production of fish and prawns in Myanmar has been increasing over the last 7 years and its share of the export value constitutes around 7% of the total. The export value of fish and prawns exceeded US\$600 million in FY 2011/12 and remained at the same level in FY 2012/13. It seems that the fishery industry is becoming more and more important to the Myanmar economy.

The share of fish in the total export value of fishery products increased from 51% in FY 2006/07 to 61% in FY 2011/12. However, it slightly decreased to 58% in FY 2012/13. On the other hand, the other fishery products raised its share from 23% in FY 2006/07 to 28% in FY 2012/13, while the share of prawns decreased from 26% to 14% during the same period.

Table 3-3 Export Value of Fishery Products by Commodity

Fiscal Year	(%, US\$ million)						
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Fish	51.3	56.2	56.6	62.4	61.6	60.6	57.9
Prawns	25.8	19.6	18.4	11.3	12.4	13.2	13.7
Others	22.9	24.2	25.1	26.3	26.0	26.2	28.4
Total (US\$ million)	468.16	561.02	483.23	496.59	555.515	653.85	652.84

Source: Statistics of fishery, 2013 (MFF)

The main destinations for fishery products were China, Thailand, and Singapore. China and Thailand have been the top 2 destinations throughout the last 7 years except for FY 2007/08 and FY 2008/09 when Singapore was the second largest and the largest, respectively. The sum of the export value of China and Thailand exceeds that of the third to tenth countries combined, and the share of the two countries has been growing, though it has shown a slight decline in FY 2012/13. According to the Myanmar Fisheries Federation (MFF), Bangladesh and the Middle East imports Rohu and China imports Red Snapper and Yellow Crocker from Myanmar. The exports to Japan are said to be mainly prawns.

Table 3-4 Top Ten Destination Countries and its Export Value of Fishery Products

Year	(US\$ million)						
	2006	2007	2008	2009	2010	2011	2012
China	130.66	148.72	106.15	105.08	179.70	258.76	244.25
Thailand	109.88	55.99	76.98	99.23	110.60	124.46	133.17
Singapore	30.43	70.36	119.04	96.26	59.38	34.52	49.75
Kuwait	14.43	30.03	31.84	52.96	56.68	51.16	49.15
Malaysia	21.10	86.96	41.26	36.13	39.42	53.62	45.68
Japan	50.44	42.09	23.40	16.91	21.88	30.36	34.97
Saudi Arabia	20.13	35.15	21.34	23.23	24.67	28.61	31.81
Bangladesh	22.36	27.00	18.69	16.26	14.17	23.12	19.42
UAE	17.53	13.90	13.78	16.78	17.79	21.32	14.56
UK	-	-	10.67	12.43	13.09	13.85	11.98
Hong Kong	13.97	12.66	-	-	-	-	-

Source: Fishery statistics 2013 (MFF)

Other than exporting fish as a raw material, Australian and Malaysian fish processing companies bring sea fish to Myanmar and subcontract the processing to Myanmar companies on commission (CMP). After the processing, they repatriate the products to their original countries.

As for the import of fishery products, according to MFF, there is no need to import fishery products since Myanmar is self-sufficient in terms of fish.

3.3. Forestry Products

The share of the export value of forestry products has been 6-7 % of total exports and it has been gradually increasing over the years. Among the different forestry products, timber accounts for more

than 80% of total export value of forestry products. In the last 3 years, teak timber has been a dominated exported forestry product.

Table 3-5 Share and Export Value of Forestry Products by Commodity

Fiscal Year	(%, US\$ million)					
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Teak timber	42.6	38.6	45.8	44.6	55.7	75.6
Hardwood timber	45.1	53.0	45.4	43.5	35.7	17.9
Teak conversion	7.1	3.5	4.0	4.9	5.4	4.1
Plywood & veneer	4.1	3.8	3.5	3.3	1.4	1.3
Hardwood conversion	1.2	1.1	1.3	3.7	1.8	1.1
Total (US\$ million)	429	512.9	615.3	625.4	587.6	410.3

Note 1: FY 2013/14 shows only the figure from April to October.

Note 2: The total export value differs from different sources

Source: Monthly Selected Indicators (From July, 2012-October, 2013)

Export of timber is obliged to be done through Myanmar Timber Enterprises (MTE), which is a state company. Other than timber, members of MTMA can export either on their own or with MTE. The share of the latter is about 20% of the total export amount for forestry products.

As can be seen from the below table, over 90% of timber was exported to the Asian countries over the last 7 years. More specifically, nearly half of the timber was exported to India. Particularly, in the last two years, India accounted for 60% of total timber exports, followed by Thailand at around 10%.

Table 3-6 Destination of Timber Export

	(%, US\$ million)						
	2004	2005	2006	2007	2008	2009	2010
India	45.7	49.0	49.6	48.3	45.9	60.7	59.8
Thailand	20.1	17.4	12.2	8.4	17.6	10.1	12.1
Singapore	8.5	6.7	5.9	5.7	8.0	5.2	6.4
China	1.8	2.7	6.5	7.8	6.5	5.8	5.7
Vietnam	0.5	4.1	6.9	10.2	5.7	6.8	4.7
Pakistan	1.0	1.9	2.5	1.3	1.7	0.7	1.1
Malaysia	4.8	2.8	1.5	1.7	2.5	0.6	0.6
Hong Kong	5.0	4.9	4.1	4.8	2.8	0.2	0.2
Korea	0.1	0.0	0.1	0.2	0.2	0.2	0.1
Japan	0.3	0.4	0.2	0.3	0.3	0.1	0.1
Sri Lanka	0.0	0.0	0.1	0.1	0.1	0.0	0.0
Indonesia	0.0	0.1	0.3	0.2	0.1	0.1	0.0
Brunei	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Maldives	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Asian countries	5.9	5.5	4.7	5.8	6.3	9.0	8.3
Grand total	392.41	474.5	511.48	538.52	411.3	493.51	593.88

Source: Statistical Yearbook 2011 (CSO)

According to MTMA, the main import product is furniture from Malaysia for which the value is around US\$6 million annually. Because the regulations for timber imports are unclear, most transactions are conducted through border trade.

3.4. Mineral Products

Myanmar has rich mineral resources, including oil, gas, tin, and precious stones. It has an estimated natural gas reserve that is the 3rd largest among ASEAN countries, following Indonesia and Malaysia. As can be seen from the table below, natural gas is the major exported minerals in Myanmar and it is the largest foreign income earner for the Myanmar economy. Natural gas is extracted offshore by international companies (Total, PTT, Daewoo, etc.) who are in joint venture agreements with the State run oil and gas company Myanmar Oil and Gas Enterprise (MOGE). Most of the extracted natural gas is exported to Thailand, which is reliant on Myanmar natural gas for 30% of its energy needs. The Chinese are also constructing a pipeline which will pump natural gas from the Bay of Bengal to China's Yunnan province, and other exploration efforts are currently in progress in other offshore blocks.

Among different gems and jewellery, particularly jade is one of the major export minerals in Myanmar, most of which are exported to China. There are still rooms to add value to gems and jewellery because the current majority of them are sold as raw and uncut.

Table 3-7 Share and Export Value of Gas and Minerals

Fiscal Year	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Gas	77.6	75.1	55.1	97.1	90.4	71.3
Jade	21.4	24.1	44.0	0.9	7.3	26.0
Base metal & ores	1.0	0.8	0.9	2.0	2.3	2.6
Total (US\$ million)	3,073	3,899.1	4,582.1	3,608	4,056	2,819.8

Note1: FY 2013/14 shows only the figure from April to October.

Note 2: Natural Gas includes "pipeline gas" and "compressed natural gas"

Source: Monthly Selected Indicators (From July, 2012-October, 2013)

3.5. Garment

As the garment industry is labor-incentive and export-oriented, it tends to be the first manufacturing industry to emerge in many developing countries and Myanmar is no exception. During the 1990s, the garment industry became the largest export sector. Since 2003, however, Myanmar has lost access to the U.S. market due to economic sanctions including trade embargos. As a result, the country started to diversify its markets to Asia, with Japan and South Korea particular having have become important markets to Myanmar.

The value to U.S. dramatically increased in the late 1990s, but rapidly decreased in the early 2000s due to the economic sanctions. For this same reason, Myanmar also lost EU market share by half in 2005. On the other hand, the value of Japan exports gradually increased in the early 2000s and its growth rate accelerated in the late 2000s, especially between 2010 and 2011. Since the labour costs in China have rapidly increased, some Japanese garment manufactures shifted their production bases from China to other ASEAN countries including Myanmar. Korea also follows the same path with Japan,

though the value is about two thirds of that of Japan. Currently, Japan, Korea, and EU account for most of the export value of garment in Myanmar.

Table 3-8 Export Value of Garment to Major Countries

	(US\$ million)									
	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
US	298.6	232.7	0	0	0	0	0	0	0	0
EU	307.2	339.9	457.4	237.1	256.6	215.7	210.4	174.4	175.6	179.8
Japan	15	32.2	44.8	52.7	71.4	95.5	132.6	149.2	183.4	348.7
Korea	1.7	5	6.3	7.4	18.2	30.1	30.2	53.6	124	232.4

Source: MGMA

The available recent statistical monthly data covers the last 8 months from March until October 2013. During this period, the major destination countries/regions have remained to be Japan, South Korea, EU, and US. However, Japan's share has displayed an increasing trend, while that of South Korea has declined and that of EU remained stable.

According to the Myanmar Garment Manufacturing Association (MGMA), garment production in Myanmar is mainly in the form of CMP (Cutting, Making, and Packing) and all raw materials from abroad are exempted from import taxes. Currently, CIF is used for most of the exports, but MGMA is trying to change this to FOB as FOB will give MGMA more bargaining power.

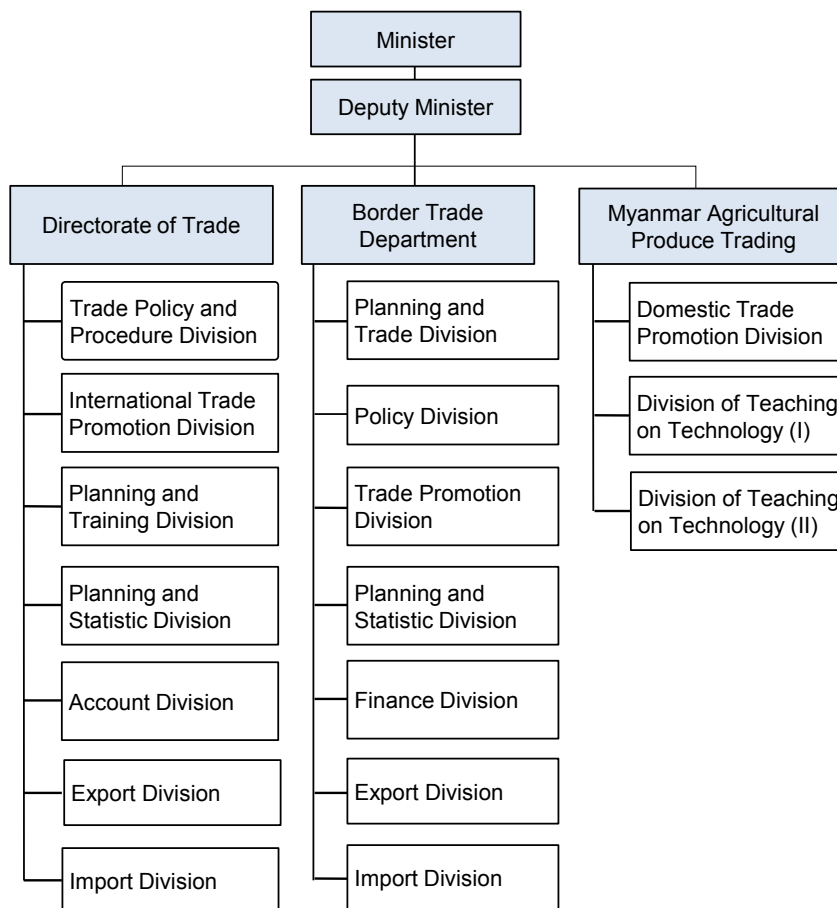
As a result of Myanmar's reinstatement in the EU's Generalized System of Preferences ("EU GSP") in June 2013 and the US easing its economic sanctions on Myanmar, the export to those countries is expected to grow in the coming years.

CHAPTER 4 Foreign Trade Policies in Myanmar

4.1. Organizational Structure of MOC

(1) Former Structure

The Ministry of Commerce (MOC) is the ministry tasked with trade policy and trade promotion for the Myanmar government. Formerly, MOC was organized by three Directorate/Departments categorized by the types of trade, such as normal trade, border trade and agricultural trade. Below is the former organizational structure of MOC. The Myanmar government has been modifying organizational structures of the Ministries to strengthen each role and function, including the restructuring of MOC as of April 2013.

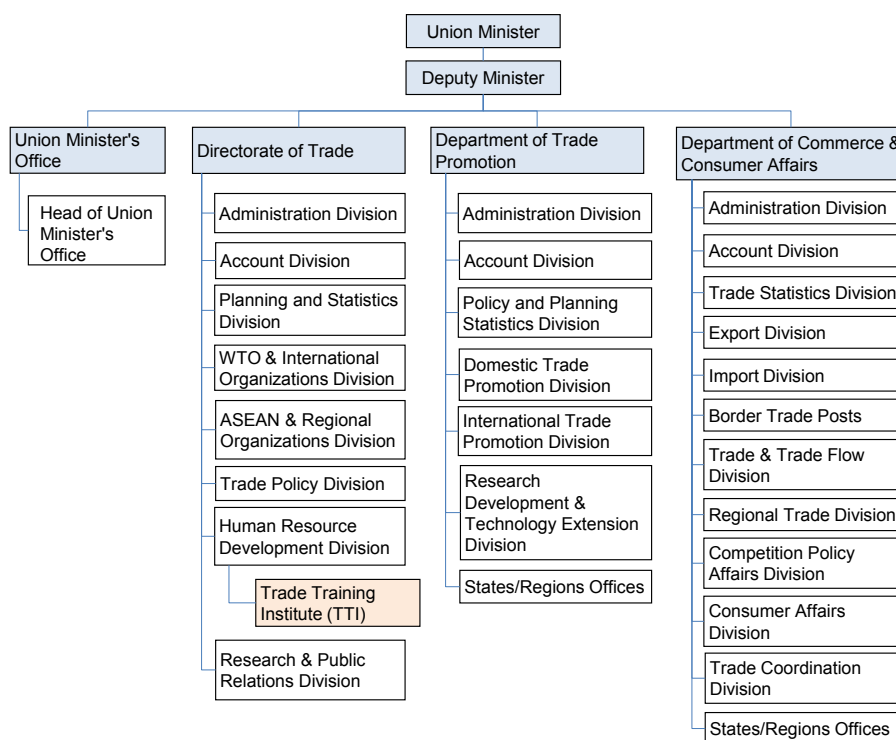


Source: MOC

Figure 4-1 Former Organizational Chart of MOC

(2) New Structure as of April 2013

In the new structure of MOC, Directorate/Departments are reformed into four bodies, especially the Union Ministers Office, Directorate of Trade, Department of Commerce and Consumer Affairs, and Department of Trade Promotion. Under this new structure, MOC shifts to a more function-based framework.



Source: MOC

Figure 4-2 Current Organization Chart of Ministry of Commerce

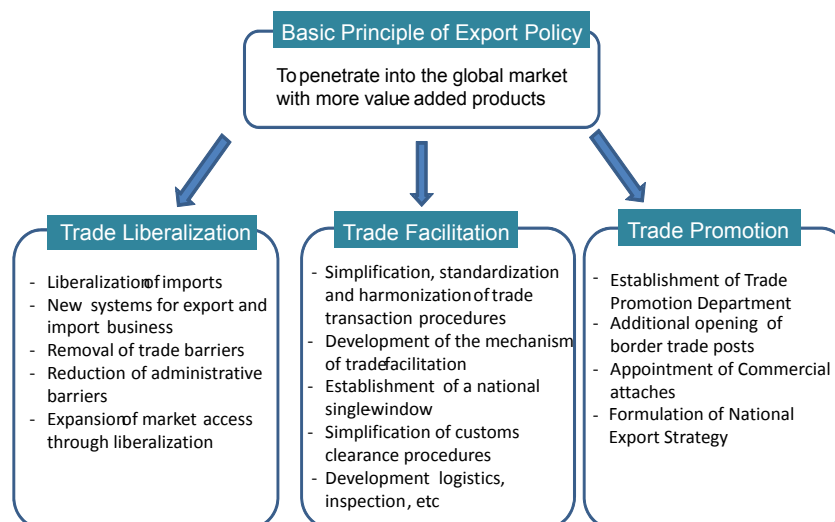
4.2. Trade Policies of MOC

As the trade policies of Myanmar government, the following policies can be pointed out:

- i) The abolishment of the “Export First” policy which adopted since 1997;
- ii) The liberalization of imported goods;
- iii) The introduction of new systems for export and import business and reducing administrative barriers for trade operations;
- iv) The provision of sufficient market access for exporters by easing of economic sanctions and arising of liberalization measures;
- v) The establishment of a national single-window;
- vi) The elimination of all non-tariff barriers in accordance with the AEC scheduled in 2015; and
- vii) The removal of trade barriers by cooperating with WTO.

As one of overall reform efforts, the Myanmar government has led the country to be much more open globally and more engaged with other countries both bilaterally and multilaterally. From this perspective, the regional cooperation and trade agreements with WTO and FTAs, especially AEC, have become bases of Myanmar’s trade policy.

MOC is the ministry responsible for trade and coordinating line ministries in terms of trade policy. MOC has carried out the policies based on the national economy policy of the government. The framework of Myanmar's trade policy can be summarized as illustrated in the following figure.⁴



Source: Based on hearing from MOC

Figure 4-3 Framework of Trade Policy of Ministry of Commerce

MOC sets for the following objectives for trade policies.

- i) To support internal and external trade activities for the economic development of the country;
- ii) To upgrade the commercial efficiency of the public and private trading houses;
- iii) To increase the foreign exchange earnings of the country by export promotion; and
- iv) To encourage the trading activities of co-operatives and private entrepreneurs.

According to MOC, the basic principles for export and import and its promotion measures by MOC are as follows;

- Basic Principles of Export Policy: to penetrate into the global market by using existing natural and human resources and to produce value added products more than normal export items; and
- Basic Principles of Import Policy: priority to capital goods, construction materials, and other essential goods: hygienic materials for people's health, supporting products for export promotion and support import substitute production.

Through interviews with MOC, new trade policies and the following rules and regulations are currently being reviewed by the WTO together with the relevant ministries. Additionally, MOC has launched its new effort to develop a National Export Strategy through cooperation with the International Trade Centre (ITC) from January, 2013. The draft National Export Strategy was prepared and presented in December, 2013 and MOC plans to start associated action plans from 2014.

⁴ Recently the Minister of Commerce adds "trade education" in his speech to the three pillars, "trade liberalization," "trade facilitation," and "trade promotion."

4.3. Policies for Trade Liberalization of MOC

Since the start of new regime in 2011, MOC has introduced a series of trade liberalization measures as follows:

- i) Some important commodities such as fuel oil, edible palm oil are allowed to import, which were restricted to import by private sector previously.
- ii) Motor vehicles are also allowed to import to any citizen of Myanmar and private company to use for individual and business purpose respectively.
- iii) Some important agricultural products of edible oil, edible oil seeds, onion and rice are also allowed to export to the private sector, which were prohibited to export in the past.

The liberalization measures which were implemented are shown in the following table.

Table 4-1 Summary of Recent Liberalization by Commodities and Services

Items	Measures
Export Liberalization	
1. Rice	Applications for export licenses have been allowed without the recommendation of the Myanmar Rice Industry Association (MRIA) since January 2012.
2. Pulses and beans	Free export has been permitted without inspection whether a cargo is ready or not since September 2011.
3. Palm oil	Companies or company groups who are able to import 3,000 tons of palm oil are allowed to import without limitation
4. Peanuts, peanuts oil, red sesame, brown sesame, sesame oil and onion	Restrictions on export of peanuts, peanuts oil, red sesame, brown sesame, sesame oil and onion have been liberalized since August 2011.
5. Motor vehicles	The import of motor vehicle started to be liberalized step by step since September 2012.
6. 152 export items	Exporters have been exempted from applying for export license for 152 export items since March 2013.
Import Liberalization	
1. Petroleum	Import of petroleum has been allowed to the private sector since October 2009
2. Monosodium glutamate, soft drink, biscuits, prepared canned food and fruits and instant noodles	Restriction on import of monosodium glutamate, soft drink, biscuits, prepared canned food and fruits and instant noodles has been liberalized since December 2011.
3. Chewing gum, cakes, wafer and chocolate	Previously-prohibited import items of chewing gum, cakes, wafer and chocolate have been allowed to be imported since February 2013.
4. 166 import items	Importers have been exempted from applying for import license for 166 import items (593 items according to H.S. Code lines) since May 2013.

Source: MOC

4.4. Policies for Trade Facilitation of MOC

In line with trade policies, MOC has introduced a series of trade facilitation measures as follows:

- i) Issuance of export/import licenses at both Yangon and Nay Pyi Taw offices rather than at Nay Pyi Taw office only.
- ii) Reduction of required documents which are necessary to attach with application for licenses.

iii) Exemption of commercial tax on export and import.

The recent achievements of trade facilitation are as shown in the following table.

Table 4-2 Recent Trade Facilitation Measures

Items	Measures
Export Liberalization	
1. License issuing at MOC Yangon Regional Office	Export and import licenses are allowed to be issued at MOC Yangon Regional Office.
2. Export/Import licensing procedures	Export/import licensing procedures have been reduced for the saving of time, cost and paperwork. Automatic import licensing procedures (ILP) for several commodities have been launched along with guidelines for the implementation of ILP in ASEAN. Import license fees are also exempted for the importation of some medicines, some pharmaceutical raw materials, fertilizer, agriculture implements and machinery, insecticides, etc.
3. V.P.A penalty payment for raw materials of CMP	If CMP companies get import licenses, they are free from VPA penalty payments for raw materials of CMP after three days from arriving at Yangon Port
4. Tax liberalization for exports	In order to encourage exports, commercial taxes for exports have been exempted except for natural gas, crude oil, teak, hard wood, jade and precious stones.
5. Tax liberalization for imports	Commercial taxes for the majority of imported goods have been reduced to 5%.

Source: MOC

In addition, MOC cooperate with the Custom Office for such trade facilitation measures as the harmonization of MOC's product classifications and H.S. Code, the simplification of export/import procedures, single-window, etc.

4.5. Trade Promotion Policies of MOC

4.5.1. Issues on Trade Promotion in Myanmar

During the Workshop on Trade Promotion at MOC on August 2013, participants itemized issues in trade promotion in Myanmar into two fields, specifically export development and competitiveness. In terms of export development, it was realized that the export structure has not been much changed for decades. To change the traditional export structure, MOC indicates that they need to drastically promote the diversification of products and markets, quality management, skilled labor force, infrastructure, technology for value added production, innovation, and linkages between investment and export. To promote Myanmar's international trade, MOC realizes the necessity providing trade information and promotion services, transportation and logistics services, trade financing, trade facilitation, consumer protection, smuggling control, removal of sanctions, and good preparation for coming AEC in 2015.

To work through these issues, MOC has recently been drafting Trade Promotion Master Plan (TPMP) and National Export Strategy (NES). These Daft Plan and Strategy are on-going activities by MOC, which is covered in the subsequent place

4.5.2. Trade Promotion Master Plan (TPMP)

The Trade Promotion Master Plan (TPMP) has been drafted in order of trade effectively and systematically in accordance with Myanmar's national policies and strategies. In the TPMP, strategies for 9 areas have been formed; i) institutions, ii) human resource development, iii) trade information, iv) export development, v) competitiveness, vi) market access, vii) private sector development and cooperation, viii) research and development, and ix) strategic trade. The strategies in these areas are outlined in the below table.

Table 4-3 Outline of Strategies in TPMP

Strategic Area	Strategies
Institution	<ul style="list-style-type: none"> - International Trade Promotion & Information Centre (ITPIC) to be established at Yangon - Trade Promotion & Information Centers (TPIC) to be established each regional and state city - Economic attaché offices to be opened at countries of Major Markets - Central Committee on Trade Promotion to be formed - Working Committees on Trade Promotion by product and region to be formed in collaboration with relevant Departments and Trade Associations - To establish legal framework for Trade Promotion
Human Resource Development	<ul style="list-style-type: none"> - Training on Trade Promotion - Providing awareness for Private entrepreneurs - Recruiting employees - Motivation - Cooperation with International organizations and partner countries to provide knowledge and experiences of foreign countries
Trade Information	<ul style="list-style-type: none"> - Exchange and dissemination of foreign and local trade information through the network of trade centers among Yangon and regional cities - Providing trade information to farmers through journals and internet websites - Publishing leaflet on trade promotion periodically - Broadcasting and publishing report of market analysis on previous month and market outlook for next month through state media
Export Development	<ul style="list-style-type: none"> - Development of major export products - Development of potential and value added export products - Development of new export items - Quality improvement of export - Technical transfer - Inspection and testing of export and import - Encouragement of attractive packaging and design creation - Quality of export statistics - Study on obstacle which directly or indirectly affecting export promotion
Competitiveness	<ul style="list-style-type: none"> - Study on supply chain of major exports and cooperate to reduce transaction costs - Warehousing service for export crops - Arrangement on cooperation to develop access road from firms to roads - To reduce transportation costs - To improve the trade environment

Strategic Area	Strategies
Market Access	<ul style="list-style-type: none"> - Trade promotion plan by country - Domestic and foreign trade fair plans - Inviting and visiting trade delegations - Cooperation with international organizations - Cooperation with commercial attaché in Myanmar and abroad. - Doing domestic and foreign market research and expansion of market for various quality of product in accordance with the market demand - Sharing knowledge of foreign trade delegation to regional offices - Promotion fairs for domestic export product to be organized at the cities inviting foreign commercial councilors and including seminars⁵
Private Sector Development and Cooperation	<ul style="list-style-type: none"> - Cooperation with domestic and foreign trade associations - Providing trade center service collaboration with private sector - Development of commodity exchange centers - Development of specialized companies and public companies. - Development of Small and Medium Enterprises - Supporting private sector by trade center services - Expansion of Trade Associations and production zones for potential exports
Research and Development	<ul style="list-style-type: none"> - Export product research - Domestic and foreign market research - Trade environment research - Quarterly survey report from companies and trade associations - Development of quality and standard policy - Sharing mechanical information to private entrepreneurs to be able to use modern machine unit for export manufacturing sector
Strategic Trade	<ul style="list-style-type: none"> - Price stability and regular exportation of kitchen foods - Price stability and regular exportation of sensitive goods - Cooperation and support of rice reserve - Trade promotion with neighboring giant markets utilizing strategic geographical locations - Trade promotion utilizing FTAs effectively - Trade promotion utilizing trade preference including GSP - Exploration and cooperation of potential strategic trade partners

Source: MOC

4.5.3. National Export Strategy (NES)

With the support of ITC, MOC has been engaging in the development of its first National Export Strategy (NES) this year. Through two consultation workshops organized by ITC, the vision and objectives were compiled and prioritized sectors have been selected for goods, services, emerging and cross sectors. The outline of NES so far is shown in the following table. MOC and ITC target to obtain the approval of draft NES by March 2014. ITC's cooperation is also described in Chapter 6.

⁵ Trade fairs during the period from Apr 1 until Sep 30, 2013 are shown in Appendix 2.

Table 4-4 Outline of National Export Strategy (NES)

NES	Drafted Contents
Vision	Sustainable export-led growth and prosperity for emerging Myanmar
Objectives	<ul style="list-style-type: none"> - To foster sustainable export-led growth and value addition for the socio-economic development of the people of Myanmar. - To ensure a consistent, predictable and transparent trade policy and regulatory framework supporting strong public-private dialogue and integration to the world economy. - To develop competitive, diversified and branded exports responding to international market opportunities and requirements. - To leverage investment, build export-related skills and capacities, and foster technology innovation to support export growth. - To build enabled and supportive institutions cooperating to respond to the diverse needs of current and emerging exporters. - To increase logistics capacities and build trade facilities across the country and at the regional level.
Prioritized Sectors	<p><u>Goods</u></p> <ol style="list-style-type: none"> 1) Rice 2) Beans and oil crop 3) Garment and Textile 4) Wood based products 5) Fishery Products <p><u>Services</u></p> <ol style="list-style-type: none"> 1) Tourism <p><u>Emerging Sectors</u></p> <ol style="list-style-type: none"> 1) Rubber <p><u>Cross Sectors</u></p> <ol style="list-style-type: none"> 1) Trade Promotion & Trade Information 2) Trade Financing 3) Quality Management 4) Trade Facilitation and Logistic

Source: MOC

4.5.4. Organization of MOC for Trade Promotion

The Department of Trade Promotion (DTP) is responsible for trade promotion policies and services. With the reshuffling of MOC in April 2013, the Myanma Agricultural Produce Trading (MAPT) was reorganized to DTP. As MAPT had been the largest government trading organization of agricultural products, therefore, the activities of DTP are mostly related to the promotion, distribution and export promotion of agricultural products.

The following three divisions of DTP provide activities of trade promotion for producers and traders in Myanmar products, especially agricultural products.

Major Activities of Domestic Trade Promotion Division:

- To monitor the conditions of production, consumption, and prices of major agricultural crops and take measures for stabilization;
- To promote commodity exchange markets in the regions;

- To develop the supply chains of major agricultural crops; and
- To promote local production of major agricultural crops.

Major Activities of International Trade Promotion Division:

- To promote and manage trade fairs in collaboration with international trade organizations;
- To explore domestic products that can be exported;
- To provide market information to exporters and overseas buyers;
- To publish market news; and
- To seek trade promotion in collaboration with the overseas embassies of Myanmar.

Major Activities of Research Development and Technology Extension Division:

- To test the quality of crops for export and issue certificates;
- To improve the quality of agricultural products for export and improve post-harvest process of agricultural products;
- To monitor consumer protection issues such as food safety and Sanitary and Phytosanitary Standards (SPS) for agricultural products;
- To promote the production and export of quality crops;
- To promote systematic use of pesticide and maintenance of its residuals; and
- To promote the use of more modernized machines in harvesting, threshing, drying, storage, milling, packaging and transportation.

The International Trade Promotion Division is responsible for the WTO Resource Center in NPT and has recently established the International Trade Promotion and Information Center in the Yangon office of MOC.

The Research Development and Technology Extension Division have the Commodity Testing and Quality Management Services (CTQMS), which conduct testing of agricultural products such as residual chemicals. CTQMS also implement activities for improving the quality of agricultural products.

DTP possesses the share of the Myanmar Inspection and Testing Services (MITS), which conducts export and import inspection.

The functions of each unit of the Department of Trade Promotion are attached as Appendix 1.

4.5.5. International Trade Promotion & Information Centre

One of the actions taken by MOC on trade promotion is to establish the International Trade Promotion and Information Centre (ITPIC) in Yangon as stated in the TPMP. The Department of Trade Promotion (DTP) has received the approval of the Minister and secured its location on the second floor of MOC's Yangon Office. DTP has been renovating the office space and plans to begin operations in February 2014.

Table 4-5 Summary of International Trade Promotion & Information Center (Plan)

Services and Facilities	Plans
Expected Services	<ol style="list-style-type: none"> 1. Inquiry 2. Training 3. Consultation 4. Information provision
Expected Facilities	<ol style="list-style-type: none"> 1. Library and resource center 2. Permanent showroom for exports 3. Presentation and meeting hall
Expected Number of Staff	<ol style="list-style-type: none"> 1. Officer: 3 persons 2. Staff: 13 persons
Location	MOC Yangon Office

Source: MOC

4.6. Regional Trade Cooperation

4.6.1. Outline of Regional Trade Cooperation

The major trading partners of Myanmar are in order China, Thailand, Singapore, Japan, India, South Korea, and Malaysia in FY 2012/13. In particular, trade with ASEAN countries is the largest share (around 50% in FY 2012/13) among the regions. Myanmar's overall efforts to reform have led Myanmar to be globally open and strengthen ties with other countries both bilaterally and multilaterally. As a member of ASEAN, Myanmar has been involved in the negotiation of several free trade agreements (FTAs). The following table shows current major trade promotion measures in Myanmar:

Table 4-6 Major Regional Trade Cooperation in Myanmar

Measures	Name of Each Measures
International Trade Norm	- WTO
Regional Trade Cooperation/Framework	<ul style="list-style-type: none"> - ASEAN - ASEAN Economic Community (scheduled in 2015) - Greater Mekong Sub-region (GMS) - Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC)
Free Trade Agreement (FTA)	<ul style="list-style-type: none"> - ASEAN Free Trade Agreement (AFTA) - ASEAN- China FTA - ASEAN- Japan FTA - ASEAN- Korea FTA - ASEAN- India FTA - ASEAN- Australia-New Zealand FTA - BIMSTEC FTA
Joint Trade Committee (JTC)	<ul style="list-style-type: none"> - Myanmar- Thailand JTC - Myanmar- India JTC - Myanmar- Vietnam JTC - Myanmar- Bangladesh JTC
Economic Partnership Agreement (EPA)	ASEAN- Japan Comprehensive Economic Partnership (AJCEP)

Source: JICA Project Team

4.6.2. ASEAN Economic Community (AEC)

Achieving AEC integration by 2015 is the highest priority of the Myanmar government. AEC integration has four pillars: i) a single market and production base, ii) a highly competitive economic region, iii) a region of equitable economic development, and iv) a region that is fully integrated with the global economy. Strategic approaches and measures to achieve AEC are summarized in the next table.

Table 4-7 Strategic Approach and Measures towards AEC

Pillars	Strategic Approach	Measures
i) Towards a single market and production base	Free flows of goods	<ul style="list-style-type: none"> - Common effective preferential tariffs-ASEAN FTA - Tariff reduction - Elimination of tariffs - Elimination of non-tariff barriers - Rules of origin - Trade facilitation work programmed - Customs integration - ASEAN single window - Standards and conformance
	Free flows of services	<ul style="list-style-type: none"> - Services liberalization under ASEAN Framework Agreement on Services (AFAS) - Mutual recognition arrangements - Financial services sector
	Free flows of investment	<ul style="list-style-type: none"> - ASEAN investment agreement - Liberalization - Facilitation - Promotion - Protection
	Free flows of capital	<ul style="list-style-type: none"> - Strengthening ASEAN capital market development and integration - Allowing greater capital mobility - FDI - Portfolio investment - Other types of flows - Current account transactions - Facilitation
	Free flows of skilled labor	
	Priority integration sectors	
	Food, agriculture and forestry	<ul style="list-style-type: none"> - Enhancing intra- and extra-ASEAN trade and long-term competitiveness of ASEAN's food, agriculture and forestry products/commodities - Promote cooperation, joint approaches and technology transfer with international, regional organizations and private sector - Promote ASEAN agricultural cooperatives
ii) Towards a highly competitive economic region	Competition policy	<ul style="list-style-type: none"> - Building capacity and introduction and/or adaption of best practices for introducing competition policy
	Intellectual property rights	<ul style="list-style-type: none"> - Intellectual property rights action plan
	Infrastructure development	<ul style="list-style-type: none"> - Transport action plan - ASEAN framework agreement on multimodal transport - ASEAN framework agreement on the facilitation of goods in transit

Pillars	Strategic Approach	Measures
		<ul style="list-style-type: none"> - ASEAN framework agreement on the facilitation of inter-state transport - Roadmaps for integration of air travel sector - Roadmap towards an integrated and competitive maritime transport in ASEAN - Information infrastructure - Content industry - Energy cooperation - Trans-ASEAN gas pipeline
	Taxation	
	E-commerce	
iii) Towards a region of equitable economic development	SME development	ASEAN policy blueprint for SME Development
	Initiatives for ASEAN integration	
iv) Towards a region that is fully integrated with the global economy	Coherent approach towards external economic relations and enhanced participation in global supply networks	

Source: AEC Blueprint

To realize the integrated AEC, the Myanmar government commits to implement legislative and regulatory reform in a timely manner. Specifically, the Myanmar government is putting forth the maximum effort for further acceleration of these processes since Myanmar holds the chair of ASEAN in 2014. The Ministry of National Planning and Economic Development (MONPED) is a national coordinating agency for AEC in collaboration with the Ministry of Foreign Affairs (MOFA). In addition, MOC plays a major part in trade promotion.

4.7. Issues on Trade Policies in Myanmar

After the new administration was formed in 2011, the Myanmar government has put much effort to shift its economic framework to market economy. It seems that the Myanmar government needs more time to institutionalize the national development strategies and political setup. However, the Myanmar government also needs to tackle its target of achieving AEC in 2015. Therefore, the Myanmar government is required to accelerate further their process of reforms.

It was also pointed out during interviews with ministries that the capacity development of government bodies and human resources is urgently needed to develop new policies/plans, strategies and action plans and to put them into practice. The Myanmar government has just launched cooperation with international donors to strengthen such capacity. One of the recent distinct cooperation of the ministries with the international donor community is the drafting of National Export Strategy (NES) by MOC with the support of GIZ and ITC.

CHAPTER 5 Foreign Trade System of Myanmar

5.1. Trade-related Laws and Regulations

To transition its trade regime from the former centrally planned economy to a market oriented system, the Myanmar government defines the private sector as a driving force for the market mechanism and pays great attention to its development. In order to encourage active participation of the private sector in export and import activities, the Myanmar government extended its full effort and support towards trade liberalization.

MOC focused its effort in trade liberalization with the following policies:

- i) To realign export and import procedures;
- ii) To lower technical barriers to trade and simplify export/import procedures towards trade facilitation and promotion;
- iii) To issue trade notifications by specifying necessary rules in conformity with the changing internal and external business environment; and
- iv) To reactivate the role of UMFCCI and reorganize the promotion of trade and industries of the private sector.

To promote foreign trade, the new Export and Import Law was enacted in September 2012, which is an amendment of the Control of Imports and Exports Temporary Act 1947. The objectives of this new Law are stated as follows:

- i) To implement the economic principles of the State successfully;
- ii) To lay down the policies relating to export and import that support the development of the State;
- iii) To implement activities in conformity with the foreign trade standards; and
- iv) To streamline and implement immediately the matters relating to export and import.

Currently, MOC is preparing the rules regulations and by-laws for the new Law in cooperation with related ministries and the private sector. Until the new rules and regulations and by-laws are endorsed by the Myanmar government, the procedures, regulation, by-laws, notifications, orders and directives issued under the Control of Imports and Exports (Temporary) Act 1947 may be applied in so far as they are not contrary to this Law. The legal structure on export and import in Myanmar is summarized in the below table.

Table 5-1 Legal Structure on Export and Import

Structure	Law, Orders, Regulations, etc.	Remarks
Basic Law for Export/Import	The Export and Import Law (The Pyidaungsu Hluttaw Law No. 17/2012), 7 th September 2012	Amended from the Control of Imports and Exports (Temporary) Act 1947
Export/Import Control	The Export / Import Rules and Regulations 2008 The Important Goods and Services (Temporary) Act The (Importers and Exporters) Registration Order 1954 The Foreign Currency Exchange Control Law 1947	Currently the Rules and Regulations for the new Law are being drafted.
Customs Clearance	The Tariff Law 1992 The Sea Customs Act and Land Customs Act	Sea Customs Act No. 8 of 1878 (as amended up to Act 1962)
Tax	Tax Exemption Office Order No.121/2012, 15 th March 2012	Export tax was 10% by 2011
Trade related Laws	The National Drug Law 1992 The National Food Law 1996 The Food and Drug Act 1928	

Source: JICA Project Team: MOC, JETRO, Interview, ASEAN web, WIPO web

5.2. Export and Import Procedures

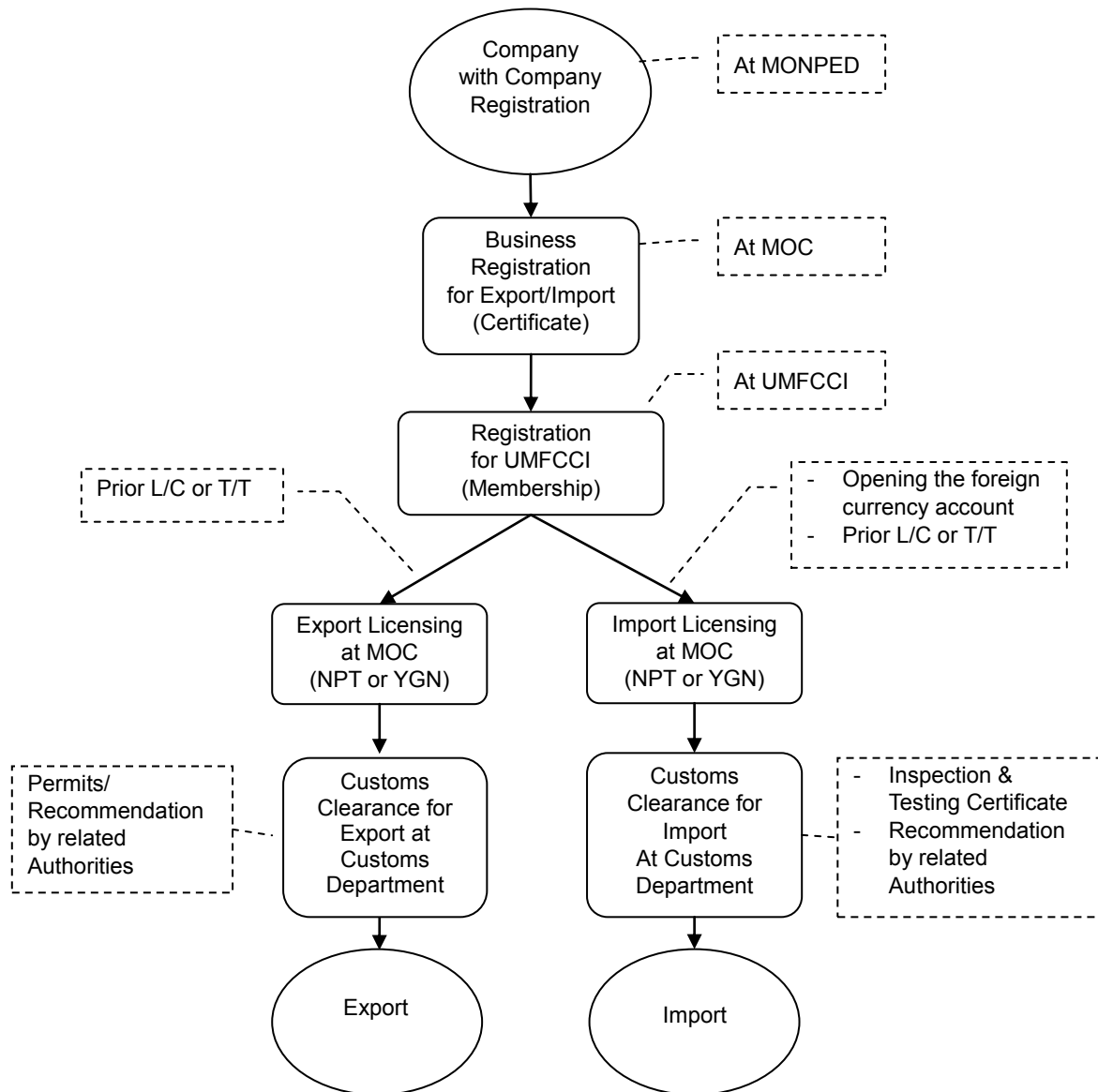
(1) Overview of Export and Import Flow

In Myanmar, export/import procedures require three registrations specifically a company registration, a business registration for export/import and a registration to be a member of UMFCCI⁶ to begin exporting/importing. These three registrations prior to an application for an export/import license requisite process for exporting. Both steps for export and import are summarized in the following figure.

In the export process, UMFCCI is also responsible for issuing a Certificate of Origin (COO) to an exporter. This means UMFCCI also plays a role in the administration of exports.⁷

⁶ Fishery exporters are able to register at the Myanmar Fishery Association (MFA) instead of UMFCCI.

⁷ MFA issues COO for fish product instead of UMFCCI.



Source: JICA Project Team

Figure 5-1 Export and Import Flow

(2) Export/Import License

Exporters and importers are required to apply for an export/import license on a case-by-case basis at the Department of Commerce and Consumer Affairs of MOC in Nay Pyi Taw or its Yangon Regional office; also referred to as the Public Access Centre. At present, a license is issued within 24 hours from the acceptance of the application.

Export:

An export license is valid for three months for shipping and 1 month for air transport. An export license for rice is only valid for two months. MOC reviews whether an exporting price is appropriate or not. If necessary, UMFCCI, related ministries, or associations confirms said price.

Import:

An import license is valid for three months. Before applying for an import license, it is necessary to open a foreign currency account at a foreign exchange bank. For settlement, an importer needs to open an irrevocable L/C or make payment by T/T. Basically, only CIF contracts are allowed for imports in Myanmar and an importer needs to pay license fees along with the CIF contract amount.

According to MOC, licenses applied for in Yangon reached 98% of the total application and only remaining 2% were in Nay Pyi Taw since the Myanmar government allowed issuance at the Yangon branch in 2011. The recent situation for issued licenses at the Yangon Regional Office is set out in the following table.

Table 5-2 Export/Import License Issued for Oversea Trade

No.	Category of Product	Apr 1, 2011 to Mar 31, 2012		Apr 1, 2012 to Mar 31, 2013		Apr 1, 2013 to Aug 31, 2013	
		Number of Issued License	Applied Amount (Million USD)	Number of Issued License	Applied Amount (Million USD)	Number of Issued License	Applied Amount (Million USD)
Export License							
1	Government's Organization	320	432.3	3584	5,348.8	1,578	2,046.5
2	Forest Product	77	2.9	967	94.9	423	48.5
3	CMP	344	58.3	4575	1,048.2	License exemption	
4	Marine Product	83	326.4	585	2,631.1	License exemption	
5	Agriculture Product	877	196.7	5991	1,504.7	508	175.2
6	Other Product	67	2.8	632	76.8	207	40.3
Total		1,768	1,019.5	16334	10,704.5	2,716	2,310.5
Import License							
1	Government's Organization	54	44.3	1643	4,454.2	245	521.0
2	CMP	318	50.5	4814	967.8	2,525	577.6
3	Private Business	2,873	489.9	45,379	6,916.2	17,541	2,845.2
Total		3,245	584.7	51,836	12,338.2	20,311	3,943.8

Source: MOC

(3) Customs Clearance

An exporter/importer submits an export/import application with necessary documents at the Customs Department. Major conditions for export or import are as follows.

Export:

For export clearance, an exporter is required to receive a L/C valued at the payment amount or receive payment by T/T in advance. The Myanmar government excised export tax at 10% (8% of commercial tax and 2% of income tax) prior to April 2012. However, commercial taxes were abolished as a part of the liberalization except for specific goods⁸.

⁸ Commercial tax for particular goods are; i) teak (50%), ii) other hardwood (50%), iii) gem and jade (30%), iv) petroleum (10%), and v) natural gas (8%).

Import:

After payment settlement with a foreign exchange bank in Myanmar and receipt of shipping instructions, an importer starts the import clearance at the Customs Department. The importer is required to pay an import duty based on the import amount on a CIF basis and discharge cost. Commercial taxes are also exercised together with the import duty depending on the commodity.

(4) Permission/Recommendation by related Ministries/Organizations

An exporter/importer needs to submit a permission and/or recommendation from relevant ministries or organizations depending on the commodity. The requirements for an export/import permit or recommendation are summarized in the following table.

Table 5-3 Major Required Export/Import Permits/Recommendations

Goods	Authorities
Export	
Forest products	Committee of export forest products, Ministry of Forestry (MOF)
Marine products	Department of Fishery, Ministry of Livestock and Fisheries (MOLF)
Handicrafts	Department of Archaeology, Ministry of Culture (MOC)
Minerals	Ministry of Mining
Religious goods (Donated goods)	Ministry of Religion
Advertising goods (Sales promotion goods)	Printing & Publishing Enterprise, Ministry of Information (MOI) Export license copy from Department of Commerce and Consumer Affairs (DCCA), MOC
Re-export for disqualified goods (CMP)	Myanmar Textile Enterprise, Ministry of Industry
Barks enriched with Safrole	Central Committee of Narcotic and Stimulated Drug Control, Ministry of Home Affairs (MOH)
Books, cassette reel, video, magazine, journal, films	Department of Printing and publishing enterprise, Ministry of Information (MOI) Department of Myanmar motion picture enterprise, MOI
Animals and animals products	Department of Livestock, Breeding and Veterinary, Ministry of Livestock and Fisheries (MOLF)
Import	
Forest products, rare trees & vet medicine which are liable to legal action of CITES's restricted items	Department of Forest, Ministry of Forestry (MOF)
Vet. medicine, animals and animals products	Department of Livestock, Breeding and Veterinary, Ministry of Livestock and Fisheries (MOLF)
Narcotic and stimulated drug items, drug import certificate, wholesaler/retailer license for medicine	Department of Health, Food and Drug Administration (FDA), Ministry of Health (MOH)
Books, cassette reels, video, magazine, journal, films	Department of Printing and Publishing Enterprise, Ministry of Information (MOI) Department of Myanmar motion picture enterprise, MOI
Insecticides, hybrid seed, quarantine certificates for orchards, fruits and roots, fertilizer	Insecticides Registration Office, Fertilizer Committee, Department of Agriculture, Ministry of Agriculture and Irrigation (MOAI)
Control chemical products for narcotic and stimulant drugs producing precursors items	Central Committee of Narcotic and Stimulated Drug Control, Ministry of Home Affairs (MOH)

Source: MOC

(5) Inspection and Testing Certificate

If required, an exporter has to prepare an inspection or testing certificate depending on the commodity. A certificate must be issued by the inspection or testing organization which is accredited globally. At present there is no such organization in Myanmar, therefore exporters have to ask inspection or testing abroad.

5.3. Border Trade

(1) Mission of Border Trade

Border trade is defined as the “selling or buying of commodities with local currencies or currencies accepted by both sides, which are produced at border areas for local consumption or use” by MOC.

The Department of Commerce and Consumer Affairs under MOC is the government body responsible for border trade in Myanmar. The mission of the Department is summarized as follows:

- i) To implement the policies of trade systematically in line with the principles of a market economy;
- ii) To increase domestic products in order to promote export;
- iii) To promote not only sea trade but also border trade; and
- iv) To support and facilitate export and import at borders.

The Myanmar government has border trade agreements with five neighboring countries as follow:

- i) Myanmar-India (January 1994);
- ii) Myanmar-Bangladesh (May 1994);
- iii) Myanmar-China (August 1994);
- iv) Myanmar-Thailand (March 1996); and
- v) Myanmar-Laos (December 2000).

Among these five countries, Myanmar currently conducts border trade with the first four countries.

Export and import procedures for border trade are basically conditioned in line with normal trade (sea trade). Along with borders, 16 check points have been established by the Myanmar government. Currencies that can be used for border trades are limited to the currencies of both sides and/or USD.

Table 5-4 Outline of Border Trade

Border	Currency Allowed	Check Point
Myanmar-India	Kyat, Rupee, USD	Tamu, Reed, Mawtaung, Htantalan
Myanmar-Bangladesh	USD	Sittwe, Maungdaw
Myanmar-China	Kyat, Yuan, USD	Muse, Lwekywe, Chinshwehaw, Kanpipetee
Myanmar-Thailand	Kyat, Baht, USD	Myawadi, Myeik, Kawthoung, Tachileik, Htikhee, Nabule

Source: MOC

5.4. Foreign Exchange Procedures

(1) Foreign Currency Control

The Foreign Exchange Management Department and the Exchange Management Board of the Ministry of Finance have responsibility for foreign currency controls in Myanmar. The Myanmar government has been reforming its foreign exchange system to integrate multi exchange rates by installing a managed floating rate system since April 2012 together with the abolishment of the foreign exchange currency (FEC) according to the advice of IMF. The exchange rate is 964 Kyat (1 USD) as of 10th September 2013.

(2) Liberalization of Foreign Exchange Bank System

The Myanmar government has restricted foreign exchange business to two state commercial banks (MFTB and MICB) in Myanmar. To liberalize such limitations, the Myanmar government has conducted reforms of the foreign exchange bank since the inauguration of the new government administration. The major reforms are summarized as follows;

- Licenses for foreign exchange business have been issued to 11 private banks as of November 2011.
- Foreign currency exchange at bank counters has been expanded to 17 banks as of December 2011; and
- Opening of foreign currency accounts has been allowed to the above 11 private banks as of July 2012 and some of them have started foreign currency transfers.⁹

5.5. Issues on Trade Procedures in Myanmar

Currently, the Myanmar government has been endeavouring to promote foreign trade by reforming and upgrading trade systems especially through trade liberalization and facilitation. That is to say, the foreign trade system in Myanmar is in the process of transitioning. For the integrated AEC in 2015, the Myanmar government is required to accelerate its liberalization process for the trade system to meet international standards and streamline cumbersome procedures.

Through several interviews with the private sector, major concerns on foreign trade procedures have been pointed out as follows:

- Modifications of trade procedures are implemented without official announcement or documentation;
- Depending on commodities, especially for agricultural goods, exports are not stable since it is allowed according to the domestic demand situation;
- On export licensing, MOC checks whether the price of an export good is appropriate or not, however, a consumer price is applied instead of trade price;
- On export licensing, commodities unfamiliar to MOC are not easily allowed to be exported due to lack of information;
- Conditions of having L/C or T/T in advance for import are not easily satisfied especially by SMEs;

⁹ No limit in amount of money transferred in trading.

- There is no internationally accredited inspection or testing organization in Myanmar to issue certificates required for export and import;
- Customs inspection requires more time since its facilities are insufficient;
- Customs officers are not well trained on customs clearance process; and
- SMEs need more trade facilitation to understand and proceed with foreign trade.

CHAPTER 6 Trade-related Services in Myanmar

6.1. Trade related Services by the Private Sector in Myanmar

6.1.1. Outline

There are still few trade-related services in Myanmar compared to its demand. Apart from TTI, the UMFCCI is the only comprehensive service provider for trade-related services as is discussed in the next section.

Among other private providers, private schools and companies provide accredited degrees in cooperation specific organizations or institutions in foreign trade in the UK. According to such providers, to secure the quality of specialized education in foreign trade in Myanmar where the economy has just recently opened up, beneficiaries interested in trade-related services appreciate such government reliability, officially well-known institutions (such as UMFCCI) or accredited systems by advanced countries.

The current situation in Myanmar is summarized in the following table.

Table 6-1 Major Service Providers in Myanmar

Provider	Service Area	Major Target	Remarks
Private Sector			
UMFCCI	<ul style="list-style-type: none"> - Foreign trade - Marketing and sales - Business management - Financial access - Language 	<ul style="list-style-type: none"> - Private (member) companies - Fresh university/college graduates 	Detail will be discussed in the section 6.1.2.
UMFCCI (HIDA)	<ul style="list-style-type: none"> - Production management 	Private (member) companies	Under HIDA's cooperation
Myanmar Industries Association (MIA)	<ul style="list-style-type: none"> - Business management - Financial access - Accounting 	Private (member) companies	Tentatively not available
MHR Business and Management Institute	<ul style="list-style-type: none"> - Marketing - Business management - Financial management 	Anybody	Accredited distance study by the Association of Business Executives (ABE), UK
School of Logistics and Supply Chain Management	<ul style="list-style-type: none"> - International logistics 	Anybody	Accredited distance learning by Institute of Chartered Shipbrokers (ICS), UK
Strategy First Institute	<ul style="list-style-type: none"> - International marketing and accounting - Financial management 	Anybody	Accredited distance learning by Institute of Commercial Management (ICM), UK
ZAW Business School	<ul style="list-style-type: none"> - Financial management - Accounting 	Anybody	Accredited distance learning by the Chartered Institute of Management Accountants (CIMA), UK

Public Sector			
Customs Service Centre, Custom Department	- Customs clearance - Customs service - WTO arrangement	- Government officers - Private companies/ individuals	
Myanmar-Singapore Training Centre	- ASEAN integration - WTO - Trade promotion	Government officers	
SMEs Development Centre, Ministry of Industry (MOI)	- Technological upgrading, SME development,	SMEs	Occasionally provides market information by holding seminars
Research centers, Ministry of Agriculture and Irrigation (MOAI)	- Agriculture and food processing	Farmers	

Source: JICA Project Team

6.1.2. Trade-related Services by UMFCCI

(1) Outline of UMFCCI

The Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI) was founded in 1919 as the Burmese Chamber of Commerce and upgraded as a federation in 1999. As of August 2013, UMFCCI has a total of 27,393 members composed of associations, local chambers of commerce and industry, foreign companies, cooperatives, and individuals as shown in the following table. Compared with January this year, the total number of members increased 1,621 within the last 7 months.

Table 6-2 UMFCCI Membership

Status	Number of Members	
	January 2013	August 2013
Associations	55	64
Myanmar Companies	19,445	20,891
Enterprises	1,750	1,792
Foreign Companies	843	917
Cooperatives	242	246
Individuals	3,344	3,389
Life Members	93	94
Total	25,772	27,393

Source: UMFCCI

The objectives of UMFCCI are as follows:

- i) To participate in the implementation of the Four Economic Objectives of the State¹⁰;
- ii) To accelerate the pace of economic development;
- iii) To safeguard the economy for the State and national peoples;
- iv) To cooperate with the State in economic and social activities;
- v) To lead and cooperate with the business associations;

¹⁰ The Four Economic Objectives of the State: i) building of a modern industrialized nation through the agricultural development, and all-round development of other sectors of the economy, ii) proper evolution of the market-oriented economic system, iii) development of the economy inviting participation in terms of technical know-how and investment from sources inside the country and abroad, and iv) the initiative to keep the national economy in the hands of the State and the national people.

- vi) To act as a bridge between the State and the private sector;
- vii) To support the improvement of competitiveness of SMEs;
- viii) To lead Myanmar business community into the globalized economy;
- ix) To develop commerce, production and services to global standards;
- x) To act as an independent non-government organization (NGO); and
- xi) To disseminate information and knowledge in regards to global standards.

The activities and services provided by UMFCCI are summarized in the table below.

Table 6-3 UMFCCI Activities and Services

Domestic	International
- Participation in the working committee formed by the government	- Providing intermediary services for the formation of business joint ventures and trade promotion between foreign and local entrepreneurs by business matchmaking
- Consultation and dialogue with the businessmen in the private sector	- Providing consultancy services in matters relating to economic, industrial, legal and environmental affairs
- Issuing commercial documents and certificates of origin for goods to be exported	- Implementing the memorandum of understanding (MOU) with foreign Chambers and Associations
- Publishing newsletters, magazines, business directories and business information	- Participating in trade fairs, exhibitions, EXPOs and shows organized locally and internationally
- Organizing HRD activities such as seminars, workshops, trainings, conferences and business forums	- Participating in meetings, conferences, business forums, seminars, and workshops individually or jointly organized or conducted by governments, multilateral, regional, international and UN organizations
- Representing business interests and views of private sector to the government	- Performing the responsibilities of the presidency of ASEAN-CCI, GMs-BF and JEQC for a term of two years each respectively.
- Organizing and participating in local and foreign trade fairs and exhibitions	
- Disseminating of trade and market information	
- Providing arbitration services to settle business disputes	
- Monitoring rice marketing for local consumption as well as for export	

Source: UMFCCI

(2) Trade-related Services by UMFCCI

Among the various services provided by UMFCCI, some focus on trade promotion such as business matching, trade fairs, trade missions, business seminars and trade trainings. The outline of the first four services is as follows with trade training services explained in the subsequent section.

Business Matching: Providing business matching opportunities in Myanmar and overseas to UMFCCI's member companies and foreign companies. Recently B2B requests have been increasing from Asian countries (mainly Thailand, China, Hong Kong, Taiwan and Japan), EU, and the U.S. B2B meetings have been held not only in Yangon but also in Nay Pyi Taw for business talks with the Myanmar government. One of the recent business meetings

happened in July 2013, when top American companies headed by US-ASEAN Council's President met with Yangon Region Government's Chief Minister, Ministers and the UMFCCE's President and Vice Presidents.

Business Seminar: Themes cover basic and up-to-date information, for example, overseas market access, SME development, FDI, entrepreneurship, financing, etc. Business seminars are open to the public. Regarding overseas market access, UMFCCE collaborates with Center for the Promotion of Imports from developing countries (CBI) and provides seminars on the EU market. At the end of July 2013, a workshop on Myanmar's AEC Integration and Access to the Global Economy was held. Additionally, workshops titled the Entrepreneurship and Business Start-up 2013 and Myanmar Business and Development Week were held in September 2013.

Trade Fair: UMFCCE facilitates the opening of exhibitions in Myanmar and overseas to display member products. One of the recent foreign trade fairs in Yangon was the Indo-Asia Trade & Cultural Expo-Yangon in July 2013.

Trade Mission: Members of UMFCCE join international exhibitions and B2B events abroad. In September 2013, UMFCCE organized a trade mission to the 10th China-ASEAN Expo (CAEXPO) and the China-ASEAN Business and Investment Summit (CABIS) in Nanning, China with about 160 Myanmar representatives including more than 140 business people.

(3) Training Programmes by UMFCCE

UMFCCE established its Training Institute in 2000 to provide human resource development (HRD) services for members. The Institute provides mainly six training courses; i) foreign trade practices; ii) management; iii) HRD; iv) finance; v) sales and marketing; and vi) business English and business Japanese.

Table 6-4 UMFCCE's Training Courses in 2013

No.	Course Title	Contents	Schedule	Fees	Duration
1	Office Management	1. Management - Team building, time management, office procedure, decision making, problem solving - Motivation and people management, achieving goals and objectives - Personal reminders and thoughts, work thinking, successful leadership through human relationships 2. Communication and Advocacy - Organizing a meeting, communication skills, presentation skills, negotiation skills, organizational architecture for tomorrows' challenges	Saturday, Sunday 8:00am – 10:00 am	40,000 Ks.	3 months

Fast Track Project on Capacity Development of Trade Promotion in Myanmar
Final Report

No.	Course Title	Contents	Schedule	Fees	Duration
2	Systematic Distribution & Management	<ul style="list-style-type: none"> - Production planning and control, supply chain management, - Effective negotiation skills for purchasers, effective purchasing management, inventory and stores management, - Materials planning and control, stocktaking and evaluation, systematic distribution and warehouse management 	Saturday, Sunday 1:00 pm - 3:00 pm	40,000 Ks.	2 months
3	Practical Approach to International Trade Course	<ul style="list-style-type: none"> - Introduction to trade, major steps in exporting, INCOTERMS, sale of goods, contracting, export procedure - Export letter of credit, cargo inspection, shipping documents, major steps in importing, import procedure, - Application of the import letter of credit, insurance (marine insurance), customs duty and commercial tax - Forwarding and clearance of the goods, rules of origin (ROO), competition policy & competitiveness AFTA - Containerization, bill of loading, charter-parties, field trip to Myanmar port authority and shipping agency department 	Monday, Wednesday, Friday 9:00am – 12:30 pm	40,000 Ks.	1.5 months
4	Business English	<ul style="list-style-type: none"> - Effective reading skills, effective writing skill, speaking skills, listening skills - Weekly conversation club activities, presentations 	Saturday, Sunday 9:00am – 12:00 noon	40,000 Ks.	2.5 months
5	Sales and Marketing Management	<ul style="list-style-type: none"> - Concepts on Sales and Marketing, Principles of Marketing, Marketing Implementation 	Saturday, Sunday 9:00am – 12:00 noon	40,000 Ks.	2.5 months
6	Financial Management	<ul style="list-style-type: none"> - Accounting knowledge for manager, - Financial management, - Business appraisal methods, - Myanmar business environment - Global financial environment 	Saturday, Sunday 10:30am – 12:30 pm	40,000 Ks.	2.5 months
7	Human Resource Management	<ul style="list-style-type: none"> - Difference between HRD & HRM, motivation, attracting an effective workforce, developing an effective workforce, - Maintaining an effective workforce, Designing a wage and salary structure, termination, managing diverse employees, - Defining new relationships in organizations 	Saturday, Sunday 10:30am – 12:30 pm	40,000 Ks.	2.5 months
8	Microsoft PowerPoint (2010): Batch-1	<ul style="list-style-type: none"> - Windows 7, Microsoft Word 2010, Microsoft Excel 2010, - Using email and internet, Microsoft Power Point 2010, Adobe PageMaker 7.0 	Monday, Wednesday, Friday, 1:00pm – 2:30 pm	15,000Ks.	1.5 months
9	Computerized Accounting MYOB:	<ul style="list-style-type: none"> - Company data files, chart of accounts, cash books, general ledger, - Sales ledger, purchases ledger, 	Saturday, Sunday 10:00am –	25,000 Ks.	2.5 months

No.	Course Title	Contents	Schedule	Fees	Duration
	Batch-4	inventory, reports and file maintenance	1:00 pm		
10	Basic Japanese Language	(no detailed information)	Saturday, Sunday 12:30pm – 2:00 pm	30,000 Ks.	2.5 months
11	Business Japanese Language	(no detailed information)	Saturday, Sunday 2:30pm – 4:00 pm	30,000 Ks.	2.5 months

Source: UMFCCI

The training course for international trade practice is outlined as below.

Table 6-5 UMFCCI's International Trade Courses

Contents	[Introduction] - Introduction to Trade [Export] - Major Steps in Exporting - INCOTERMS - Sale of Goods - Contracting - Export Procedure - Export Letter of Credit - Cargo Inspection - Shipping Documents [Import] - Major Steps in Importing - Import Procedure - Application of the Import Letter of Credit - Insurance(Marine Insurance) Customs Duty and Commercial Tax - Forwarding and Clearance of the Goods - Rules of Origin (ROO) - Competition Policy & Competitiveness AFTA - Containerization [Field Trip] - Field Trip to Myanmar Port Authority, Shipping Agency Department and Thilawa port
Duration	One and half months
No. of Participants	50 persons
Qualification	- Participants should have membership of UMFCCI - University/college graduate
Lecturer	From outside of the Institute such as; - Government officers (MOC, Custom Department, Port Authority, etc.) - Experts from related associations - Lecturers/ professors from university/college

Source: UMFCCI

In addition to these training courses, UMFCCI Training Institute has launched a new course as a global MBA programme in collaboration with University of Thai Chamber of Commerce. A global MBA batch 3 has already started with 50 participants.

6.2. Training for Export and Import Practices

In Myanmar, the number of training or service providers related to foreign trade remains small. The several related services that have been identified are as follows:

6.2.1. Customs Clearance

The Customs Service Centre of the Customs Department, Ministry of Finance provides customs related trainings for both the private sector and the government officers. The Customs Department aims to develop trainings to operate their customs related services more effectively and efficiently by building good knowledge and understandings of both Myanmar and international customs systems. The following table summarizes four trainings conducted by the Center:

Table 6-6 Customs Related Trainings

	Training I	Training II	Training III	Training IV
Theme	Customs Clearance Exercise (Batch 33)	WTO Valuation Agreement (Batch 11)	Overall Customs Services	WTO Valuation Agreement (Batch 9)
Contents	<ul style="list-style-type: none"> - Procedures for customs clearance - Documentation - Rules and regulations - Freight handling - Transit trade, etc. 	<ul style="list-style-type: none"> - Rules of Origin - Incoterms and other terms - Single Window - Post Clearance Audit - WTO Valuation Agreement 	<ul style="list-style-type: none"> - International trade system(WTO) - International customs standards - ASEAN standards - HS coding - E-customs - IT, etc. 	<ul style="list-style-type: none"> - Rules of Origin - Incoterms and other terms - Single Window - Post Clearance Audit - WTO Valuation Agreement
Target participants	<ul style="list-style-type: none"> - Customs broker - Government officers from other Ministries (not the Customs Department) 	Customs broker	Government officers of the Customs Department	Government officers of the Customs Department
No. of participants	108/course	72/course	50/course	18/course
Duration	5 days for 5 weeks	5 days for 2 weeks	5 days for 2 weeks	5 days for 2 weeks
Lecturers	<ul style="list-style-type: none"> - Customs officers - Port Authorities - MOC - Central Bank - Myanmar Foreign Trade Bank (MFTB) - Business associations 	Customs officers	Customs officers	<ul style="list-style-type: none"> - JICA Senior Expert for Myanmar Customs Department - Customs officers

Source: Custom Department

According to the Customs Department, in addition to the above-mentioned courses, the Customs Service Centre of the Customs Department has also held the following seminars recently:

- i) Custom Valuation (GATT, ATIGA, PCA and International Best Practices);

Lecturers were EU's International Management Group (IMG) experts and participants were 15 Government customs officers.

- ii) GSP and Rules of Origin

There were 20 participants composed of Government officials from the Customs Department

and Ministry of Commerce.

iii) Customs Enforcement Network

Lecturers were 4 experts from RILO Mission (South Korea) and participants were 14 Government customs officers.

iv) Gap Analysis/Needs Analysis

Lecturers were IMG experts and participants were 13 Government customs officers.

v) Rules of Origin and Tariff Classification

Lecturers were IMG experts and participants were 15 Government customs officers.

6.2.2. International Logistics

The School of Logistics and Supply Chain Management (SLSCM) is a private institute providing study programmes on international logistics and supply chain management for foreign trade in alliance with the Institute of Chartered Shipbrokers (ICS), UK. The SLSCM offers two certificate and one diploma courses: the Certificate and the Higher Certificate in Logistics and Supply Chain Management, and the Diploma in Shipping Business. All three courses cover mainly five themes: i) logistics management; ii) supply chain management; iii) operation management; iv) warehousing and distribution; and v) e-business logistics. The level of each course is different, such as, the Certificate is basic, the Higher Certificate is intermediate, and the Diploma is an advanced level. The participants can receive the Diploma, if they pass the official exam at the ICS standard.

So far, the number of accumulated participants reached 200 since it was opened in 2010. Around 70% of them were sent from private companies and the remaining were fresh graduates or job seekers.

6.2.3. International Marketing

In terms of international marketing, similar to other themes, there are many service providers in Myanmar. The Strategy First Institute (SFI) provides study programmes in business management including international marketing and also consultation services for private companies. For the study programmes, the SFI is an accredited institute from the Institute of Commercial Management (ICM), UK and allowed to offer ICM's official Diploma programme in Myanmar. The programme offers international business communication, marketing principles, buyers' behaviour, and other similar topics.

According to SFI, around 200 individuals have participated every year since SFI started the diploma programmes in 2010. Most of them (nearly 90%) have been business persons and the remaining fresh graduates or job seekers. In fact, to obtaining the Diploma is relatively hard for participants due to the high requirements of ICM, and such not many of them have passed the official exam. That said, the programme has received a good reputation for its curriculum and a growing number of participants join each year.

6.3. Donor Cooperation

6.3.1. Outline

Through a field survey in Myanmar, it has been found that most donors have only recently resumed in earnest their cooperation with Myanmar since March 2011. In regards to trade issues, the major players are WTO, ITC, UNESCAP, ADB, and other organizations. The major cooperation by donors on trade development in Myanmar so far is summarized in the below table. Several donors now provide technical support for private sector development as well as trade policy and implementation, which is also covered in the table.

Table 6-7 Major Cooperation by Donors

Donors	Cooperation	Remarks
<i>Policy and Implementation</i>		
ADB	<ul style="list-style-type: none"> - Trade facilitation support for ASEAN Economic Community Blueprint implementation - Support for trade policy development 	Trade facilitation support is administrated by ADB with Japan Fund.
ITC	Capacity building of MOC on developing National Export Strategy (NES) strategy	Cooperation for 5 years with 4 Phases of NES: Pre-engagement; Inception; Design; Implementation Management.
JICA	Capacity building of Customs Department	
OECD	Multi-dimensional Review of Myanmar Study Project	OECD will start another study on investment around the end of 2013.
Singapore	Capacity building of government officers in policy making and implementation	Providing trainings at Myanmar-Singapore Training Centre on Development Strategies for SMEs
UNESCAP	<ul style="list-style-type: none"> - Business process analysis in Myanmar - Capacity building of government officials on WTO issues - Myanmar business and development week - Multi-dimensional review of Myanmar (collaboration with OECD) 	
WTO	<ul style="list-style-type: none"> - Trade Policy Review - Reference center 	<ul style="list-style-type: none"> - Target to completed by March 2014 - New reference center officially opened at MOC on February 2013
<i>Private Sector Development</i>		
JETRO	Support MAFPEA to establish a food inspection system in Myanmar	
HIDA	Production capacity development	Support through UMFCCI
GIZ	<ul style="list-style-type: none"> - Promoting vocational training - Strengthening the private sector - Developing the financial sector 	Loan about 4.5 million euro for SMEs development
Friedrich Naumann Foundation (FNF)	Private sector development	AEC handbook will be issued.
Hinrich Foundation	Sustainable Trade	

Source: JICA Project Team

6.3.2. Trade Policy and Strategy

According to MOC, the WTO and International Organization Division in the Directorate of Trade has been working with the WTO on Trade Policy Reviews, which will be completed by March 2014. In terms of the human resource development in MOC, WTO established the WTO Reference Centre in MOC on February 2013 to empower government officials by providing trade resources, such as WTO's website, trade topics, official documents, selected statistical applications including the Tariff Analysis Online, the Tariff Download Facility, and the Integrated Trade Intelligences Portal. The officials are also able to access to distance study facilities provided by the WTO Secretariat.

As described in Chapter 3, MOC has been working on developing the National Export Strategy (NES) with Donors support. ITC is a major player in NES development providing consultation to MOC. According to ITC, ITC aims to increase growth in Myanmar by assisting Myanmar companies to create and export larger quantities of better quality products and services. At the same time, ITC targets trade support institutions and policy makers to help them to realize growth in Myanmar through private sector development. Supporting MOC on NES development is a prime target for ITC in its cooperation. In 2013, ITC provided the NES inauguration and stakeholders with consultations on May and October. The Outline of ITC's consultations are summarized in the table below.

Table 6-8 Outline of the ITC's Consultation on National Export Strategy (NES)

Objectives	To strengthen the ability of Myanmar to formulate, manage and implement export development strategies that are relevant and realistic. ITC does not design the strategies, but rather it improves skill levels within the country.
Principal Output	An endorsed, coherent, comprehensive and prioritized strategy document completing with a plan of action and implementation management framework
Principal Outcomes	<ul style="list-style-type: none"> - Empowered national stakeholders capable of contributing to export development activities - Improved public and private dialogue supporting the development of a national export culture - Enhanced awareness of available options for export development and how to mainstream trade into national planning and policies - Improved ability of the country to receive and utilize Aid-for-Trade - Medium-term outcomes: - An improved policy framework to support the development and competitiveness of the export sector - Increased capabilities of private and public institutions to support and stimulate exports through the provision of relevant and accessible trade support services - Strengthening of the country's policy makers, TSIs and enterprises abilities to formulate and manage export development strategies that are relevant and realistic
Phases of NES Design and Management	<ol style="list-style-type: none"> 1. Pre-engagement phase 2. Inception phase 3. Design phase 4. Implementation management phase
Project Period	January 2013 to December 2013

	(Pre-engagement phase takes 2 months prior to above project period)
Main programme of the 1st Consultation on May 2013	<ol style="list-style-type: none"> 1. Presentation and discussion of the initial diagnostics 2. The scope of the strategy & confirming the key issues 3. Confirming the strategic objectives 4. Confirming the vision of the NES 5. Select priority sectors and cross-sectoral functions 6. The response paper 7. Open discussion on NES design and management
Main programme of the 2nd Consultation on October 2013	<p><u>For the Sector Strategy Design</u></p> <ol style="list-style-type: none"> 1. Strategy design process and consultation's objectives 2. Review of sector's current context 3. Confirming the organization of the sector 4. Confirming the export structure of the sector 5. Identify supply-side issues 6. Identify business environment issues 7. Identify market-entry issues 8. Identify strategic orientations 9. Definition of strategy plan of action <p><u>For the Cross-sector Strategy Design</u></p> <ol style="list-style-type: none"> 1. Strategy design process and consultation's objectives 2. Revise cross-sector profile and confirm issues 3. Complete cross-sector assessment 4. Mapping of issues 5. Identify strategic orientations 6. Definition of strategy plan of action
Donor	GIZ

Source: ITC

UNESCAP is also playing a leading role in trade development collaborating with various stakeholders such as related ministries, donors, and private sectors. UNESCAP mainly supports the business, trade and investment environment in Myanmar and has conducted a Business Process Analysis for agricultural trade facilitation and provided training opportunities for related government officials on WTO issues. In addition to this support, UNESCAP recently organized a very comprehensive workshop "Myanmar Business and Development Week (MBDW)" in September of this year. An outline of MBDW is shown in the next table. In terms of trade policy and facilitation, UNESCAP deals with three themes, specifically the development of a national export strategy provided in cooperation with ITC, introduction to Incoterms, arbitration and trade tools which provided in cooperation with International Chamber of Commerce (ICC), and non-tariff barrier issues introduced by UNIDO.

Table 6-9 Outline of the Myanmar Business and Development Week (MBDW)

Item	Remarks
Purpose	To build and strengthen the capacity of Myanmar's private sector and equip the Government of Myanmar with the appropriate tools and knowledge to create a supportive business environment and implement business, trade and investment policies, strategies and actions, all in support of Myanmar's inclusive and sustainable development
Period	23 – 27 September 2013
Venue	UMFCCI, Yangon
Themes	- Effective FDI Policies and Strategies for Inclusive and Sustainable Development

Item	Remarks
	<ul style="list-style-type: none"> - Entrepreneurship Development for SMEs - Development of a National Export Strategy - Promotion of Techno-entrepreneurship and Technology Innovation to enhance SME competitiveness - National Innovation Systems - Business Model Development for Rural Enterprises - Introduction to Incoterms, Arbitration and Trade Tools - Designing Supply Chains for Success - Overcoming Non-tariff Barriers - Corporate Governance and Corporate Sustainability - Global Value Chain and Enterprise Clusters - Women Entrepreneurship in Agro-Business - Role of Special Economic Zones for Myanmar's SMEs - How to Develop a Competitive Garment Industry - Access to Finance - Implications of Regional Integration for Business, Focusing on Media Connectivity - Adapting Myanmar's Laws for Integration into the Global Economy - Leveraging Digital Technologies for Business in the Knowledge Economy
Lead organizers	UNESCAP EBAC UMFCCI
Counterparts	Ministry of Commerce Ministry of Industry Ministry of National Planning and Economic Development Ministry of Strategy and Finance
Cooperating Donors	Government of Japan, Korea Eximbank, GIZ, ITC, UNIDO, UNCTAD, UNDP, JICA, OECD, etc.

Source: UNESCAP

ADB provided two small-scale policy and advisory technical assistances to MOC on trade facilitation and trade policy development. Regarding its assistance on trade facilitation, ADB targets the Customs in Myanmar to improve the operations and readiness of the Customs Administration which will improve trade facilitation in Myanmar. This TA is scheduled from November 2012 to October 2014. ADB also targets increased trade and investment flows by providing TA for trade policy development. The outcome of this TA is considered to be the improvement of the tax and trade policy framework for doing business with Myanmar.

6.3.3. Trade Facilitation

JICA has been carrying out a technical cooperation project for the Customs Department on trade facilitation since February 2012. To enhance trade facilitation services including simplifying and speeding up the customs clearance procedures, the project provides trainings and supports to develop action plans of the Department.

Singapore Government supporting the Myanmar government by providing trainings at the Myanmar-Singapore Training Centre in Yangon through the Initiative for ASEAN Integration. In terms of foreign trade, the Centre provided four trainings in 2012/2013 as follows:

- i) Foundation course on economic development and trade facilitation;
- ii) Intermediate course on trade liberalization through WTO and agreements;
- iii) ASEAN Economic Community; and
- iv) Trade single electronic window planning, implementation and operations.

6.3.4. Private Sector Development

After nearly twenty years of suspended activities, GIZ resumed support in Myanmar in the priority area of sustainable economic development. According to GIZ, GIZ's activities are focused in three areas: i) promoting vocational training by strengthening the TVET system; ii) strengthening the private sector; and iii) developing the financial sector. Regarding private sector development, GIZ works with the SMEs Development Centre of the Ministry of Industry (MOI), including on the financial access of SMEs in Myanmar. In the coming October to December period, GIZ and the SMEs Development Centre will hold a seminar on entrepreneurship and business start ups which aims to encourage Myanmar people to establish SMEs.

The Japan External Trade Organization (JETRO) has been providing technical cooperation on HRD for the manufacturing sector in Myanmar since 2009. JETRO has supported the garment industry to establish the Myanmar Garment Manufacturers Association (MGMA) and build their production capacity so as to be strong enough to reach global standards. The food industry has also been supported by JETRO through the capacity building of the Myanmar Agro-based Food Processors and Exporters Association (MAFPEA) and establishing a national food sanitation standard for Myanmar to meet international requirements.

In addition to JETRO, the Overseas Human Resources and Industry Development Association (HIDA) supports the private sector in collaboration with UMFCCI. HIDA provides trainings in capacity building of production management targeting manufacturing industries so that they understand the management methods and procedures required to compete in the global market.

6.4. Issues on Trade-related Services in Myanmar

According to the interviews with MOC, it is important for the Myanmar government to broaden foreign trade business opportunities for the private sector along with the trade promotion policy in Myanmar. As was pointed out at the beginning of this chapter, however, trade promotion services currently provided in Myanmar are insufficient to meet the demands of the private sector especially in terms of opportunities and varieties of services. As for foreign trade exercise, only TTI and UMFCCI provide training opportunities covering various practical procedures. It can be said that it is necessary to widen the opportunities for the private sector so as to obtain more knowledge, information and skills to start or expand export and import businesses and make them capable to compete on the global market.

CHAPTER 7 Organization and Activities of TTI

7.1. Background and Objective of Establishment

7.1.1. Background

Since the beginning of new administration in March 2011, foreign trade activities by the private sector of Myanmar have been rapidly spurred. The Myanmar government also has promoted foreign trade due to the fact that Myanmar is currently preparing itself for integration into the ASEAN Economic Community (AEC) scheduled for 2015. Meanwhile, Myanmar is suffering from a shortage of capable human resources in foreign trade in the both government and private sectors.

Hence, the Ministry of Commerce (MOC) decided to establish the Trade Training Institute (TTI) on the site of its Yangon Regional Office of the Directorate of Trade, MOC in order to provide training programs to businesspersons and government officials on foreign trade.

The draft “Establishment of Trade Training Institute (TTI)” describing the vision, mission, objective, and organizational structure of the institute was submitted to the cabinet by MOC with the signature of Minister of Commerce in August 2012 and is currently in the process of cabinet approval.

At the same time, TTI commenced training courses¹¹ in April 2012 through staff members who had been assigned tentatively according to the draft of “Establishment of TTI.”

TTI was officially established on April 1, 2013 after the National Assembly approved its establishment on February 21, 2013.

7.1.2. Objective, Vision and Mission

The establishment objective, vision and mission are described within the draft “Establishment of TTI” as follows:

(1) Objective of Establishment

TTI is a non-profit training and research institution established by the Ministry of Commerce in the concept of a public-private partnership (PPP) for the purpose of trade promotion under the new government regime. TTI is managed by the board of directors representing both the government and the private sector including Minister of Commerce as the chairman.

(2) Vision

To be a training institute on foreign trade and business and a center for trade policy research at the highest standard. TTI intends to maintain the competitiveness to challenge the global paradigm shift toward a knowledge-based and globalized society.

(3) Mission

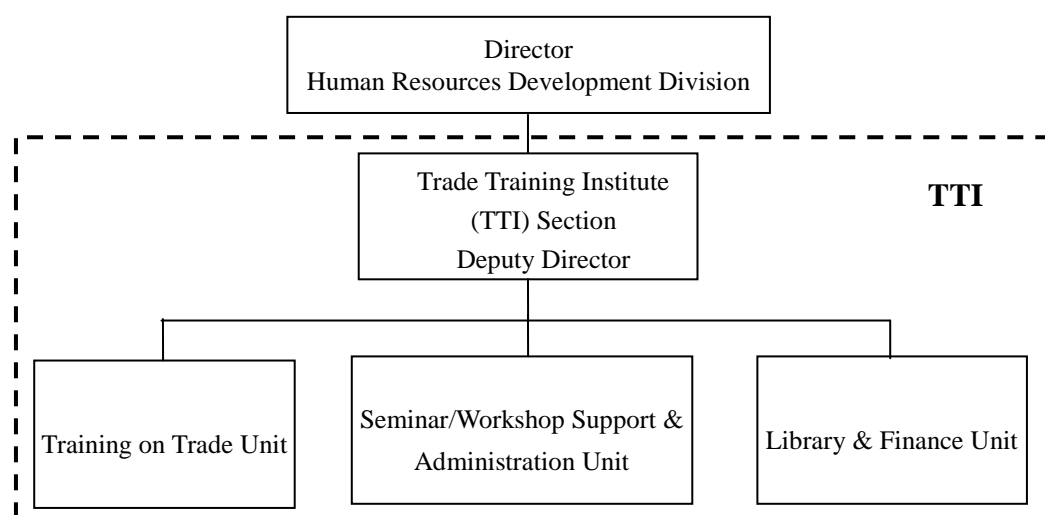
To enhance knowledge on trade and business for the both government and private sector through the provision of training programs in top quality in order to increase trade competitiveness of Myanmar.

¹¹ Before the establishment of TTI, MOC had provided a training course for 1 month on so called “Export/Import Procedure Course” for the private sector. This course was stopped after the establishment of TTI.

7.2. Organizational Structure and Staff

7.2.1. Organizational Structure of TTI

The following figure depicts the organizational structure of TTI. There are three units under the Human Resources Development Division, namely i) training in trade, ii) seminar/workshop support and administration, and iii) library and finance. The Deputy Director of TTI, with the supervision of Director of the Human Resources Development Division, manages TTI.



Source: TTI

Figure 7-1 Organizational Structure of TTI

7.2.2. Management and Staff of TTI

As of February 2014, there were 23 managers and staff, which were composed of 1 deputy director, 5 assistant directors, 15 officers, and 2 contract-basis staff. However, because MOC still has not completed the allocation of staff members, there will be additional transfers from MOC to TTI and/or vice versa.

Table 7-1 Managers and Staff of TTI (as of February 10, 2014)

No.	Name	Position	Role
1.	Ms. Thein Nu Khine	Deputy Director	In charge of overall management of TTI activities
2.	Mr. Thein Myint Wai	Assistant Director	In charge of overall courses: Planning & Implementing
3.	Ms. Sandar Htun	Assistant Director	Course Manager (Advanced)
4.	Mr. Tun Tun Aung	Assistant Director	Seminar/Workshop/Talk Implementation & governmental (MOC) Administration matters
5.	Ms. Win Win San	Assistant Director	Library management & TTI Finance (Budget)
6.	Ms. Tin Mar Aye	Assistant Director	Course Manager (Basic)
7.	Mr. Win Aye	Staff Officer	* Attached to mobile team under Department of Border Trade (MOC)
8.	Ms. Thi Thi Swe	Staff Officer	Assist in Library activities/matters
9.	Ms. Khin Mar Kyu	Superintendent	Assist in set-up workshop/talk (hospitality matters)
10.	Ms. Kyi Kyi Htwe	Superintendent	Office work & Stock control

No.	Name	Position	Role
11.	Ms. Yee Yee Than	Superintendent	Assist course management (Advanced) and also assist in TTI budget management
12.	Ms. Win Mar	Superintendent	Assist in Library activities/matters
13.	Ms. Ma Ma Kyi	Superintendent	Letter in/out (Library)
14.	Mr. Aung Saw Oo	Superintendent	Assist in set-up workshop/talk (invitation and room set up)
15	Mr. Myint Soe	Deputy Superintendent	Assist in TTI - MOC administration
16	Ms. Thet Thet Swe	Deputy-Superintendent	Assist library matters
17.	Ms. Tin Tin Hlwar	Deputy-Superintendent	Assist course management (Basic)
18.	Ms. Lwin Thandar Htun	Deputy-Superintendent	Assist in set-up workshop/talk (recording & general office stuff)
19.	Ms. Tin Tin Than	Upper Division Clerk	Assist course management (Basic)
20.	Ms. Khin San Win	Upper Division Clerk	Assist in office work (workshop seminars)
21.	Ms. Theingi Htun	Junior Clerk	Assist in workshop/seminar (letter in/out, stock)
22.	Ms. Su Mon Yee	Daily Wages Worker	Assist course management (Basic) (Contract-basis)
23.	Mr. Naing Htein Zaw	Cleaner	Cleaning matters of TTI (Contract-basis)

Source: TTI

7.2.3. Supervisory and Supporting Organizations to TTI

In the draft “Establishment of TTI”, there are three committees: i) Supervising Committee, ii) Working Group Committee, and iii) Course Assistance Working Group Committee. These were proposed with the purpose of supporting activities of TTI, however, no meeting has been held for any of these committees.

(1) Supervising Committee

The function of the Supervising Committee is to set up policy for TTI and provide advice for the management of TTI.

Table 7-2 Outline of Supervising Committee

Duties and Responsibilities		
➤	To set the policy and provide instructions in order to open courses of TTI	
➤	To approve the curriculum proposed by the working group and provide necessary support, if required	
➤	To approve the proposal for buying the teaching materials and provide necessary support	
➤	To supervise Working Group Committee and Course Assistance Working Group Committee	
Supervising Committee Members		
1	Union Minister, Ministry of Commerce	Chairman
2	Deputy Minister, Ministry of Commerce	Chairman
3	Director General, Directorate of Trade, MOC	Chairman
4	Director General, Department of Trade Promotion, MOC	Vice-Chairman
5	Director General, Department of Commerce and Consumer Affairs, MOC	Vice-Chairman
6	Head of Union Minister's Office, MOC	Member
7	Deputy Director General, Department of Trade Promotion, MOC	Member
8	Deputy Director General, Department of Commerce and Consumer Affairs, MOC	Member
9	Deputy Director General, Directorate of Trade, MOC	Secretary

Source: TTI

(2) Working Group Committee

The function of the Working Group Committee is to plan and supervise the training activities of TTI.

Table 7-3 Outline of Working Group Committee

Duties and Responsibilities		
➤	To plan training courses of TTI with reference to the cases of other universities in other countries.	
➤	To maintain facilities, apply necessary budget and keep accounting record of TTI.	
➤	To hold Working Group Committee meetings in order to manage TTI.	
➤	To collect the latest information on other universities and decide necessary actions for improving TTI.	
Working Group Committee Members		
1	Advisor to Union Minister, Ministry of Commerce	Chairman
2	Deputy Director General, Department of Trade Promotion, MOC	Member
3	Director, Administration Division, Directorate of Trade, MOC	Member
4	Director, Account Division, Directorate of Trade, MOC	Member
5	Director, Planning and Statistics Division, Directorate of Trade, MOC	Member
6	Director, WTO and International Organizations Division, Directorate of Trade, MOC	Member
7	Director, ASEAN and Regional Organizations Division, Directorate of Trade, MOC	Member
8	Director, Trade Policy Division, Directorate of Trade, MOC	Member
9	Director, Human Resource Development Division, Directorate of Trade, MOC	Member
10	Director, Research and Public Relations Division, Directorate of Trade, MOC	Member
11	Director, Department of Import, Directorate of Trade, MOC	Member
12	Director, Department of Trade & Policy, Directorate of Trade, MOC	Member

Source: TTI

(3) Course Assistance Working Group Committee

The function of the Course Assistance Working Group Committee is to assist in the implementation of training courses by TTI.

Table 7-4 Outline of Course Assistance Working Group Committee

Duties and Responsibilities		
➤	To set up classrooms	➤ To assign staff members of TTI
➤	To advertise the courses through media	➤ To prepare a list of purchasing
➤	To disclose the information on the courses	➤ To purchase necessary materials and equipment
➤	To arrange instructors	➤ To keep purchasing records with the receipts
➤	To prepare course schedule	
Course Assistance Working Group Committee Members		
1	Director, Administration Division, Directorate of Trade, MOC	Chairman
2	Director, Research and Public Relations Division, Directorate of Trade, MOC	Vice-Chairman
3	Director, Human Resource Development Division, Directorate of Trade, MOC	Vice-Chairman
4	Assistant Director, Administration Division, Directorate of Trade, MOC	Member
5	Assistant Director, Trade Policy Division, Directorate of Trade, MOC	Member
6	Assistant Director, Department of Trade Promotion, MOC	Member
7	Staff Officer, Administration Division, Directorate of Trade, MOC	Member
8	Assistant Director, Administration Division, Directorate of Trade, MOC	Secretary

Source: TTI

(4) Academic Board

The function of the Academic Board is to provide necessary support for education-related issues of TTI.

Table 7-5 Outline of Academic Board

Duties and Responsibilities		
➤ To provide necessary support for education-related issues in TTI.		
Educational Board - Educational Board Members		
1	Deputy Minister, Ministry of Commerce (MOC)	Patron
2	Dr. Aung Tun Thet, Advisor to President	Patron
3	Advisor to Union Minister, Ministry of Commerce	Chairman
4	Director General, Directorate of Trade, MOC	Vice-Chairman (1)
5	Deputy Director General, Directorate of Trade, MOC	Vice-Chairman (2)
6	Director, Administration Division, Directorate of Trade, MOC	Member
7	Director, Account Division, Directorate of Trade, MOC	Member
8	Director, Planning and Statistics Division, Directorate of Trade, MOC	Member
9	Director, WTO and International Organizations Division, Directorate of Trade, MOC	Member
10	Director, ASEAN and Regional Organizations Division, Directorate of Trade, MOC	Member
11	Director, Trade Policy Division, Directorate of Trade, MOC	Member
12	Director, Human Resource Development Division, Directorate of Trade, MOC	Member
13	Director, Research and Public Relations Division, Directorate of Trade, MOC	Member
14	Deputy Director, Trade Training Institute	Secretary

Source: TTI

7.3. Budget Allocation

TTI currently collects participation fees and directly expenses them under the accounts heading of lecturer fees, printing teaching materials, refreshments, advertising, furniture and equipment, and other costs. The participation fee account is not presumed to be a government-related account and thus account settlement in line with governmental financial rules and regulations is not necessary.

Being a unit under the Human Resources Division (HRD) of the Directorate of Trade, MOC, the salary of TTI management and staff is paid by Administration unit of HRD for the fiscal year 2013/14 (from April 2013 to March 2014).

TTI collects participation fees (Kyat 100, 000/ participant) and utilizes the fees for operational costs. The revenue and approximate cost breakdown of the third basic and the second advanced courses are shown as follow.

Revenue	Amount (Kyat)
Participation fee (100,000 Kyats x 89 persons) Basic course	8,900,000 Kyats
Participation fee (100,000 Kyats x 25 persons) Advanced course	2,500,000 Kyats
Total	11, 400, 000 Kyats
<hr/>	
Expenditure	
Lecturers' fee (including presentation materials), printing distribution materials (textbooks etc.), refreshments, advertising fee, furniture and equipment (additionally purchased), other costs	
Total	11,400,000 Kyats

Source: TTI

From the fiscal year 2014/15, a new budgeting system will be applied to TTI and TTI will follow the budget rules and regulations of the Ministry of Commerce. TTI prepares a budget proposal and submits to Accounts Division of MOC through the Human Resource Division, and then the Directorate of Trade. The requested expenses will be allowed partially or fully depending on the overall financial condition and management decisions of MOC.

For the fiscal year 2014/15, the Ministry of Commerce will allocate a budget for stationary, car rental (for participants' plant/field trips), purchasing office accessories, equipment, and classroom furniture. TTI can propose renovation costs and workshop holding expenses as additional budget on needed basis.

TTI plans not to collect fees from participants if the new budget method is applied from April, 2014 since the TTI must follow the accounting transparency guidelines for audits.

7.4. Facilities and Equipment

As of February 2014, the offices and classrooms of TTI have been located on both 2nd and 4th floor in the Yangon Regional Office of the Directorate of Trade, MOC. There are four classrooms and two office spaces. A conference room of MOC on the 5th Floor is also used for conducting business talk. The current facilities and equipment which have been set up at TTI are shown in the table below.

In August 2013, the new unit, namely "Library and Finance" was established and a library room was set up on 4th floor using a vacant room. MOC has allocated 4 staff members including 1 assistant director to the library and opened the library to MOC officials and TTI training participants as of December, 2013. The library is equipped with 20 book cabinets. The library is mostly books on economics, business and trade. Most of them are old and in bad condition due to their having been abandoned during the relocation of MOC office to NPT and were then kept in a storage room. The library promotes the registration of course participants; however, participants have little interest in the library due to the out-of-date book stock.

Table 7-6 Facilities of TTI

Classroom 1	Classroom 2	Classroom 3	Library
4 th Floor	4 th Floor	4 th Floor	4 th Floor
Max: 70 persons	Max:50 persons	Max:50 persons	
OHP Screen 2 LCD Projector 2 White Board 2 Sound system 1 AC 4 Desks 35 Chairs 70	OHP Screen 1 LCD Projector 1 White Board 1 Sound system 1 AC 2 Desks 27 Chairs 54	Chairs with desk 26 Black board 1 Table 1	White Board 1 Book cabinets 20 Chairs 10 Large tables 6 No AC No telephone
Office room 1	Office room 2	Conference room	Guest room (instructor)
2 nd Floor	4 th Floor	5 th Floor	4 th Floor
9.1m x 4.1m	7.5m x 3.5m	Max: 300-400 persons	5.7m x 3.2m
Desks Chairs Photocopy machine 1 PC 1 Printer 1 No AC Telephone 1	Desks Chairs AC 1 PC 1 Telephone 1	OHP Screen 1 LCD Projector 1 Whiteboard 1 Sound system 1 ACs Desks & Chairs	Sofa 4 Table 2 Bookshelf 1

Source: TTI



Classroom 1 (4th Floor)



Classroom 2 (4th Floor)



Classroom 3 (4th Floor) Vacant one



Library (4th Floor)



Office room 1 (2nd Floor)



Office room 2 (4th Floor)



Conference room (5th Floor)



Room for instructors (4th Floor)

TTI is now arranging the whole TTI unit to be operated on the 4th floor of the building. One classroom will be in the left wing and the other in the right wing of the floor. In addition, there is one vacant classroom, which is occasionally used for internal trainings by other department such as Department of Trade Promotion and Directorate of Commerce and Consumer Affairs. From October 2013, the layout of the 4th floor was arranged as set out below.

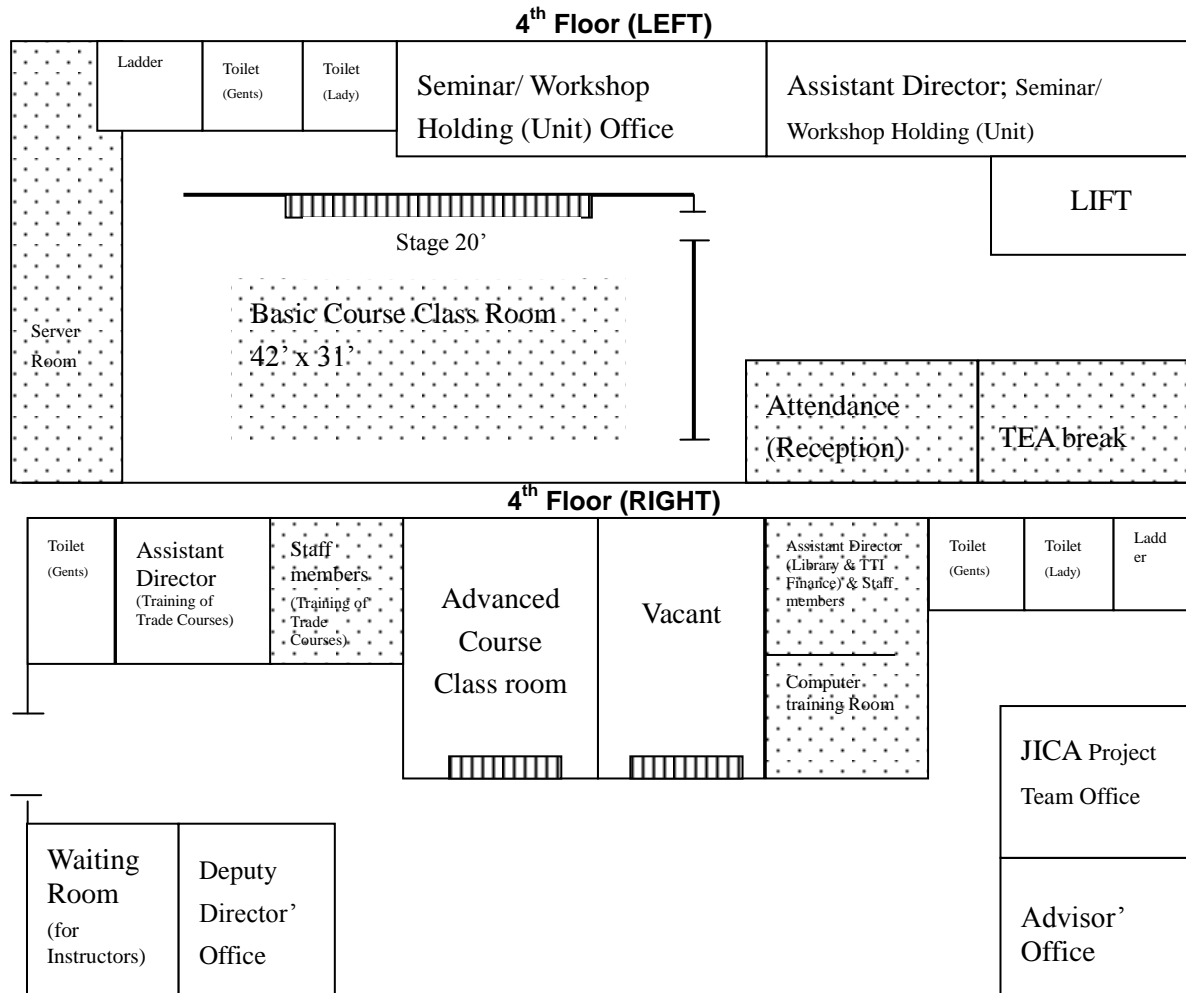
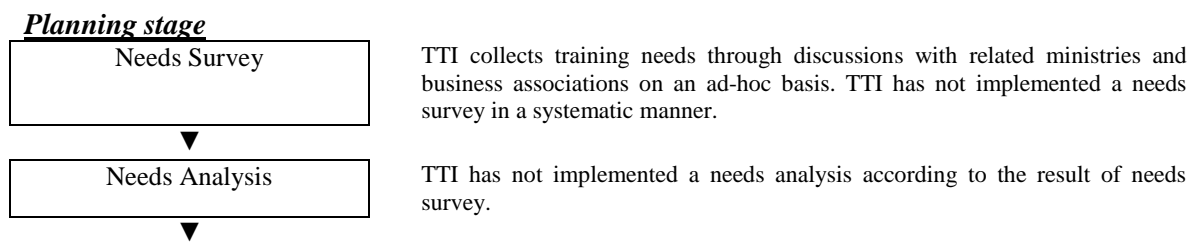
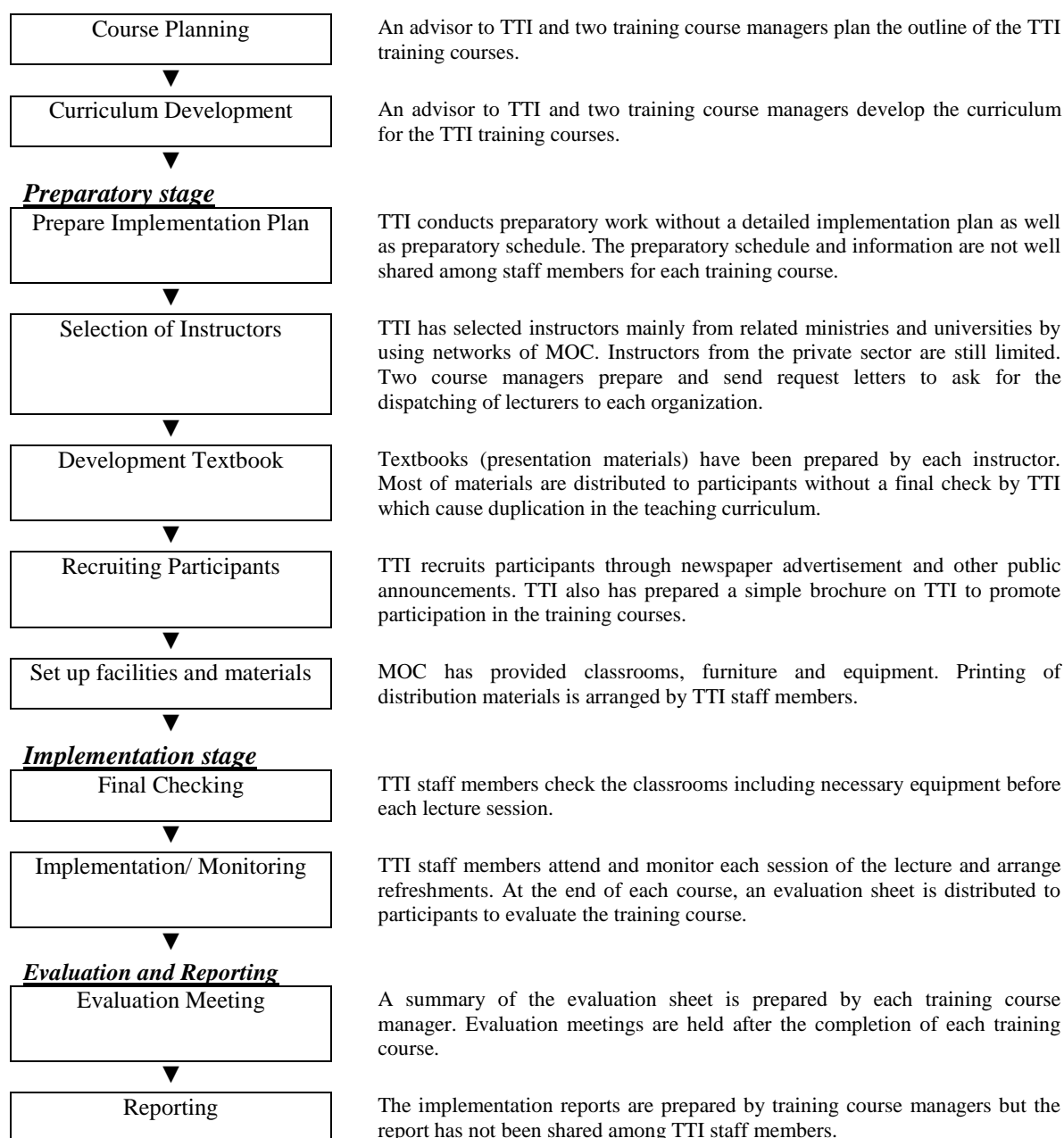


Figure 7-2 TTI Offices and Classrooms Layout (as of February 2014)

7.5. Training Management System

Current procedures for the planning and conducting of training courses at TTI are summarized as follows. Systematic working procedures for training management have not been introduced to TTI and two course managers do most of the necessary work.





7.6. Training Provided by TTI

The main training courses of TTI are four-month training courses on foreign trade, specifically: i) Basic Courses and ii) Advanced Courses. Up to the present, the Basic Courses have been conducted three times; the first course from April until August 2012, the second course from October 2012 until February 2013 and the third course from May until September 2013. The Advanced Courses have been conducted twice; the first course from October 2012 until February 2013 and the second one from May until September 2013. TTI started to conduct the fourth Basic Course and the third Advanced Course in December 2013, which is to be completed in the early April 2014. In addition, TTI implemented short courses in the fiscal year 2013/14.

The training courses and other TTI activities/ programs are set out in the table below.

Table 7-7 Training Courses of TTI

International Trade (Basic Course)			
Objective	Participants will obtain basic knowledge on international trade practice and theory.		
Period	First: 49 days from April 3 (Tue) to August 3 (Fri) 2012 Second: 55 days from October 13 (Sat) to February 15 (Fri) 2013 Third: 52 days from May 17 (Fri) to September 14 (Sat) 2013 Fourth: 35 days from December 18, 2013 (Wed) to April 4, 2014 (Fri)		
Frequency	Three days in a week (9:30-12:30)		
Participants	First: 88 persons, Second: 85 persons Third: 89 persons Fourth: 77 persons		
Qualification	Persons holding at least bachelor's degree		
Training fee	Kyat 100,000 / participant		
Curriculum	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ➤ International Trade Theory and Concepts ➤ Standardization ➤ Trading Business and Trade Procedure ➤ Trade Business Laws ➤ Logistics – Supply Chain Management ➤ Economics ➤ SME development & industrial policy of Myanmar </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ➤ Regional and International Trade organization ➤ Business Ethics ➤ Trade Promotion Strategy ➤ Trade related IT Application ➤ Market research ➤ International Marketing ➤ Import Export Transaction Practice </td> </tr> </table>	<ul style="list-style-type: none"> ➤ International Trade Theory and Concepts ➤ Standardization ➤ Trading Business and Trade Procedure ➤ Trade Business Laws ➤ Logistics – Supply Chain Management ➤ Economics ➤ SME development & industrial policy of Myanmar 	<ul style="list-style-type: none"> ➤ Regional and International Trade organization ➤ Business Ethics ➤ Trade Promotion Strategy ➤ Trade related IT Application ➤ Market research ➤ International Marketing ➤ Import Export Transaction Practice
<ul style="list-style-type: none"> ➤ International Trade Theory and Concepts ➤ Standardization ➤ Trading Business and Trade Procedure ➤ Trade Business Laws ➤ Logistics – Supply Chain Management ➤ Economics ➤ SME development & industrial policy of Myanmar 	<ul style="list-style-type: none"> ➤ Regional and International Trade organization ➤ Business Ethics ➤ Trade Promotion Strategy ➤ Trade related IT Application ➤ Market research ➤ International Marketing ➤ Import Export Transaction Practice 		
Instructors	First: total 46 instructors from MOC, other ministries, universities and the private sector Second: total 31 instructors from MOC, other ministries, universities and the private sector Third: total 39 instructors from MOC, other ministries, universities and the private sector Fourth: total 28 instructors from MOC, other ministries, universities and the private sector		
Requirement for completion	Attendance rate of 75% or more, and Examination score of 40% or more		
Completion ratio	First: 74 persons of 88 persons completed the course (84.1%) Second: 71 persons of 85 persons completed the course (83.5%) Third: 70 persons of 89 persons completed the course (79%) Fourth: Still ongoing		
International Trade (Advanced Course)			
Objective	Participants will deepen their knowledge of international business, particularly on trade.		
Period	First: 48 days from October 13 (Sat) to February 15 (Fri) 2013 Second: 54 days from May 16 (Fri) to September 14 (Sat) 2013 Third: 37 days from December 17, 2013 (Tue) to April 4, 2014 (Fri)		
Frequency	Three days in a week (9:30-12:30)		
Participants	First: 45 persons (including 21 persons who have completed the first Basic Course) Second: 25 persons (including 10 persons who have completed the second Basic Course) Third: 29 persons (including 7 persons who have completed the third Basic Course)		
Qualification	Persons holding at least bachelor's degree and Persons who completed the Basic Course or have an equivalent ability		
Training fee	Kyat 100,000 / participant		
Curriculum	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ➤ Macro and International Economics ➤ Business & Risk Management ➤ Trade Promotion Policies & Strategies ➤ WTO related international trade agreements/ policy / regulation ➤ Trade Business Practices (TBP) ➤ Global Marketing Strategies (GMS) </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ➤ Human resources management ➤ Small business management ➤ Supply chain management ➤ Corporate Social Responsibilities ➤ How stock markets works? ➤ Claims </td> </tr> </table>	<ul style="list-style-type: none"> ➤ Macro and International Economics ➤ Business & Risk Management ➤ Trade Promotion Policies & Strategies ➤ WTO related international trade agreements/ policy / regulation ➤ Trade Business Practices (TBP) ➤ Global Marketing Strategies (GMS) 	<ul style="list-style-type: none"> ➤ Human resources management ➤ Small business management ➤ Supply chain management ➤ Corporate Social Responsibilities ➤ How stock markets works? ➤ Claims
<ul style="list-style-type: none"> ➤ Macro and International Economics ➤ Business & Risk Management ➤ Trade Promotion Policies & Strategies ➤ WTO related international trade agreements/ policy / regulation ➤ Trade Business Practices (TBP) ➤ Global Marketing Strategies (GMS) 	<ul style="list-style-type: none"> ➤ Human resources management ➤ Small business management ➤ Supply chain management ➤ Corporate Social Responsibilities ➤ How stock markets works? ➤ Claims 		
Instructors	First: Total 14 instructors from MOC, other ministries, universities and the private sector Second: Total 37 instructors from MOC, other ministries, universities and the private sector Third: Total 23 instructors from MOC, other ministries, universities and the private sector		
Requirement for completion	Attendance ratio of 75% or more, and Examination score of 40% or more		
Completion ratio	First: 34 persons of 45 persons completed the course (75.6%) Second: 16 persons of 25 persons completed the course (64%) Third: Still ongoing		

Business Talk	
Objective	Participants will get knowledge and learning exposure in of trading business, emphasized more in international trade and its business policies and practices
Period and Frequency	8 talks were arranged during May 17 to September 14, 2013 4 talks were arranged during December 2013 to April 2014
Participants	Open to Public. Participants of both Basic and Advanced Courses are requested to attend them as the talks are included in their curriculum.
Subjects	<ul style="list-style-type: none"> ➤ Promoting private sector in Myanmar ➤ Effective export marketing ➤ Trade and Investment Relationship between Myanmar and Japan ➤ The new ASEAN trade & new roles of managers ➤ Customs Clearances Services & National Single Window in Japan ➤ Country Area Study: Australia ➤ Resumption of official development assistance (ODA) to Myanmar; Views from Myanmar perspectives
	<p><u>During December. 2013 to April, 2014</u></p> <ul style="list-style-type: none"> ➤ Macroeconomic Policy Lessons for Myanmar ➤ Stock Market (TBC) ➤ Trade & Investment Relations between Myanmar & Japan ➤ Trade Facilitation
Instructors	From May, 2013 to April 2014: Total speakers of the special talk/ business talks are 7 International Experts and 4 local experts for altogether 11 different topics.
Special Sessions	
Objective	Special sessions are arranged, purposed to get more direct exposure from local and international experts. Only current participants of TTI, ex-participants of TTI and some MOC staff who have interest in the announced topic can come to the special sessions. It is aimed to make more interactive discussion between the speaker and the attendees.
Period and Frequency	3 special sessions were arranged during December 2013 to April 2014
Participants	Mainly open to ex- and current participants of TTI training courses.
Subjects	<ul style="list-style-type: none"> ➤ Towards successful implementation of IT projects ➤ Export Market of Japan ➤ Nippon Express Global Strategy in Asia
Instructors	Total speakers of the special talk/ business talks are 3 in numbers and all are international experts.
Short Course (Trade Promotion - Nay Pyi Taw): "Workshop on Trade Promotion in Myanmar"	
Objective	<ol style="list-style-type: none"> 1. To educate on the importance and major areas of trade promotion; 2. To explain what the trade promotion services by the government are; 3. To learn cases (best practices) for trade promotion by other countries; 4. To examine the issues of trade promotion in Myanmar; and 5. To discuss and deepen the understanding of the needs for trade promotion in Myanmar
Time Period	3 days course from 9:30 am to 4:30 pm (August 6 to 8, 2013)
Participants	48 participants: Officers (Deputy Director, Assistant Directors and staff officers) of Ministry of Commerce who engage or will engage in trade promotion in Myanmar,
Curriculum	<ul style="list-style-type: none"> ➤ Role & Function of Trade Promotion Organizations (TPOs) ➤ Case study of TPO: MATRADE ➤ Trade Promotion Policy and Measures of Myanmar ➤ Trade Theories: Concepts, Export-oriented Development & WTO, FTA for Trade Promotion ➤ How to develop Market Information Service ➤ Lessons from 3rd Country Visit and Comments from Director ➤ What are bottlenecks of Trade Promotion in Myanmar ➤ Case study of TPO: JETRO's role and Challenges in Myanmar ➤ How to develop Trade Promotion in Myanmar
Instructors	Total 8 instructors: 5 international experts (from JETRO, JICA Project Team and MATRADE) and 3 locals, including advisors (to Union Minister) and Deputy Director general of the Department of Trade Promotion
Short Course (Trade Business-Mandalay): "Forum on Economic Development through Trade"	
Objective	<ul style="list-style-type: none"> ➤ Forum was purposed to include the practical training for the beginners (exporters) as well as for the potential exporters in upper Myanmar. Besides, it aims to make learning in preparing the standard training package as for the short course of TTI.
Time Period	3 days course from 9:30 am to 3:30 pm (September 23-25)

Participants	For all 3 days, over 100 participants were attended from difference provinces in Mandalay division and Shan State; Mandalay, Monywa, Myeikhteela, Myin Chan, Pyin Oo Lwin and other areas. Among them, 70% were existing traders: having or relating with trading businesses and the rest were mixture of students (university and private business schools), member of MRCCI ¹² and staff from MOC - Mandalay Division.	
Curriculum	<ul style="list-style-type: none"> ➤ Trade & Human Development ➤ Trade & Investment Relations between Myanmar & Japan ➤ The Role of Trade in Emerging Myanmar 	<ul style="list-style-type: none"> ➤ Public Private Partnership for Trade Promotion in Mandalay Region ➤ Marketing & International Business Management ➤ Current situation of ASEAN Economic Community (AEC): Opportunities and Challenges ➤ How to establish a Company
Instructors	Total 6 instructors: 5 from MOC and 1 from JETRO.	
Short Course (Trade Business- Yangon) "Export Import Business Introduction Course"		
Objective	➤ This intensive short course is designed for busy businesspeople who have no or limited pervious experiences in international trade and want to acquire the essence of international trade practice in the short term.	
Time Period	2 days course from 9:30 am to 4:30 pm (February 20 to 21, 2014)	
Participants	53 Business persons or new university graduates who have at least bachelor degree (targeted participants)	
Curriculum	<ul style="list-style-type: none"> ➤ Current situations of Global Trading ➤ Overview of International Trade ➤ Incoterms & Sales Contract ➤ Import/Export Procedures of Myanmar 	<ul style="list-style-type: none"> ➤ License application system ➤ Main points in Sales Contract ➤ Trade Settlement ➤ Shipping documents ➤ Customs clearance ➤ Preparation for International Trade Business
Instructors	Total 6 instructors: 4 from MOC and 2 from other organizations and private sector.	
Short Course (Trade Business-Mandalay) "Export Import Business Introduction Course"		
Objective	➤ This intensive short course is designed for busy businesspeople who have no or limited pervious experiences of international trade and want to acquire the essence of international trade practice in short term.	
Time Period	2 days course from 9:30 am to 4:30 pm (February 27 to 28, 2014)	
Participants	Business persons or new university graduates who have at least a bachelor degree (Targeted participants)	
Curriculum	<ul style="list-style-type: none"> ➤ Current situations of Global Trading ➤ Overview of International Trade ➤ Incoterms & Sales Contract ➤ Import/Export Procedures of Myanmar 	<ul style="list-style-type: none"> ➤ License application system ➤ Main points in Sales Contract ➤ Trade Settlement ➤ Shipping documents ➤ Customs clearance ➤ Preparation for International Trade Business
Instructors	Total 6 instructors: 5 from MOC and 1 from Customs.	
Short Course: (Trade Promotion - Yangon): "Training on Information Service for Trade Promotion"		
Objective	<ul style="list-style-type: none"> ➤ To understand what kinds of information are necessary for trade promotion; ➤ To learn how to develop market information services; ➤ To learn what is market research for trade promotion; and ➤ To discuss how to develop market information service in Myanmar. 	
Time Period	One full day (March 4, 2014)	
Participants	➤ Officers of International Trade Promotion and Information Center, Ministry of Commerce	
Curriculum	<ul style="list-style-type: none"> ➤ Case studies of information services in other countries ➤ One-stop service for trade promotion ➤ How to Conduct Market Research and Case Studies of Market Research 	<ul style="list-style-type: none"> ➤ Discussion Session: Priority on market information development of Myanmar and How to develop market information services in Myanmar
Instructors	Mr. Kazuo Mishima, Team Leader of the JICA Project Team	

Source: TTI

¹² MRCCI: Mandalay Region Chamber of Commerce Industry

CHAPTER 8 Case Studies in Trade Training Institutes in Asian Countries

8.1. Objective of Case Studies

The JICA Project Team studied cases of trade training institutes in Asian countries with the purposes of drawing lessons for TTI in Myanmar. The following five trade training institutes were chosen for case study.

- Institute for International Studies and Training, Japan (IIST)
- Indonesia Export Training Centre (IETC)
- Malaysia External Trade Development Corporation (MATRADE)
- Thailand Knowledge Institute of International Trade (KIIT)
- Philippine Trade Training Center (PTTC)

8.2. Case of Trade Training in Japan

8.2.1. Background of the Establishment of IIST

From the late 1960s, the government of Japan set export promotion as one of the most important policy objectives. As a result, it became an urgent issue to develop human resources for international trade business. Hence, the idea of the establishment of a trade university rose up in 1965 and both public and private organizations, namely the cabinet, Ministry of Trade and Industries, the Federation of Economic Organizations, and the Chambers of Commerce, started preparatory proceedings. The law of trade training center came into existence in 1966. The following year, the Institute for International Studies and Training (IIST) was established in Fujinomiya city in Shizuoka prefecture, using both government fund and subsidy from private companies.

8.2.2. Outline of IIST

In 1969, IIST started to accept participants from trade companies, financial organizations, manufacturing companies, and public administration offices and opened the 1-year main course (boarding). The following year, IIST opened a 3-month trade business course, which consisted of various subjects including language, lectures related to trade and international business, and area studies in potential markets. The lecturers were invited not only from Japan but also from other countries. Overall training management was implemented at the administration office in Fujinomiya City while contacts to governmental organizations, recruitment of participants, and arrangement of lecturers were conducted at the administration office in Tokyo.

Table 8-1 Outline of IIST

Name of institute	Institute for International Studies and Training (IIST)	
Year of establishment	1967	
Ministry in charge	Ministry of Economy, Trade, and Industry	
Number of staff	President: 1 Chairperson: 1 Managing director: less than 4 Director: less than 6 Manager: less than 3	Councilor: less than 21 Management committee: less than 21 Adviser: 1 Consultant: 1 Staff: 8
Main services provided	Training and research	
Organizational chart	<pre> graph TD EC[Executive committee] --> E[Education] EC --> A[Administration] E --> LL[Leader of lecturers] LL --> L[Lecturers] A --> IIST["IIST (Fujinomiya)"] A --> AO["Administration office (Tokyo)"] IIST --> IA[Administration] IIST --> ACC[Accounting] IIST --> EA[Educational affairs] IIST --> IM[Information & materials] IIST --> LLAB[Language laboratory] AO --> A2[Administration] AO --> PR[Public relations] </pre>	
Overview of training courses	<p><u>To Japanese:</u></p> <p>(1) Main course: 23 batches, 1,759 participants (10-12 months)</p> <p>(2) Trade business course: 46 batches, 2,510 participants (3 months)</p> <p>(3) International business communication course: 11 batches, 441 participants (3 months)</p> <p>(4) International business course: 11 batches, 159 participants (2 months)</p> <p><u>To foreigners:</u></p> <p>(5) Scholarship program: 18 times, 592 participants (4 months)</p> <p>(6) Exchange program: 16 times, 280 participants (3 months)</p>	
Lecturers	<p>Accumulated Japanese lecturers: 736 (29 are full-time at IIST)</p> <p>Accumulated Foreign lecturers: 236 (48 are full-time at IIST)</p>	
Curriculum	<p>(1) Main course: Language, area study, international management & international economics, training abroad</p> <p>(2) Trade business course: English, trade business</p> <p>(3) International business communication course: Intensive English program, business English program, English composition</p> <p>(4) International business course: International trade, foreign exchange, case study, overseas advancement strategy, international finance, international contract, business English</p> <p>(5) Scholarship program: Japanese language, government, and business in general, international management and international economics (together with participants from the main course)</p> <p>(6) Exchange program: Japanese language, government, and business in general, country study (case study with Japanese participants)</p>	
Network	Both public and private institutions	

Source: IIST

The following table shows the curriculum conducted by IIST in the early 1970s over the course of 3 months.

Table 8-2 Trade Business Training Course in Japan in the First Half of the 1970s (3 months)

Topics	Contents
English 202.5 hours	
I. English conversation (at classroom and Language Laboratory) 148.5 hours	1) Phonetic training, 2) Basic English conversation, 3) Intermediate (applied) English conversation, 4) Practical (business) English conversation, and 5) Basic grammar and composition
II. Business English (class and exercise) 54.0 hours	1) Basic business English, 2) Intermediate (applied) business English, 3) Telegrams in English, other practical English, and 4) Grammar and Composition
Trade business 207.0 hours	
I. Lectures on general topics (Basic knowledge for traders) 39.0 hours	1) Business environment around trade companies and preparation to be a trader 2) Japanese and world economy 3) Current and future situations of Japanese trade business 4) Issues in economic cooperation in Japan 5) International balance of payment and foreign currency reserves 6) Future situation of natural resource, technology, and industry in the world – impact on trade, and 7) Area study (introduction, North America, Europe, developing countries, Soviet Union)
II. Introductory lectures (basic knowledge on business) 22.5 hours	1) Introduction to trade business 2) Current situation of foreign investment and overview of investment procedures, and 3) Trade business management
III. Business research (lectures in details and case study) 99.0 hours	1) Overseas marketing (introduction, case study 1, case study 2) 2) Research on foreign companies and technological information and effective utilization 3) Contracts in trade 4) Transportation (sea transport, air transport) 5) Load insurance 6) Export insurance 7) Foreign exchange and trade finance 8) Foreign exchange and trade management 9) Custom law 10) Laws and regulations of import and export (import and export transaction, export design and inspection) 11) Trade accounting, and 12) Trade claims
IV. Exercise 46.5 hours	<u>Export</u> 1) Establishment of transaction, 2) Quotations, Inquiries, and Offers, 3) Contracts, 4) Quotation, 5) Shipping and Customs, and 6) Documentary Bills <u>Import</u> 1) Establishment of transaction, 2) Quotations and Offers, 3) Contracts, 4) Import Procedures, 5) Freight Documents, Customs, Import exchange settlement

Source: IIST (Course syllabus of trade business course, first batch, 1970)

8.2.3. Characteristics of IIST

The most noticeable characteristic of IIST is that the institute was established and implemented training in collaboration with both public and private organizations. Therefore, the participants were actually engaged in the international trade business. At the same time, the lecturers were not only

government officials and professors but also managers from private companies who could talk about success stories and teach the attitudes required for a businessperson based on their actual experiences.

Secondly, IIST focused on practice. It conducted practices so that the participants utilized the knowledge that had been learnt in the lectures and language classes in the practices and thus acquire it systematically through practice. The table below explains operational procedures for the practices.

Table 8-3 Operational Procedures for Practices at IIST in Japan in the Early 1970s

1. Content of the case study	(1) Set CIF for export (2) Set FOB for import
2. Operation procedure	As an employee at an imaginary company, demonstrate typical routine work of trading business (e.g. write a letter, send a telegram, calculate, make a contract, read L/C, make and check documents for shipment). Two persons from a financial institution and a transportation company will come to observe and instruct the training participants during the exercise.

Source: IIST (Course syllabus of trade business course, first batch, 1970)

8.2.4. Transition of IIST

Japanese major enterprises steadily grew larger and expand the internationalization of business during the 1980s. Large enterprises also established their own training centers for their own employees and even overseas employees in the cases of automobile and electronics manufactures. The training by dispatching employees to universities in the U.S. became one of measure to develop international business personnel. Due to the rapid appreciation of yen since 1985, the cost of training at IIST became relatively expensive compared to studying abroad. Under these circumstances, the number of participants of IIST started to decrease. In addition, the operating cost of IIST increased mainly due to the aging of equipment. As a result, the training at IIST was closed in 1992 and the role of developing human resource for international business ended. Currently, IIST in Tokyo cut down activities into small-scale training for trainees from abroad, business missions and research.

8.3. Case of Trade Training in Indonesia

8.3.1. Background of the Establishment of Indonesia Export Training Centre (IETC)

The major export items of Indonesia were oil and natural gas until the early 1980s. In the mid-1980s, however, the balance of payment deteriorated due to the decrease in oil prices. Therefore, diversification of export products other than oil and natural gas and export promotion became urgent issues. In the late 1980s, export of labor-intensive products started to increase, but insufficient human resource with knowledge of export business was one of the bottlenecks for the expansion of Indonesia exports. At the same time, the low capacity of inspection and quality control of export products was also recognized as a bottleneck.

Under these situations, the government of Indonesia realized the importance of trade training, the improvement of inspection techniques and quality control and product exhibition methods for promotion. Hence, the Indonesian government established the Indonesia Export Training Centre (IETC) and started training courses in 1990 with assistance from Japanese government.

8.3.2. Outline of IETC

The following table provides an overview of IETC.

Table 8-4 Outline of IETC

Name of the institute	Indonesia Export Trade Centre (IETC) Under the Directorate of National Export Development, Ministry of Trade, Indonesia
Year of establishment	1990
Number of employees	Total: 94 (Full-time:88 Part-time: 6)
Main service provided	Education, Training, Consultation, and Quality check
Organization chart	<pre> graph TD Director[Director] --- GAD[General Affairs Division] Director --- PCD[Promotion/Cooperation Division] Director --- OD[Operational Division] Director --- EEDD[Export Education/Training Development Division] PCD --- PP[Promotion/publication] PCD --- CS[Cooperation/Service] OD --- PE[Program evaluation] OD --- IM[Implementation] EEDD --- NA[Needs analysis] EEDD --- CD[Curriculum development] PCD --- FG[Functional Group (Internal Instructors)] OD --- FG EEDD --- FG </pre>
Contents of trade training program offered	<p><u>Developing Export Strategy:</u> Education for import/export management, Export marketing strategy, Export market penetration strategy, Access to export market through internet survey, Creating and promoting websites for export, and Finance for exporting</p> <p><u>Preparing Export Preposition:</u> Export procedures, Export import management and simulations, Import procedures, How to start export, Compound design to finished goods from rubber, Rubber process finished goods, Handicraft product development for export, Handicraft Supporting packaging standard for export, Chain of custody for export markets, Export risk management, and Export costing and pricing</p> <p><u>Negotiating Export Processes:</u> Trade financing, Negotiating and sales contract for export, and Business correspondence</p> <p><u>Supporting Export Processes:</u> Tips for successful trade fair, Export entrepreneurship, Trade fairs for export, Documentation preparation QMS ISO 9001:2008, Internal audit QMS ISO 9001:2008 and Quality assurance system for food processing</p> <p><u>Coaching and Individual Consultation</u> Coaching program on markets and production</p>
Number of lecturers	112 (exclusive 7, part time 105) <ul style="list-style-type: none"> • For export companies: export business, export case study etc. • For experts: marketing, marketing entry strategy etc. • For government officials: Rules and regulations of customs and import restriction etc.
Achievements	Trainings: 41 times (as of 2012) Trainees: 965 (as of 2012), (accumulation: 45,000)
Period	Short term: 1-7 days, Long term: 1-2 months

Curriculum	<ul style="list-style-type: none"> • Development of trade training curriculum with JICA, ITC, IFC, HIDA, ASEAN-COE, Netherland government, CBI, Canada, and TFO etc. • Great number of courses for export products such as foods, garments, furniture, and craftworks, which are major products that Indonesian SMEs make.
Network	<ul style="list-style-type: none"> • Major cooperating partners are CBI and TFO. In addition, the center collaborates with Indonesian universities and private companies for further service development. • Distance learning connecting with Japan, U.S.A., South Africa, China, France, Egypt, and ASEAN countries • Regional training centers: Surabaya, Medan, Makassar, Banjarmasin

Source: IETC

The accumulated number of participants of the various trainings currently reached more than 45,000. In 2012, IETC conducted 41 trainings (for about 970 participants) with a focus on four sectors: export promotion development, export business, export negotiation, and export processes.

Table 8-5 Outline of the Training Courses in IETC (2012)

No.	Training Course	Duration	The number of times	The number of participants
A: Export Promotion Development				
1	Professional management for export and import	2 months	2	20x2=40
2	Marketing strategy of agricultural products for export	3 days	1	25
3	Access and survey of export market through internet	3 days	3	20x3=60
4	Basic training on creating animations	3 days	1	20
5	Logistic management for export and import	3 days	1	25
6	Preparation of documents for SMM ISO 9001.2008	4 days	1	20
7	Internal audit for SMM ISO 9001.2008	4 days	1	20
B: Preparing Export Proposition				
8	Export procedure	3 days	5	25x5=125
9	Export and import management and simulation	7 days	5	25x5=125
10	Import procedure	4 days	5	25x5=125
11	How to start exporting	3 days	3	25x3=75
12	Production process of rubber products	5 days	1	20
13	Design of rubber products	5 days	1	20
14	Handicraft production for export market	3 days	1	25
15	Packaging of food and beverage for export	3 days	2	25x2=50
16	Quality control for food processing	3 days	1	20
17	Costing and pricing for export	3 days	1	25
C: Negotiating Export Proposition				
18	Financing system for export and import	3 days	1	20
19	Correspondent, negotiation and contract for export and sale	3 days	2	50
C: Supporting export process				
20	Product display for exporting	3 days	2	50

Source: IETC

8.3.3. Characteristics of IETC

The first characteristic of IETC is the introduction of organized training management system (overall management of sequential training process: starting from i) grasping needs, ii) developing course/curriculum, iii) lecture selection/material development, iv) recruitment of participant/training

preparation, v) implementation/monitoring, and vi) evaluations/reports). Based on this management system, the organizational structure of IETC is divided into three divisions: i) training development, ii) promotion and coordination, and iii) training management. In order to plan and implement training courses, an implementing team consisting of members selected cross-divisionally is formulated for each training course. IETC also periodically conducts training surveys.

The second characteristic of IETC is the utilization of both domestic and international network to strengthen training courses as set out below.

- Develop materials and arrange lecturers in cooperation with organizations with strengths in specific fields (e.g. trends of Japanese market with JICA and HIDA, sector specific training including furniture and rubber with CIB¹³ and TFO¹⁴).
- Conduct not only lectures, but also interactive training methods (e.g. field trip, case study, role plays, distance learning using TV conference system). Recently, IETC started a “coaching program” in which IETC, in collaboration with CIB, monitors target companies for a certain period of time and suggest operational improvements for them.
- By using equipment provided by Japanese government, IETC inspects export products such as furniture and garments in collaboration with domestic inspection companies. The failed cases are introduced during the training courses.
- Dispatch lecturers to other ASEAN countries in collaboration with JICA and other donors. Also, dispatch lecturers to five regional export training centers in Indonesia and domestic banks for their training.
- Establish alumni network of training participants and arrange opportunities for them to meet together regularly. Also, IETC utilizes some alumni as lecturers and ask them to share their success stories with current training participants.

Third characteristic is obtaining ISO qualification for the above training management system and organizing self-sustainable structures by collecting training fees from participants. Half of the IETC budget is from the training fees and IETC purchases equipment and renovates buildings using its own income so that training meeting participants’ needs can be provided.

8.3.4. Transition of IETC

In the past 20 years, IETC has continued to modify training contents according to the economic situations and participants’ needs. At the beginning of its establishment, IETC implemented trainings on potential export products such as rubber, furniture, garment, and food processing, and language classes including business Japanese. After a while, IETC started to implement training on trade procedures, market trends, market entry, quality control management and improvement in business skills.

¹³ The Center for the Promotion of Imports from developing countries (CBI), a subordinate body under the Ministry of Foreign Affairs Netherlands is implementing international cooperation programs for import promotion for developing countries.

¹⁴ The Trade Facilitation Office Canada (TFO) is a trade promotions organization in Canada and supports export promotion in developing countries.

Also, the duration of the training was from 1 to 6 months and some of the training courses were conducted at night in its early stages, but recently, the duration of most training courses has been only 2 to 3 days (except some training courses of 2 months) with courses conducted during day time.

8.4. Case of Trade Training in Malaysia

8.4.1. Background of the Establishment of MATRADE

The export promotion and development of export enterprises were listed as priority policies of industrial development in the sixth Malaysia Plan (1991-1995) and the five-year plan for national development. In this context, the Malaysian Government decided to reorganize and expand the export promotion center, known then as “The Malaysia Export Promotion Organization (MEXPO)¹⁵” and establish a new trade promotion organization, named the “Malaysia External Trade Development Cooperation (MATRADE)” as a base of export promotion activities in Malaysia as of 1992. After the approval of the law on the “Establishment of MATRADE”, MATRADE officially launched their trade promotion activities and improved their services gradually. JICA provided a Technical Cooperation Project to MATRADE on trade information and promotion in the beginning stage (1994-1999).

8.4.2. Outline of MATRADE

The table below shows the outline of MATRADE. Its main services are i) exporter development (e.g. training programs, Exporter Excellence Award), ii) export promotion (e.g. international trade fair, trade mission), iii) trade and market information (e.g. resource center, website), and iv) trade advisory and support (e.g. trade inquiries and consultations). Regarding training programs, MATRADE has conducted training programs in the form of seminars and workshops from the beginning stage just after its establishment, though they do not have a specific training center. At present, various types of seminars, workshops, and training courses (e.g. leadership, coaching, international trade business, language, IT) are conducted by the Exporter Training Unit of MATRADE.

Table 8-6 Outline of MATRADE

Name of institute	Malaysia External Trade Development Corporation (MATRADE)	
Ministry in charge	Ministry of International Trade and Industry (MITI)	
Year of establishment	1992	
Number of employees	610 persons (2013)	
Vision	Positioning Malaysia as a globally competitive trading nation	
Mission	Promoting Malaysia’s enterprises to the world	
Main service provided	➤ Exporter development	➤ Trade and market information
	➤ Export promotion	➤ Trade advisory and support
Division in charge of training program	Exporters Training Unit, Exporters Development Division	

¹⁵ Malaysian Export Trade Centre (MEXPO) was established as a center under METI in 1980 with the purpose of promoting export activities done by SMEs. It has consisted of Trade Information Unit, Exporters Registry Unit, and Exhibition Unit. However, the MEXPO did not have any oversea offices, and implemented passive activities for trade promotion such as marketing and international exhibitions. As its economy grew and the share of manufacturing products in export increased, the needs of government’s assistance on export marketing from the private sector grew. In order to reflect such needs, MEXPO was corporatized and MATRADE was established instead.

Contents of trade training program offered	<ul style="list-style-type: none"> ➤ To provide export related knowledge (e.g. Export finance, Strategies to enter foreign market, Plan to export, INCOTERMS) ➤ To develop business opportunities with specific markets (UAE, East Asia, Poland, ASEAN, Korea, Sweden, EU, Russia) ➤ To develop design, packaging, and branding ➤ To expand the knowledge on export related rules and regulations
Achievements	250 programs (2012) 116 trade promotion programme and 84 exporters development programme (2012)
Remarks	Capacity development for staff and lecturers (188 different capacity development programs)

Source: MATRADE

8.4.3. Characteristics of Training Programs of MATRADE

The first characteristic of the training programs of MATRADE is that the implementation of training programs is clearly placed as an activity of export development and focuses on the capacity building of potential/existing exporters. They define the activity on exporter development as follows.

- The international market is highly a sophisticated and competitive arena. In order to thrive in this market, exporters need to meet international standards in terms of technology, product design, packaging, health and safety standards; and
- MATRADE has initiated several programmes to assist Malaysian companies to equip themselves with knowledge and skills to meet the challenges in the global area. These include training programmes, Export Excellence Awards and client services.

Secondly, training courses of MATRADE focuses on practical topics, for instance basic procedure for trade, market information and export related regulations and standards in a specific country or sector, product improvement, packaging and branding strategy.

8.4.4. Transition of Training Programs of MATRADE

MATRADE has expanded their export promotion activities based on a clear export development policy including human resource development. The number of staff members also has increased from 163 as of March 1999 up to 610 as of 2013 and there are more than 40 overseas branch offices.

MATRADE has accumulated necessary knowledge and experience on export development through the implementation of their trade promotion activities such as various surveys of markets, sectors and products, participation in trade fairs, provision of inquiry and consultation services. Then, that knowledge and experiences have been shared to the exporters in the form of training program in a timely manner.

8.5. Case of Trade Training in Thailand

8.5.1. Background of the Establishment of KIIT (Former name: ITTC)

While Thailand had achieved significant economic growth in the 1970s at an average growth rate of 7%, the balance of current accounts deteriorated in the 1980s due to the decrease in oil prices and the financial crisis. To cope with this, Thai government set export promotion as a priority policy in the fifth National Economic and Social Development Plan (1982-1986). At the same time, human

resources involved in trade activities were insufficient and quality of export products still did not meet international standards. Hence, the Thai government decided to establish the International Trade Training Centre (ITTC) in the Department of Export Promotion (DEP) of Ministry of Commerce aiming to develop human resources of international trade, improve inspection techniques and quality control, and promote international trade. JICA assisted ITTC to set up the building and facilities and provided a technical cooperation project from 1983 until 1987.

The types of training programs including training topics and period have been gradually changed according to changes in the international trade environment of Thailand. The name of the training organization was also changed from ITTC to the International Trade Training Institute (ITTI) in 2006 and from ITTI to the Knowledge Institute of International Trade (KIIT) in January 2013. Currently, KIIT belongs to the Department of International Trade Promotion (DITP) of MOC which was reorganized in January 2012 from the Department of Export Promotion (DEP).

8.5.2. Outline of KIIT

The outline of KIIT is set out in the following table.

Table 8-7 Outline of KIIT

Name of institute	Thailand Knowledge Institute of International Trade (KIIT)
Ministry in charge	Department of International Trade Promotion (DITP), Ministry of Commerce
Year of establishment	1982
Roles and responsibilities	<ul style="list-style-type: none"> ➤ To conduct international trade training/ seminar courses ➤ To organize and develop course outlines in order to update knowledge of international trade and overseas investment practice ➤ To increase training or seminar networking with other government agencies, private sectors or education institutes ➤ To organize e-learning courses ➤ To manage data base on lecturers, participants, and training networks ➤ To develop other channels of training/seminar
Organizational structure	<p><u>Administration section</u></p> <ul style="list-style-type: none"> ➤ Manage the operation planning, budget planning, self-performance indicators and evaluation forms ➤ Facilitate administrative activities in the office <p><u>Fundamental training course section</u></p> <ul style="list-style-type: none"> ➤ Develop continuous training courses such as fundamental knowledge on exports, export document preparation, export cost calculation and pricing, smart exporters etc. <p><u>Seminar and training section</u></p> <ul style="list-style-type: none"> ➤ Organize training courses for product and market to enhance knowledge on international trade ➤ Set up training courses for CLMV countries in Thailand <p><u>Networking and public relation section</u></p> <ul style="list-style-type: none"> ➤ Manage and develop cooperation and alliances ➤ Compile a database of entrepreneurs ➤ Incubating SMEs to be ready for international trading ➤ Promote all training activities through public relations <p><u>E-learning section</u></p> <ul style="list-style-type: none"> ➤ Online training on fundamental and current trade issues
Number of employees	30 persons
Target Participants	Exporters/ manufacturers at the SME level
Main service provided	Training, Seminar and Workshop

Contents of trade training program offered	<p><u>Short term training courses for 1-2 days (more than 50 programs/year)</u></p> <ul style="list-style-type: none"> ➤ Fundamental knowledge on export ➤ Export document preparation ➤ Export cost calculation and pricing ➤ Latest Market information for target countries ➤ Information of priority products <p><u>Long terms training course for 4months</u></p> <ul style="list-style-type: none"> ➤ Smart exporters for beginners
Remarks	Developing training curriculums to prepare for AEC

Source: KIIT

8.5.3. Characteristics of KIIT

Based on the trade promotion policy of Thailand, KIIT provides training courses mainly for the promotion of SME exporters who wish to enter the international market. In particular, young entrepreneurs in the area of international trade are the main target participants of KIIT.

KIIT conducts around 50 training courses every year. The subjects of training courses primarily focus on international trade and overseas investment. The curriculum for the training courses is developed by instructors and KIIT staff members to cover current issues for Thai exporters.

Recently, many short-term training courses (1 – 2 days) on market information such as market trends and trade policy/regulations of target countries are provided by Thai commercial attaches overseas.

A long term (4 months training course, titled “Smart Exporters”, is conducted for young people interested in international trade. The syllabi of “Smart Exporters” include basic export procedures, market penetration and visit to overseas markets such as Myanmar.

At present, MOC preparing for the ASEAN Economic Community (AEC) scheduled in 2015. Hence KIIT now provides training courses to support exporters in Thailand on issues related to AEC such as training on “Support for exporters in Thailand for AEC” and “Supply chain improvements to prepare for AEC”.

KIIT also conducts training programs for CMLV countries on request from MOFA Thailand. In order to provide the possible influences for AEC (ASEAN Economic Community) 2015, KIIT is currently conducting a program so called “AEC week” for exporters.

8.5.4. Transition of KIIT

At the initial stage of KIIT’s establishment (as ITTC), international trade firms did not exist. The Thai government then provided continuous support to small-scale enterprises through ITTC through the cooperation with JICA in order to develop human resource for international trade. The main subjects were export procedures, quality control and inspection techniques.

As Thai’s exports grew, the role of the trade training institute gradually changed. In addition to the existing training programs, various kinds of programs combined with such trade promotion activities as participating trade fairs, missions, and consultation services were developed. As a result, large scale enterprises have emerged.

Currently, as the number of private training institutes has been increasing in recent years and there are so many international trade firms in Thailand, KIIT has changed again its business strategy to provide updated market and product information by using the network with DITP, to support business matching through TV conference system and to develop new training programs for CLMV countries for the private sector of CLMV countries though international cooperation programs requested by the Ministry of Foreign Affairs Thailand..

8.6. Case of Trade Training in the Philippines

8.6.1. Background of the Establishment of PTTC

Following second oil crisis in 1979, the economic growth of the Philippines slowed in the 1980s resulting in the deterioration of its trade balance. To cope with this, the Philippines government decided to establish “The Philippine Trade Training Center (PTTC)” according to the export promotion policy. PTTC was founded in 1987 under a grant aid of the Japanese Government. A JICA technical cooperation project was also conducted at PTTC from 1987 to 1992 aiming to develop human resources on international trade, increase the competitiveness of export products through quality improvement and enhance trade promotion activity of the Philippines government.

8.6.2. Outline of PTTC

PTTC is an agency under the Department of Trade and Industry of the Republic of the Philippines. At the initial stage, PTTC provided training programs on international marketing, testing and inspection and also arranged trade exhibitions. Meanwhile, various kinds of training topics related to overall business were added in 2006 according to a policy change from export promotion to micro, small and medium enterprises (MSMEs) promotion. The following table outlines PTTC.

Table 8-8 Outline of PTTC

Name of the institute	Philippine Trade Training Center (PTTC)
Year of establishment	1987 (under Executive Order No. 133 signed by President Corazon C. Aquino)
Number of employees	60 employees (as of 2006)
Organization Structure	<pre> graph TD OED[Office of Executive Director] --- DEED[Deputy of Executive Director] DEED --- FASD[Finance and Administrative services division] DEED --- PPD[Planning and Programming Division] DEED --- PID[Public and Information Division] DEED --- BMD[Business Management Division] DEED --- TID[Testing & Inspection Division] DEED --- FE[Faculty Division] DEED --- TE[Trade Exhibition] </pre>

Mandate:	<ul style="list-style-type: none"> • To develop training modules on export and import techniques and procedures • To raise the level of awareness of Philippine businessmen on export opportunities and the availability of alternative sources of import products or diversified export markets. • To offer specialized courses for specific industry groups directed at overcoming barriers to overseas market penetration. • To conduct training programs in international trade practices, inspection techniques and exhibition mounting.
Main service provided	Trainings (on-site learning programs and customized in-company courses) Trade exhibitions Seminars
Facilities	Main Lobby and Exhibition Halls Seminar rooms Computer training rooms Philippines Korea Information Access Center WTO Resource Center
Contents of trade training program offered	Total 277 on-site training programs as of September 2013 (Period: half day to 7 days) Training of IT skills (PC skills, website development, OS) Production management and quality control (5S, KAIZEN, Just in Time, HASAP, SSOP) Basic Business skills (customer service, negotiation, contract, client relationship) Business management (accounting, finance, ISO, work life balance) Business languages (Japanese, Mandarin, Korean) Trade (INCOTERMS, import/export procedure, marketing, e-marketing, logistics) Business strategy (business plan, image building, packaging design, business investment)
Achievements (during January-December, 2012)	Training curricula designed/developed: 4 Seminars and trainings: 948 (accumulation: 8,411) Participants: 45,219 (accumulation: 345,553) In-house/in-company trainings: 56 Share of regional trainings: 26% (19,000 participants) Trade events hosted: 119

Source: PTTC

8.6.3. Characteristics of PTTC

PTTC provides a wide variety of training programs related to overall business activities in addition to international trade. The current training programs include advisory services on entrepreneurship development, export management, quality and productivity improvement, e-business, and e-commerce aiming to increase the competitiveness of private sector in the business fields. The target participants have also been expanded to manufacturers in particular MSMEs, entrepreneurs, government officials and students and researchers in addition to exporters.

The second characteristic of PTTC is that it has built a wide network with international donors. At the initial stage, PTTC had developed their training activities through the cooperation with Japan in the form of grant aid and technical cooperation. An exhibition hall built through that assistance has been utilized to conduct trade fairs as one of the core activities of PTTC up to present. In addition, PTTC built a resource center called the “WTO Reference Center” through cooperation with the International Trade Center (ITC) and built an internet access center called the “Philippines Korea Information Access Center” through cooperation with the South Korean Government.

8.6.4. Transition of PTTC

PTTC was established with core foundation of trade training and promotion in line with the export promotion policy in the 1980s. However, the role of PTTC drastically changed in 2006 as a result of a new policy on the promotion of MSMEs and a wide variety of training programs related to general business being developed and conducted for all persons in business fields. The core base of PTTC has shifted to business training and promotion in the Philippines.

PTTC, in collaboration with the Department of Trade and Industry and other government agencies, private institutions, NGOs, and academia, conducts special projects supported by PTTC, such as export promotion, formulates and develops a coherent and sound trade policy, and assists entrepreneurship and SME development.

In addition, PTTC conducts a South-South cooperation project entitled the “Comprehensive Entrepreneurship Development Program” between the Philippines and LDCs in order to contribute to the achievement of the Millennium Development Goals of those countries.

8.7. Lessons Learned

The following lessons can be obtained from the cases of trade training institutes in the other countries.

(1) The role of training institutes should change according to trade policy and environment.

The role of trade training institute, including the curriculum for trade training and implementation structures, must change in accordance with international trade environment, trade policy and private companies’ needs. The historical transition of IIST in Japan and lessons learnt from trade training institutes in other countries will help TTI to understand how to develop trade training at the early stage of internationalization and how the role of a training institute changes according to the internationalization of the economy.

(2) Training impacts should be increased by focusing on target participants.

In order to develop the human resources of international trade effectively, focusing on target participants is considered important from the lessons learned in Japan, Indonesia, Malaysia and Thailand which targeted existing and potential exporters.

(3) Introducing a training management system is necessary for improving training programs.

In the case of IETC Indonesia, the introduction of a systematic training management procedure has contributed to its effective and efficient training implementation and sustainability. This kind of training management can be applicable to TTI and is required for better training management through modification according to the situation of TTI.

(4) Building cooperation network is important to improve training contents and services

The cases of IETC Indonesia and PTTC in the Philippines indicate that their network with international donors and private sectors is a key to improving their training programs in terms of teaching contents and excellent instructors. Thus, it is important to build good cooperation networks with the private sector, international donors and international trade promotion organizations.

(5) It is necessary to provide practical curriculum

In the case of IIST Japan, many kinds of practices and case studies are developed and provided to the participants. IETC Indonesia conducts periodic needs surveys and develops teaching contents and methods such as practices and role plays.

(6) Information and experience gained through trade promotion activities should enrich the curriculum of the trade training.

In the cases of Malaysia and Thailand, the knowledge and experiences accumulated through trade promotion activities such as market surveys, trade fairs and business matching are reflected into the training contents. As a result, at trade trainings, the exporters are able to obtain updated trade information that directly benefits their business activities. It is important for TTI to cooperate with the departments in charge of trade promotion under the MOC by exchanging information and experience.

Part II: Formulation of Improvement Plan

CHAPTER 9 Results of the Training Needs Survey

9.1. Overview of the Training Needs Survey

9.1.1. Objective and Methodology of the Training Needs Survey

(1) Objective

The Training Needs Survey (hereinafter referred to as “the Survey”) aimed at collecting data on private companies’ profiles and their trading situation and identifying their requests and needs for support services especially trade training in Myanmar.

(2) Methodology

The Survey was conducted through face-to-face interviews with 80 randomly-selected individuals at the management level in trading and manufacturing companies. Geographically 75 persons were in Yangon, 3 persons in Mandalay and 2 persons in Taunggyi. It was conducted for two months from early January to the end of February 2013 based on the questionnaire sheet attached to this report (Appendix 3). The Survey Team selected 5 target business sectors, specifically agriculture, fishery, mining, forestry and manufacturing sectors based on their being the main contributing sectors for the export performance of Myanmar. The following table shows the selected number of sample respondents allocated by business sector.

Table 9-1 Sample Allocation by Business Sector

No	Business Sector	No. of Sample	%
1	Agriculture business	20	25%
2	Fishery	5	6%
3	Forestry business (wood working, timber, etc.)	7	9%
4	Mining business	3	4%
5	Manufacturing business	41	51%
6	Others	4	5%
Total		80	100%

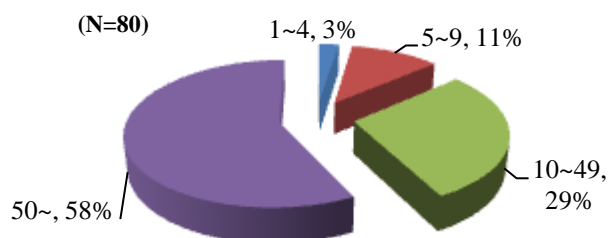
Source: JICA Project Team

For agricultural sector business, most companies export rice, pulse and bean, sesame and similar commodities, whereas fishery sector businesses mostly export fish, lobster, and shrimp. Companies in the forestry sector export timber logs, round logs and forestry products. Those in the mining sector import lead and export mining products. The manufacturing business produce garments, pulse and bean processing mill, cold storage (fishery processing), and export these products. Other sector includes distribution and service businesses.

9.2. Attributes of Respondents

9.2.1. Company Size¹⁶

Among the 80 respondents, 58% employ more than 51 employees in their business, followed by 29% respondents' business having between 10 to 50 employees. There are some cottages having only 1 to 4 employees but they only form 3% of total respondents. Small companies up to 50 employees represent 42% of all respondents.

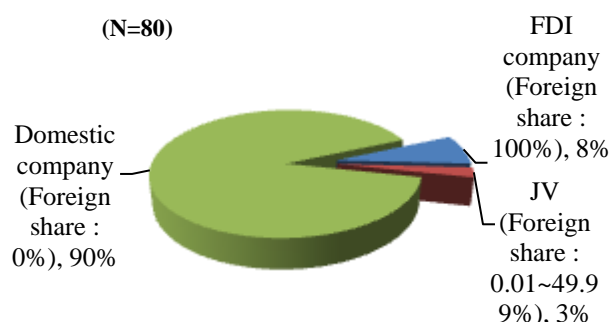


Source: JICA Project Team

Figure 9-1 Number of Employees

9.2.2. Ownership Structure

Most responding companies are domestic companies with no foreign investment, representing 90% of all respondents, followed by 8% FDI companies with 100% foreign ownership. Only 3% of respondents were joint ventures.



Source: JICA Project Team

Figure 9-2 Ownership Structure

9.2.3. Trade Performance

(1) Export and Import Ratio

Fifty percent of companies export 100% of their products. Most of the companies with 100% export ratios mainly engaged in agricultural business such as rice and pulses and beans, and CMP manufacturing business for garments. Twenty two percent of respondents export 75% to 99% of their products. The percentage of companies whose export ratios are between 25 and 74% is also 22%.

For import ratios, 34% of responding companies do not engage in any importation whereas only 3% of companies do not export, 28% of responding companies import 100% from foreign countries and these products are mainly textiles, medicines and heavy machinery.

¹⁶ According to the Private Industrial Enterprise Law (1990), a small company is defined as a company with employees of up to 50 persons and capital investment up to 1 million Kyats in Myanmar.

Table 9-2 Export Ratio

Export ratio	Number of respondents	Percentage
100%	40	50%
75~99.99%	17	22%
25~74.99%	17	22%
0.01~24.99%	3	3%
0%	3	3%
Total	80	100%

Source: JICA Project Team

Table 9-3 Import Ratio

Import ratio	Number of respondents	Percentage
100%	22	28%
75~99.99%	11	14%
25~74.99%	19	24%
0.01~24.99%	1	1%
0%	27	34%
Total	80	100%*

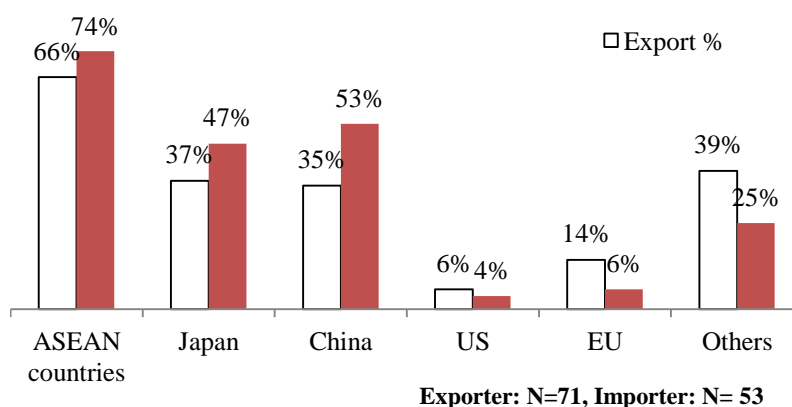
Note: Total does not become 100% due to rounding off.

Source: JICA Project Team

(2) Export and Import Countries

Sixty six percent of businesses exports are to ASEAN countries, 37% to Japan, and 35% to China. There is very little business with the U.S. since it has only recently eased import ban on Myanmar goods.

It can be observed that the percentage of importation from the above countries is higher than that of exportation. Seventy four percent of businesses import products from ASEAN countries followed by China and Japan for 53% and 47% respectively.



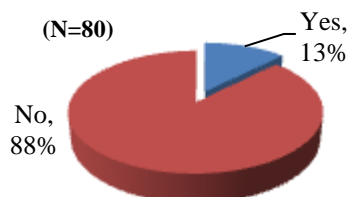
Source: JICA Project Team

Figure 9-3 Export and Import Countries

(3) Experience of TTI Training

Among all the respondents, most of their employees have never participated in training programs from TTI; only 13% of responding companies participated in the programs.

The participants of TTI's programs are mostly self-employed rather than manufacturing or trading company employees; most of them are from service sectors.



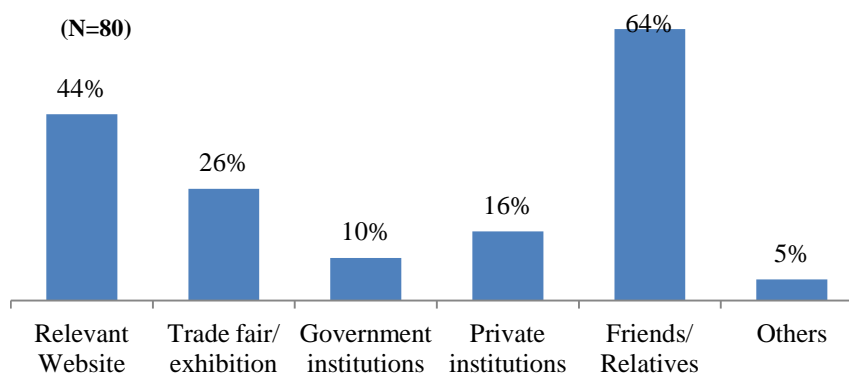
Source: JICA Project Team

Figure 9-4 Participation to TTI Training Programs

9.3. Results of Questionnaire Survey

9.3.1. Trade Information Source

For trade information, the majority (64%) of respondents receive information from friends and relatives, followed by relevant websites (44%). The third source is trade fairs/exhibitions accounting for 26%. Small percentage of respondents receives information via private or government institutions.



Source: JICA Project Team

Figure 9-5 Trade Information Source

9.3.2. Trade Business Environment

(1) Trade Policies and Regulations

In relation to trade policies and regulations, most respondents think the trade policies and regulations are good or fair. Only a small percentage felt they were “bad”. It seems most respondents accept the current trade policies and regulations with no strong negative sentiments, however, transparency is relatively problematic than the other items.

Table 9-4 Evaluation of Trade Policy and Regulation

N=80

Item	Excellent	Good	Fair	Bad	Not Applicable/ Don't know
Free trade regime	5%	25%	36%	6%	28%
Import policies	0%	21%	64%	3%	13%
Export policies	1%	34%	58%	1%	6%
Transparency	1%	13%	59%	13%	15%

Source: JICA Project Team

(2) Trade Administrative Procedures

For trade administrative procedures, like trade policies and regulations, the majority of the respondents felt that the procedures were good or fair. Only a small percentage identified them as being “bad”. However, customs clearance and transparency are relatively more problematic than the other items. In addition, most respondents did not know about bonded warehouse licenses.

Table 9-5 Evaluation of Trade Administration Procedure

N=80

Item	Excellent	Good	Fair	Bad	Not Applicable/ Don't know
Import tariffs	5%	14%	50%	11%	20%
Export tariffs	3%	28%	45%	6%	19%
Customs clearance	0%	15%	48%	13%	25%
Trade general license	0%	28%	45%	4%	24%
Import license/ permit	0%	31%	40%	8%	21%
Export license/ permit	1%	40%	41%	4%	14%
Bonded warehouse license	0%	1%	21%	3%	75%
Transparency	3%	10%	46%	14%	28%

Source: JICA Project Team

(3) Logistic Service

As far as logistic service is concerned, the majority of the respondents do not seem to be aware of the situation. However, with respect to ocean freight services, most of the respondents considered them either good or fair.

Table 9-6 Evaluation of Logistic Service

N=80

Content	Excellent	Good	Fair	Bad	Not Applicable/ Don't know
Ocean freight service	0%	34%	48%	6%	13%
Air freight service	0%	13%	31%	5%	51%
Land transport service	0%	6%	43%	8%	44%
Railway service	0%	0%	21%	15%	64%
River based transport service	0%	6%	25%	13%	56%

Source: JICA Project Team

(4) Trade related Finance and Insurance

For financing and insurance, the majority considered them either good or fair while many respondents do not understand the situation except for settlement. However, the following table shows the proportion of “bad” evaluations for small companies is consistently larger than that of medium & large companies. It can be said that small companies tend to have more problems dealing with the finance and insurance affairs in international trade.

Table 9-7 Evaluation of Trade Related Finance and Insurance

N=80

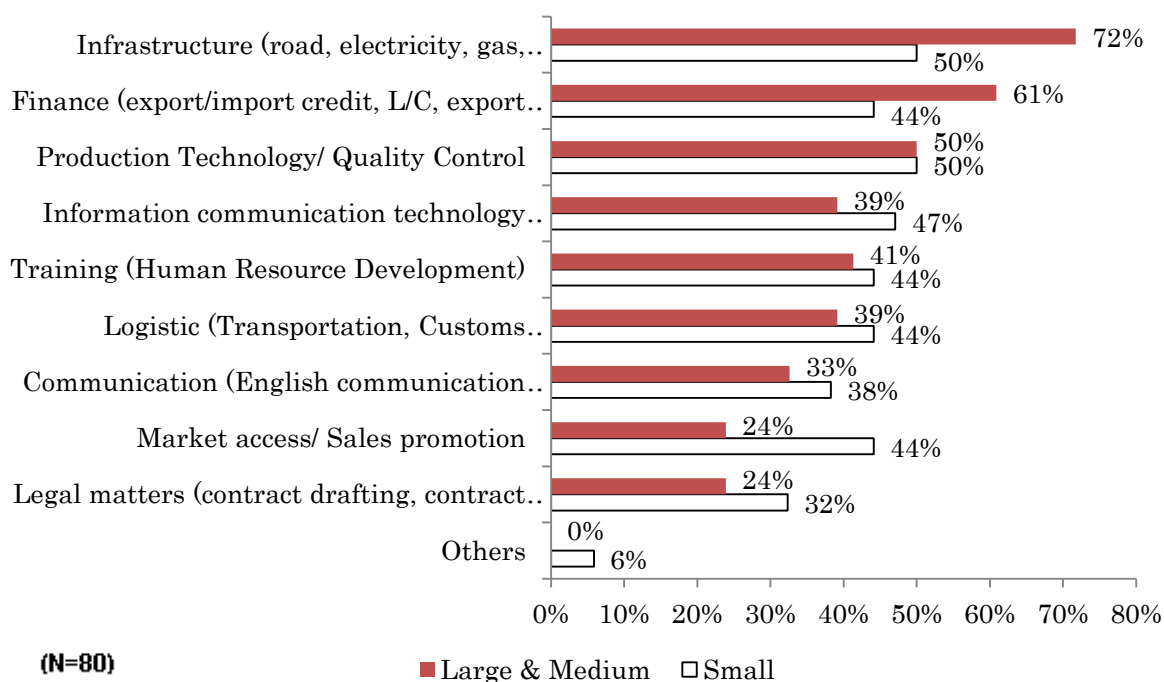
		Total	Small	Medium & Large
Fund settlement (L/C etc.)	Excellent	1.3%	2.9%	0%
	Good	41.3%	29.4%	50.0%
	Fair	41.3%	50.0%	34.8%
	Bad	10.0%	11.8%	8.7%
	Not Applicable/ don't know	6.3%	5.9%	6.5%
Export/import credit	Good	11.3%	8.8%	13.0%
	Fair	17.5%	26.5%	10.9%
	Bad	12.5%	17.6%	8.7%
	Not Applicable/ don't know	58.8%	47.1%	67.4%

		Total	Small	Medium & Large
Trade insurance	Good	12.5%	11.8%	13.0%
	Fair	27.5%	32.4%	23.9%
	Bad	8.8%	14.7%	4.3%
	Not Applicable/ don't know	51.3%	41.2%	58.7%
Ocean freight insurance	Good	7.5%	11.8%	4.3%
	Fair	31.3%	44.1%	21.7%
	Bad	7.5%	11.8%	4.3%
	Not Applicable/ don't know	53.8%	32.4%	69.6%
No. of Respondents		80	34	46

Source: JICA Project Team

(5) Areas of Constraints Expanding International Trade Business

As the figure below illustrates, infrastructure such as road and electricity ranks first in terms of the constraints on international trade business for all sizes of companies. However, the second constraint is different according to the size of company: finance for large & medium companies and production technology for small companies. Likewise, the third constraint for large & medium companies is production technology and ICT for small companies. It is also observed that market access/sales promotion is a rather serious problem for small companies whereas it is not a serious problem for large & medium companies (44% and 24% respectively).



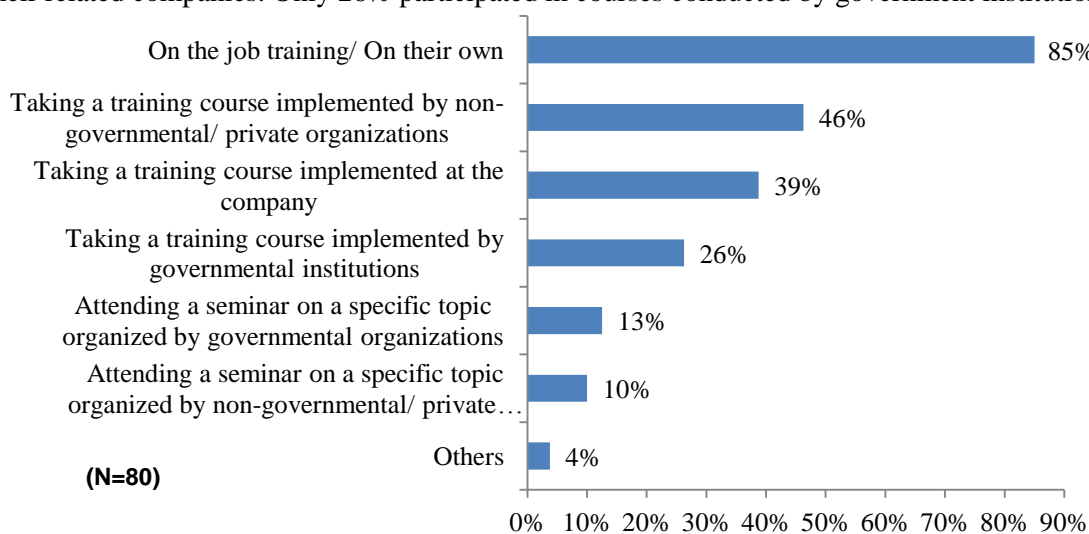
Source: JICA Project Team

Figure 9-6 Areas of Constraints on International Trade by Size of Company

(6) Trade Related Knowledge and Learning

It is observed that most of the employees of the responding companies learn on their own, or on-the-job, about trade related knowledge and procedures. Forty six percent of respondents attended courses conducted by non-governmental or private organizations while 39% took courses implemented

by their related companies. Only 26% participated in courses conducted by government institutions.



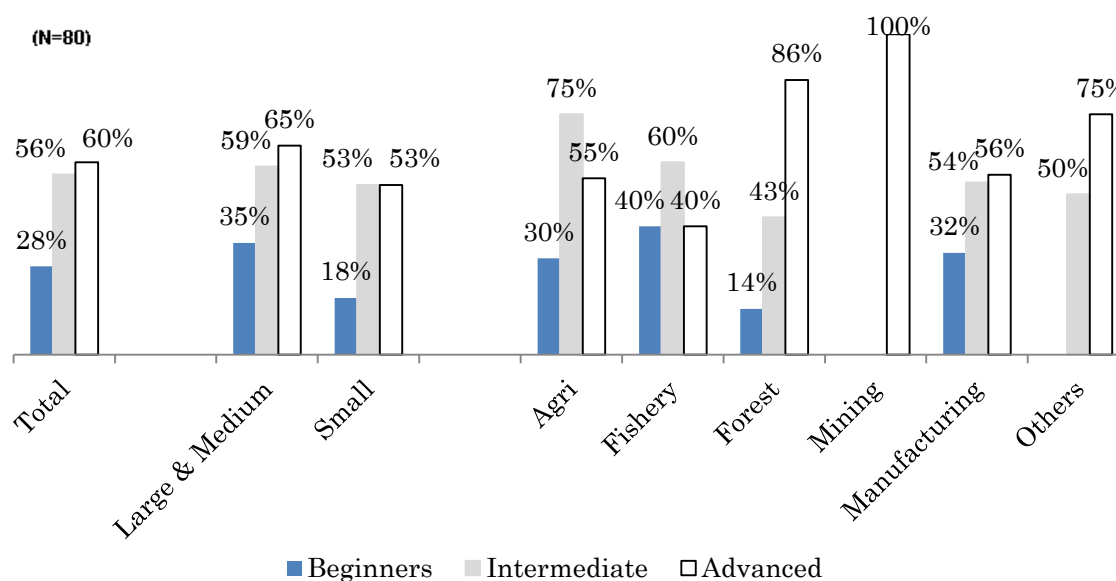
Source: JICA Project Team

Figure 9-7 Trade Related Knowledge and Learning

9.3.3. Needs for Training for International Training Business

(1) Level of Training Programs

In total, the expectation for training at the intermediate and advanced levels is stronger than that for training at the beginner level. Looking at company size, large & medium companies have higher expectation on advanced programs than that of small companies. As far as the business sector is concerned, forest and mining sectors' expectation for advanced program is quite high (86% and 100% respectively). On the other hand, both agricultural and fishery sectors have strong expectation for intermediary programs (75% and 60% respectively).



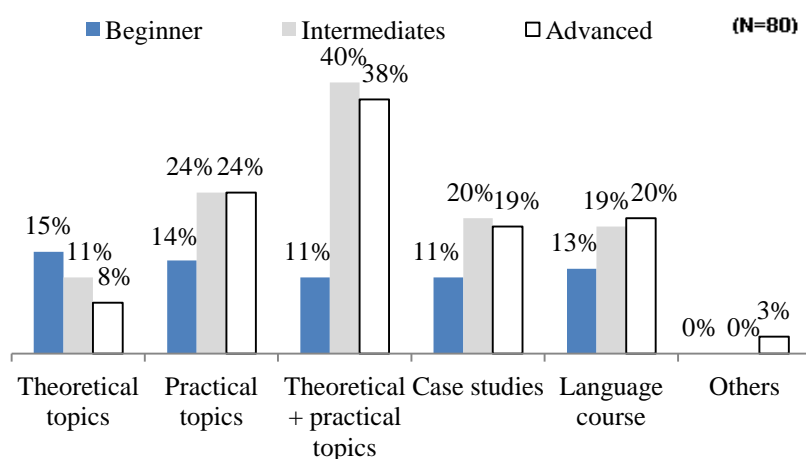
Note: (size) Large & Medium: 46, Small: 34 (sector) Agriculture: 20, Fishery: 5, Forest: 7, Mining: 3, Manufacturing: 41, others: 4

Source: JICA Project Team

Figure 9-8 Expectations for Training Program by Level of Training

(2) Preference of Type of Subjects

In terms of a type of topics or types of training program is concerned, in general, expectation for the combination of theoretical and practical subjects as well as practical subjects alone is higher compared with theoretical subjects. However, expectation for theoretical topics is highest for beginners. Programs with theoretical and practical topics are highest for intermediate and advanced programs. In addition, there are also some needs for case studies and language programs although TTI has not offered them.



Source: JICA Project Team

Figure 9-9 Expectation for Type of Training by Level of Training

(3) Preference for Specific Subjects

The respondents ranked “trade related IT application” and “trade business and trade procedure” as highest for both beginners and advanced levels. On the other hand, the subjects of “trade promotion policies and strategies” and “international trade theory & concept” were ranked second for the beginner’s level whereas the more business management-related subjects of “international business management and risk management” and “business ethics” were ranked second for the advanced level. Furthermore, practical subjects such as “trade and business seminar, workshop, roundtable and talk (case studies)” were ranked higher in advanced level than in beginner’s level (24% and 15% respectively).



Source: JICA Project Team

Figure 9-10 Preference of Training Subjects for Beginner’s Level

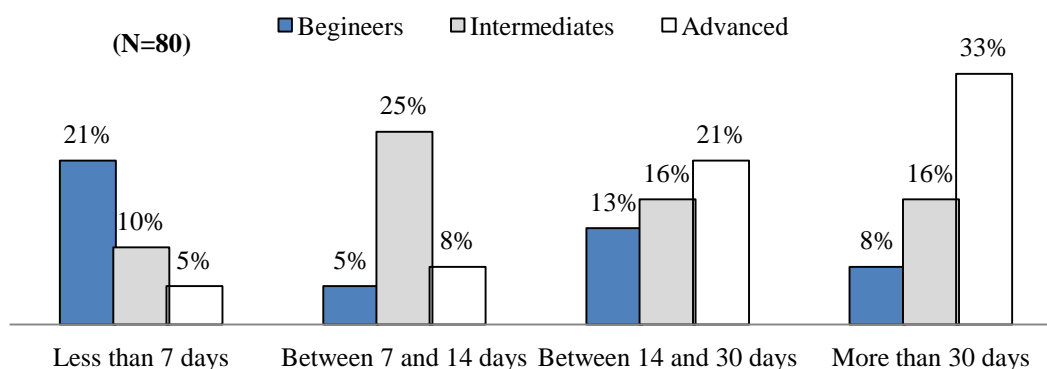


Source: JICA Project Team

Figure 9-11 Preference of Training Subjects for Advanced Level

(4) Duration of Courses

For the duration of beginner's courses, respondents chose less than 7 days as highest preferred duration, followed by between 14 and 30 days (21% and 13% respectively). On the other hand, for advanced course, a course duration of more than 30 days was ranked highest, followed by between 14 days and 30 days (33% and 21% respectively). The intermediary course trended between the above two courses.

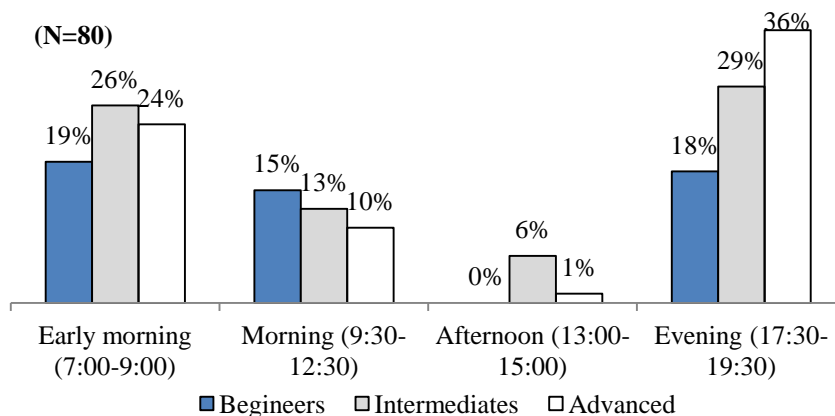


Source: JICA Project Team

Figure 9-12 Duration of Courses

(5) Timing of Courses

For beginner's courses, early morning was preferred, followed by evening hours. On the other hand, for advanced course, evening hours was preferred, followed by early morning hours.

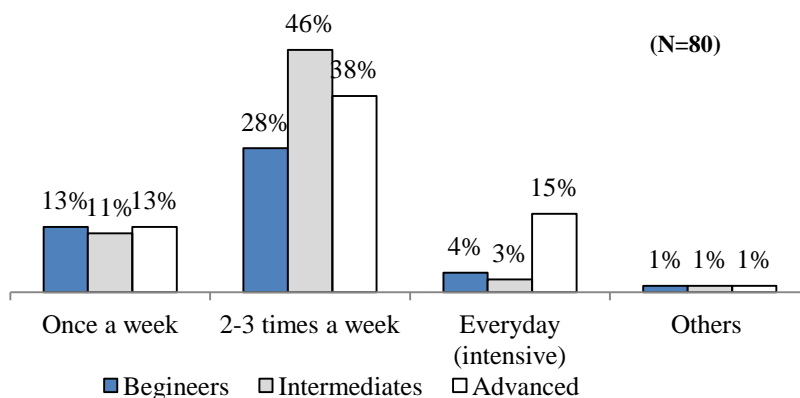


Source: JICA Project Team

Figure 9-13 Timing of Courses

(6) Frequency of Classes

For the frequency of classes, “2 - 3 times a week” gained the most responses from the respondents for all the course levels. Those who prefer everyday (intensive courses) are very few except for at the advanced level.



Source: JICA Project Team

Figure 9-14 Frequency of Classes

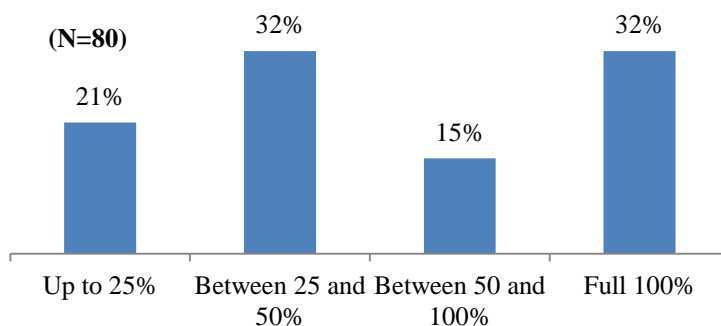
(7) Training Cost

Sixty six percent of respondents considered their companies to be willing to bear the cost of training and only 18% respond negatively. However, only 32% of respondents considered their companies to be willing to pay 100% of the costs. Instead, they thought the participants should bear some portion of the costs because, according to the comments and interviews, they concerned about the possibility of employees quitting their jobs after completing the training.



Source: JICA Project Team

Figure 9-15 Willingness to Bear Training Cost

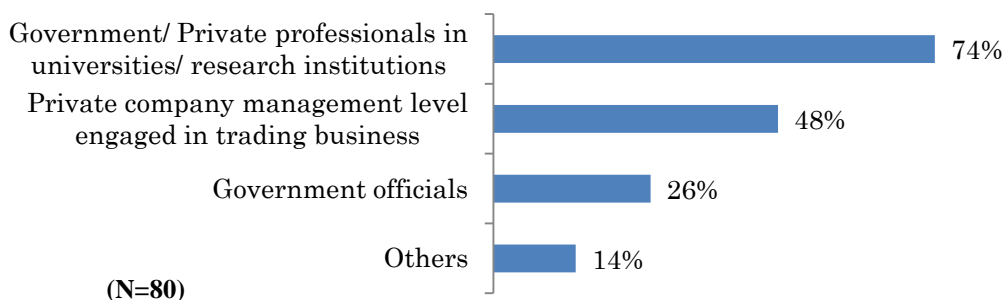


Source: JICA Project Team

Figure 9-16 Bearable Portion of Training Cost

(8) Preference of Lecturers

Most respondents consider government/private professionals in universities/research institutions to be the most appropriate lecturers, followed by company managers engaged in trading business and government officials.

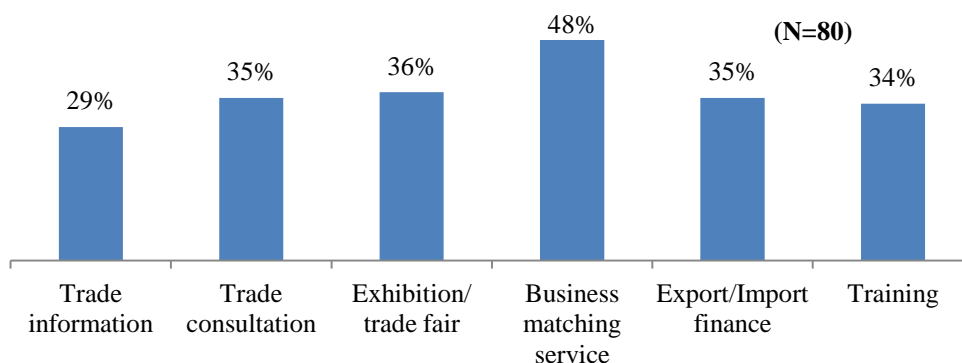


Source: JICA Project Team

Figure 9-17 Preference of Type of Lecturers

9.3.4. Need for Trade Promotion Support

Business matching is ranked first in terms of the need for trade promotion support, followed by exhibitions/trade fairs, trade financing, and trade consultations.



Source: JICA Project Team

Figure 9-18 Need for Trade Promotion Support

9.3.5. Knowledge about TTI

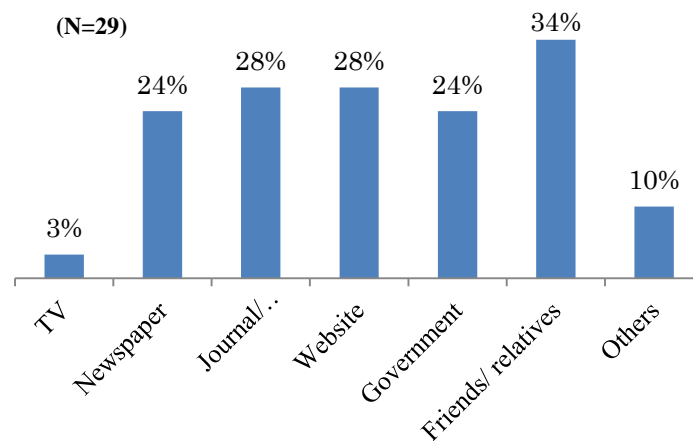
As figures below shows, most respondents do not know about the existence of TTI, which can be partly explained by the fact that TTI newly established under MOC.



Source: JICA Project Team

Figure 9-19 Knowledge about TTI

For those who already knew about TTI, the most common information source was friends/relatives, followed by the MOC website and journals/magazines. It seems that the promotion of TTI’s name in the media is insufficient.



Source: JICA Project Team

Figure 9-20 Information Source for Knowing TTI

9.3.6. Interest in Sending Employees to TTI

The majority of respondents’ companies (68%) were willing to send their employees to TTI. According to the comments and interviews conducted by the JICA Project Team, most respondents want their employees to participate in training so that their employees will obtain a sense of international trading and knowledge on border trade. According to them, there is only a handful of staff that has precise knowledge about international trade and can conduct their work smoothly. Some companies hope for TTI to train more unemployed youths so that companies can find skilled staff easily.

However, the minority (13% of total) did not want to send employees because their employees are more interested in marketing and languages courses, or because if their employees attend the training course there is no one else to fill their jobs. In addition, other reasons behind the negative answers

were that they worry that the employees would move to other companies for better salaries once they had obtained higher knowledge and know-how.

As TTI has only recently opened, most respondents do not have any idea about TTI courses. Some respondents do not want their employees to attend the course since the training is conducted during office hours.



Source: JICA Project Team

Figure 9-21 Willingness to Send Employees to TTI

9.3.7. Comments from Respondents

Thirty one respondents wrote comments. Among them, 21 comments were related to training programs. The followings are major comments from respondents (the figure in parentheses shows the number of respondents who made such comments):

- **Training fee** should be reasonable so that many people can join without a heavy burden (6 respondents).
- Training should be offered with respect to **international trade & customs procedures**. And the training should be offered with a good balance of **theory and practice** so that trainees can learn not only theories but also practical aspects (3 respondents).
- The training should be conducted **after office hours or on weekends and public holidays** so that people can join without taking leave from the office (3 respondents).
- The offered courses and programs should be **announced to the public** so that the public can decide which courses suit their businesses and staff (3 respondents).
- The **quality of training** should be at an international standard. For international trading businesses, internationally-qualified staff is essential and this training should fulfil this need (2 respondents).
- The curriculum should focus on **Myanmar's trade procedures, international trade procedures and international business management with emphasis on international business law**, which is essential to international trade businesses with customers all over the world (1 respondent).
- The most outstanding trainees should be sent **abroad for further study** with available foreign aid (1 respondent).
- To make textbooks on trading procedures available anytime, **a small library** should be established (1 respondent).
- TTI should offer not only theoretical training but also **technical workshops** with the purpose of developing the **technical skills** of participants (1 respondent).

CHAPTER 10 Training Courses of TTI for Evaluation

10.1. Training Courses

In December 2012, TTI ran two four-month training courses (i.e., the second batch Basic Course and the first batch Advanced Course). TTI had implemented the first batch Basic Course during the period from April 3 until August 3, 2012. The curriculums of those courses are provided in Appendix 4.

The JICA Project Team evaluated the first and second batches of the Basic Course and the first batch of the Advanced Course with the purpose of formulating a draft Improvement Plan. The JICA Project Team reviewed TTI's training courses by i) examining the syllabi and teaching materials, ii) observing lectures, iii) distributing questionnaires to participants, iv) interviewing participants, and v) discussing with TTI managers and staff.

10.1.1. Basic Course

(1) Target Participants

The Basic Course was designed for participants who have no previous experience in international trade. The participants were expected to obtain the knowledge and skills necessary for starting careers in international trade, and for going on to the higher-level trainings: Advanced Courses.

(2) Curriculum

For the purpose of analysis, the JICA Project Team classifies the subjects of the course into 13 categories (modules).

In this report, one unit of lecture means a one day class consisting of 3 hours including a break. The types of training and total units by category of the first batch of Basic course were as follows:

Table 10-1 Subjects of First Batch of Basic Course

<u>Category</u>	<u>Type of Subject</u>	<u>Unit</u>
1) Introduction:	Theoretical	1.0 unit
2) International Trade & Economic Theory:	Theoretical	1.5 units
3) Legal Aspects:	Theoretical & Procedure	6.0 units
4) Export & Import Procedure:	Procedure	11.5 units
5) Business Management:	Practical	2.5 units
6) Industrial Policy & Standardization:	Theoretical	2.5 units
7) Finance, Taxation & Risk Management:	Practical	4.5 units
8) Payment & Settlement:	Procedure	2.5 units
9) Trade Policy:	Theoretical	2.0 units
10) Marketing:	Practical	4.5 units
11) Logistics:	Practical	1.0 unit
12) Trade Promotion:	Theoretical	1.0 unit
13) Others.	Theoretical & Practical	7.0 units
Total		47.5 units

Source: JICA Project Team based on the course information from TTI

The contents of the second batch were similar to the first batch and the number of units decreased from 47.5 units in the first batch to 46.0 units in the second batch.

Both batches spent the largest portion of units on export and import procedures as the core program of the Basic Course. The second batch allocated more units to economic theory than the first batch. The second batch did not have a unit for “L/C and TT” which had been included in the first batch.

(3) Lecturers

The first batch for the Basic Course employed 46 lecturers, of which 33 lectures were government officials, 9 lecturers were from the private sector and 4 lecturers from academic institutions. The government officials were comprised of 21 persons from the Ministry of Commerce, followed by 8 persons from the Ministry of Finance and Revenue, 3 person from the Ministry of National Planning and Economic Development and 1 person from the Union Attorney General’s Office. For the private sector, lectures were from UMFCCI, associations and private companies. Among the four academics, three were from the Yangon Institute of Economics.

The number of lecturers decreased from 46 persons in the first batch to 35 persons in the second batch although the number of subjects remained constant.

As approximately 70% of lecturers were government officials, there were a limited number of lecturers who could teach practical business subjects.

10.1.2. Advanced Course

(1) Target Participants

The Advanced Course was designed for participants wanting to obtain practical knowledge in international trade. Participants are supposed to acquire detailed knowledge of the principles, procedures and documentation for international trade.

(2) Curriculum

The subjects by category are shown below. The weight of theoretical subjects was much higher than the Basic Course.

Table 10-2 Subjects of First Batch of Advanced Course

<u>Category</u>	<u>Type of Subject</u>	<u>Unit</u>
1) Economic Theory	Theoretical	13.0
2) Legal Aspects	Theoretical	1.0
3) Export & Import Procedure	Procedure	1.0
4) Business Management	Practical	13.0
5) Finance, Taxation & Risk Management	Practical	4.0
6) Industrial Policy, Standardization	Theoretical	2.0
7) Trade Policy	Theoretical	1.0
8) Marketing	Practical	1.0
9) Logistics	Practical	2.0
10) International Trade Promotion	Theoretical	2.0
<u>11) Others</u>	<u>Theoretical & Practical</u>	<u>4.0</u>
<u>Total</u>		<u>44.0</u>

Source: JICA Project Team based on the course information from TTI

(3) Lecturers

Fourteen lecturers provided lecturers in the first batch of Advanced Course with the number of lecturers being much less than the Basic Courses. Five lecturers were from the government sector and seven lecturers were from academic institutions. Most of the lecturers were also in the Basic Course.

Table 10-3 Lecturers of First Advanced Course

Type of Institution		No. of Lecturers
Government		
Ministry of Commerce	TTI	3
	Directorate of Trade	1
Ministry of Finance and Revenue	Myanma Insurance	1
Private Sector		
Bank	KBS Bank	1
Association	Myanmar International Freight Forward's Association	1
Academic Institute		
Yangon Institute of Economics		5
Meikhtila Institution of Economics		1
University of Yangon		1
Total		14

Source: TTI

(4) Difference between Basic Course and Advanced Course

The Basic Course spent much more time on export and import procedures. The Advanced Course focused on theoretical aspects of international trade by allocating more units to economic theory and business management. The weight of the lecturers from academic institutes in the Advanced Course was much higher than that of the Basic Course.

Both Basic and Advanced Courses provided few subjects for practical training on international trade.

Table 10-4 Comparison of Training Program of Basic and Advanced Course

	Basic Course		Advanced Course
	First	Second	First
No. of Total Units	47.5	46	44
No. of Lecturers	46 (100.0%)	35 (100.0%)	14 (100.0%)
Government officers	33(71.7%)	24(68.5%)	5 (35.7%)
Private employees	9(19.7%)	8(22.9%)	2 (14.3%)
Academicians	4(8.6%)	3(8.6%)	7 (50%)
Type of Training (%)			
Theoretical subjects	61.1%	63.0%	93.2%
Procedural subjects	32.6%	34.8%	4.5%
Practice	6.3%	2.2%	2.3%

Source: JICA Project Team from various sources

10.2. Participants of Training Courses

10.2.1. Participants by Status

The following table shows the breakdown of participants by their status for each training course of TTI. As for both the first and second Basic Courses, business persons at both management and staff levels accounted for more than 50% of participants, while approximately 30% of the participants were “unemployed”. As for the first Advanced Course, more than 65% of the participants came from the business sector.

Table 10-5 Breakdown of Participants for Training Courses of TTI by Group

Category	First Basic Course	Second Basic Course	First Advanced Course
Business Persons (management level)	21 (23.9%)	24 (28.2%)	18 (40.9%)
Business Persons (staff level)	30 (34.1%)	26 (30.6%)	12 (27.2%)
Government Officials	4 (4.5%)	2 (2.4%)	1 (2.3%)
Unemployed	30 (34.1%)	28 (32.9%)	11 (25.0%)
Others	2 (2.3%)	5 (5.9%)	2 (4.6%)
Unknown	1 (1.1%)	-	-
Total	88 (100%)	85 (100%)	44 (100%)

Source: TTI

10.2.2. Participants by Gender

The number of males was more than that of females in the first Basic Course but the number of males and females was almost the same in the second Basic Course. For the first Advanced Course, the number of females was more than that of males.

Table 10-6 Breakdown of Participants for Training Courses of TTI by Sex

Category	First Basic Course	Second Basic Course	First Advanced Course
Male	50 (56.8%)	42 (49.4%)	18 (40.9%)
Female	38 (43.2%)	43 (50.6%)	26 (59.1%)
Total	88 (100%)	85 (100%)	44 (100%)

Source TTI

10.2.3. Participants by Age

Participants between the age of 20 - 30 and 31 - 40 comprised approximately 80% of the total. As for the Basic Course, the share of people in 20 - 30 age group increased from 39% in the first batch to 56% in the second batch.

Table 10-7 Breakdown of Participants for Training Courses of TTI by Age

Age	First Basic Course	Second Basic Course	First Advanced Course
20-30	34 (39%)	48 (56%)	17 (38%)
31-40	35 (40%)	23 (27%)	18 (40%)
41-50	16 (18 %)	9 (11%)	7 (15%)
51 above	3 (3 %)	5 (6%)	3 (7%)
Total	88 (100%)	85 (100%)	44 (100%)

Source TTI

10.2.4. Participants by Academic Background

Most participants possessed a bachelor degree mainly in arts and science. The number of participants who had a bachelor degree in business and/or commerce was relatively small.

Table 10-8 Breakdown of Participants for Training Courses of TTI by Education

Education	First Basic Course	Second Basic Course	First Advanced Course
Bachelor Degree	67 (76.2%)	79 (92.9%)	42 (95.5%)
<i>Business & Commerce</i>	0 (0.0%)	10 (11.8%)	5 (11.4%)
<i>Engineer</i>	5 (5.7%)	8 (9.4%)	2 (4.5%)
<i>Law</i>	0 (0.0%)	4 (4.7%)	0 (0.0%)
<i>Arts & Science</i>	62 (70.5%)	57 (67.0%)	35 (79.6%)
M.A (Master Degree)	11 (12.5 %)	0 (0.0%)	0 (0.0%)
Ph. D (Medical Science, Animal Medicine)	4 (4.5 %)	6 (7.1%)	2 (4.5%)
Not Graduated	6 (6.8 %)	0 (0.0%)	0 (0.0%)
Total	88 (100%)	85 (100%)	44 (100%)

Source: TTI

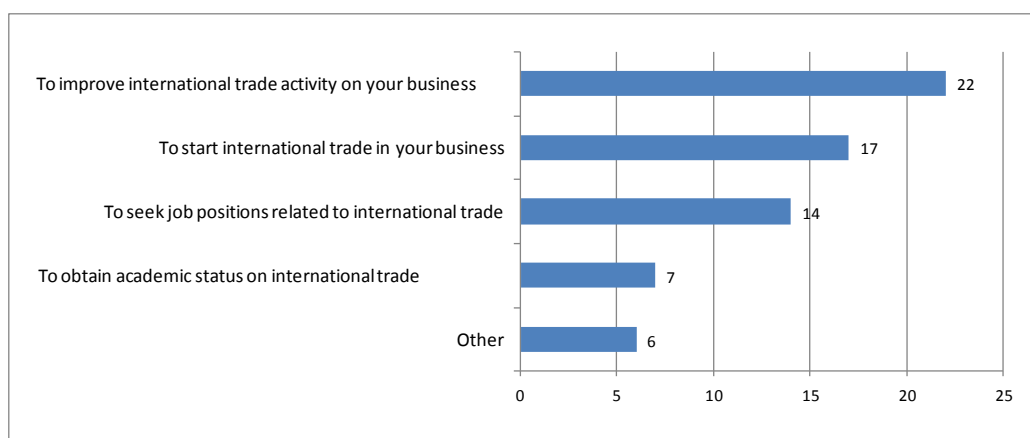
10.3. Implementation of Questionnaire & Interview Surveys to Participants

10.3.1. Result of Questionnaire Survey for the Participants of the Second Basic Course and the First Advanced Course

In order to evaluate the current training courses of TTI and obtain necessary feedback for further improvement of the training courses, a questionnaire survey was implemented with the existing participants of both the second Basic Course and the first Advanced Course. Answer sheets were collected from 47 persons of the second Basic Course out of 85 persons (response rate 55.3%) and from 24 persons of the Advanced Course out of 44 (response rate 53.3%).

(1) Reasons Taking the Courses

As for the second batch of Basic Course, “to improve international trade activity on your business” was the most popular reason chosen by 22 respondents. As for the first batch of Advanced Course, “to obtain academic status”, “to improve international trade activity of your business”, and “to start international trade” were major reasons.



Source: JICA Project Team

Figure 10-1 Reasons for Taking the Second Basic Course



Source: JICA Project Team

Figure 10-2 Reasons for Taking the First Advanced Course

(2) Usefulness and Utilization of the Training Courses

Approximately 98% of the respondents of the second Basic Course and more than 70% of the respondents of the first Advanced Course answered that the courses were very useful.

Table 10-9 Usefulness of the Training Courses

Choices	Second Basic Course	First Advanced Course
Yes, they are very useful.	46 (97.9%)	17 (70.8%)
No, they are not useful.	1 (2.1%)	2 (8.4%)
No answer	0 (0.0%)	5 (20.8%)

Source: JICA Project Team

According to the below table, 23.4 % of the respondents of the second Basic Course and 37.5% of the respondents of the first Advanced Course answered that they did not utilize the knowledge learned through the courses in their daily business activities.

Table 10-10 Utilization of Knowledge in Business Activity

Choices	Second Basic Course	First Advanced Course
Yes, I am using.	36 (76.6%)	10 (41.7%)
No, I am not using.	11 (23.4%)	9 (37.5%)
No answer	0 (0.0%)	5 (20.8%)

Source: JICA Project Team

(3) Contents that Respondents Want to Learn

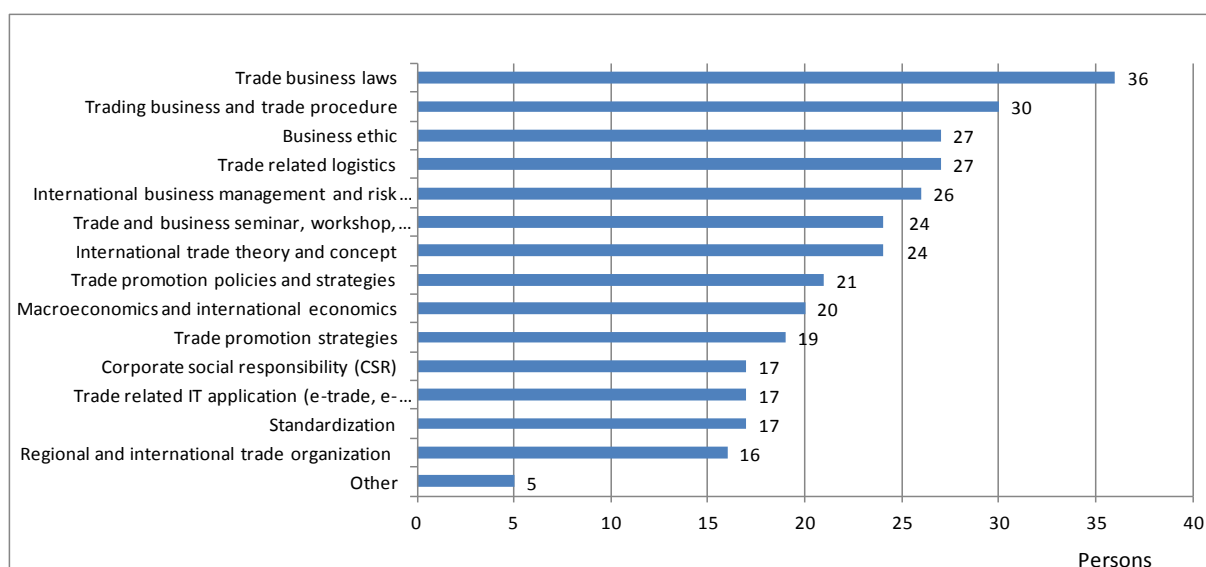
As for the question on contents that the respondents wanted to learn, the respondents of both the second Basic Course and first Advanced Course had an interest in practical topics and case studies rather than theoretical topics as can be seen from the following table.

Table 10-11 Contents that Respondents Want to Learn

Contents	Second Basic Course	First Advanced Course
Theoretical topics	23	7
Practical topics	37	12
Case studies	27	10
Language course	9	5
Other	3	3

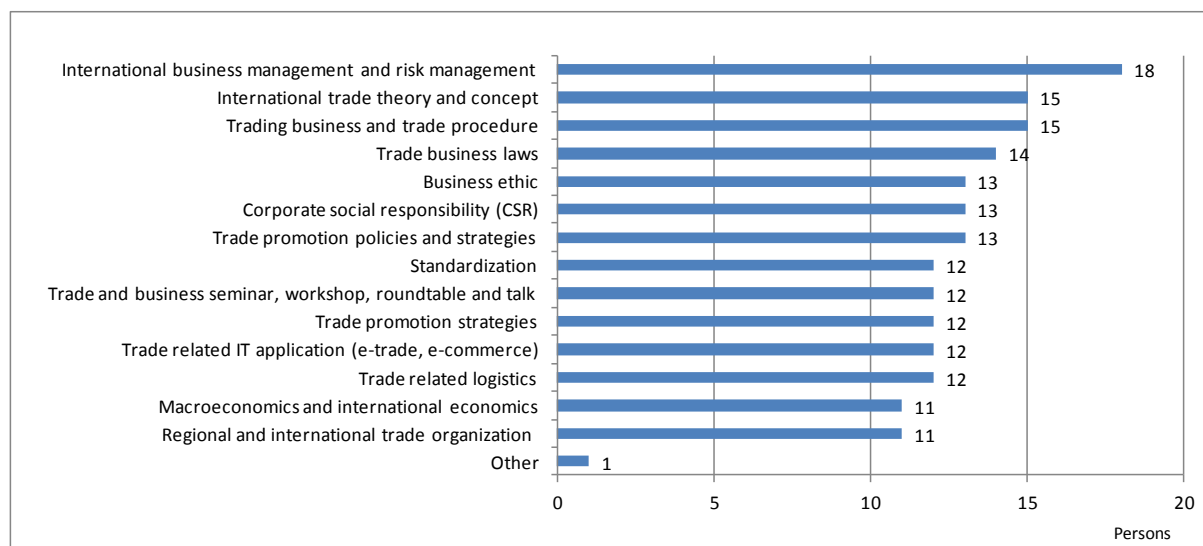
Source: JICA Project Team

The following two tables show the specific topics of the training courses that the respondents were interested in. The respondents of the second Basic Course had an interest in practical topics such as "trade business laws", "trade business and trade procedures", "business ethic" and "trade related logistics". The respondents of the Advanced Course had an interest in both theoretical and practical topics such as "International business management and risk management", "international trade theory and concepts" and "trade business and trade procedures".



Source: JICA Project Team

Figure 10-3 Contents that Respondents Want to Learn (Second Basic Course)



Source: JICA Project Team

Figure 10-4 Contents that Respondents Want to Learn (First Advanced Course)

(4) Evaluation of Each Lecture Topic

As for the second Basic Course, practical topics providing basic procedures on trade activities such as "contract law", "INCOTERMS", "international sales contract" and "export and import license

application” were highly evaluated. Meanwhile, theoretical topics such as “capital markets”, “economic development concepts and measures” and “statistics for business associations” were given relatively low evaluation ratings.

For the first Advanced Course, practical topics on the trade management such as “risk management”, “project management” and “international business management” as well as theoretical topics at a basic level such as “principle of economics” and “international economics” were well received by the respondents. It should be noted that the respondents of first Advanced Course gave low score to more than half of all subjects of the course. This suggests the necessity of improving subjects and/or teaching methods for the Advanced Course.

Table 10-12 Number of respondents by Subject (Second Basic Course)

Subject	Helpful	Not Helpful
Contract law	40	7
INCOTERMS	40	7
International sale contract	40	7
Export and import license application	40	7
Registration of exporter and importer	38	9
How to set up company & company registration	37	10
Myanmar citizen investment and foreign direct investment	37	10
Export and import customs clearance procedure	37	10
Importance of trade	36	11
Marketing and market analysis	36	11
Business ethics	35	12
ASEAN transit-trade agreement and Myanmar transit-trade	35	12
International trade theories and concepts	34	13
Export and import procedures	34	13
Capital market and public company	34	13
International trade promotion	33	14
Transport logistics and unitization VS Containerization	32	15
Risk management	32	15
Competitive policy	32	15
ASEAN trade in goods agreement	31	16
Customs assessment and ASEAN single window system in international trade in goods	31	16
About ISO 9001-2008 Quality management system implementation for achievement of ISO certificate	31	16
Pre-shipment inspection	30	17
Export market of Japan	30	17
HS code	29	18
Taxation	29	18
Asian clearing union mechanism	28	19
WTO and international trade	28	19
Myanmar and FDI issue	28	19
ICC uniform customs and practice of documentary credits	27	20
Market research	27	20
Roles of UMFCCI in Myanmar business and international trade, associations of specific	27	20

Subject	Helpful	Not Helpful
companies		
Consumer protection	27	20
E-commerce	26	21
Sanitary and Phytosanitary agreement technical barrier to trade	26	21
Standard specification for Myanmar agricultural products	25	22
Capital markets, public companies, and corporate governance	25	22
Economic development concept and measures	24	23
Statistics for business association and E-payment system	23	24
Excursion	22	25

Source: JICA Project Team

Table 10-13 Number of respondents by Subject (First Advanced Course)

Subject	Helpful	Not Helpful
Risk management	15	9
Project management	13	11
Principle of economics	13	11
International business management	13	11
Global supply chain & value chain	13	11
International economics	12	12
Small and medium enterprises (SMEs)	11	13
Myanmar FDI	11	13
Macroeconomics	11	13
International investment strategy	10	14
International banking for foreign trade	10	14
Cooperate social responsibility (CSR)	10	14
Trade procedures in China	9	15
International project analysis	9	15
Export-led economic growth	9	15
Trade promotion policy and strategy	8	16
Trade procedures in India	8	16
Plant trip	7	17
Export market of Japan (Business talk)	7	17
Capital market (Business talk)	5	19

Source: JICA Project Team

10.3.2. Interview & Questionnaire Surveys to Participants of First Batch of the Basic Course

(1) Interview with the Participants Taking the Advanced Course

A group interview was conducted with four participants from the Advanced Course who had completed the first Basic Course. All the interviewees were involved in trade business in Myanmar. Their major comments on the training courses of TTI are summarized as follows.

- In general, they were satisfied with the curriculum of the training courses of TTI since they had never obtained an opportunity to deepen their knowledge on international trade in Myanmar.

- They requested to add more practical topics in the form of case studies and practices on trade law and actual export/ import procedures in Myanmar to the current Advanced Course, since it is very difficult for them to get the information that can be applied to their daily trade activities.
- They also wanted to learn about their partner countries for both export/import, information for importers/exporters, market trends and required quality standards for products.
- They suggested conducting short-term training programs focusing on specific topics to deepen their knowledge in the field in addition to the current training courses.
- Some of them suggested that MOC or TTI provide incentives to participants who had a high evaluation score, for instance giving them the opportunity to participate in an overseas exhibition.

(2) Questionnaire Survey to Participants who did not take the Advanced Course

A questionnaire survey to the participants of first batch of the Basic Course was conducted and received responses from six persons. Five of them engaged in business activities. All of them did not join the Advanced Course. Their major comments were as follows.

- While they are satisfied with the teaching contents of the training courses of TTI in general, the instructors teaching methods should be improved.
- Most of them commented that they could not attend the Advances Course because they could not arrange their time schedule to accommodate it.

CHAPTER 11 Gap and Issue Analysis

The need for training, gaps between the current situation and needs, and issues relating to trade training in Myanmar were studied and analyzed based on the following sources:

- i) Myanmar’s trade-related policies (Chapter 4 & 5);
- ii) Myanmar’s trade promotion services (Chapter 6);
- iii) Organization and training management of TTI (Chapter 7);
- iv) Trade training in other countries (Chapter 8);
- v) Needs Survey - Questionnaires to 80 companies (Chapter 9);
- vi) Questionnaires to participants who attend TTI training courses and interviews with some of them (Chapter 10); and
- vii) Interviews and discussions with government officials, business associations, and individual companies.

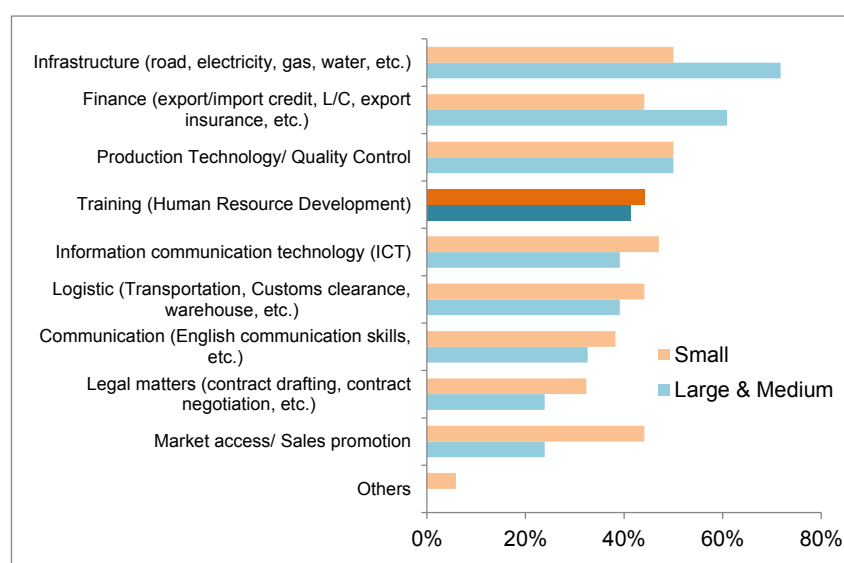
11.1. Needs of Trade Training

11.1.1. Current Situation of Needs for Trade Training

As for the general needs regarding trade training, the current situation is as follows.

- **Human resources are considered one of the major problems when private companies carry out international trade.**

According to the results of the Needs Survey, both large enterprises and SMEs point out training of human resource as a problem for international trade business. For both large & medium-sized companies and small-sized companies, “training” was ranked as the fourth most mentioned.



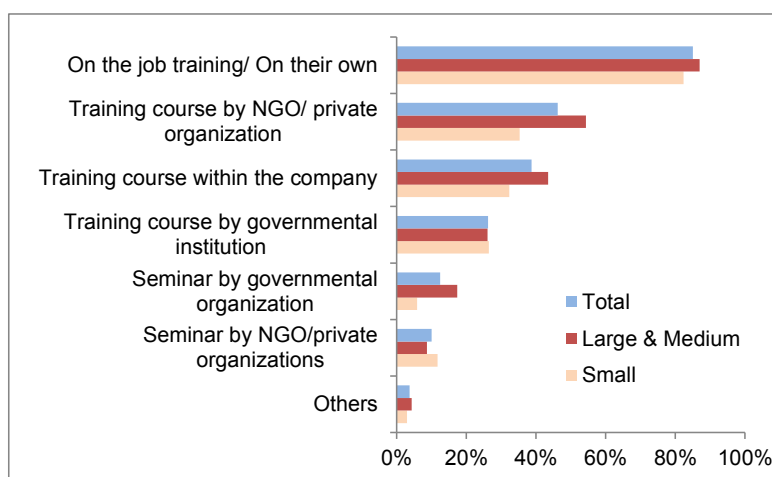
Source: Needs Survey

Figure 11-1 Area of Problems in International Trade

- Off-the-job training is considered an important method for employee training.

On-the-job training is the primary method of training used by the companies that responded to the Needs Survey. At the same time, the companies considered that off-the-job training¹⁷ such as training courses and seminars outside of the company as also being an important method for training. Large companies place more importance on off-the-job training compared with SMEs. There exist needs for seminars although it is relatively small.

The answer to “training course by governmental institution” was much less than “training course by NGO/ private organization” and “training course within the company.” This suggests that a government institution is less attractive than NGOs and private organizations.



Source: Needs Survey

Figure 11-2 Training Method Adopted by Exporters/Importers

- The number of importers and exporters is trending upwards.

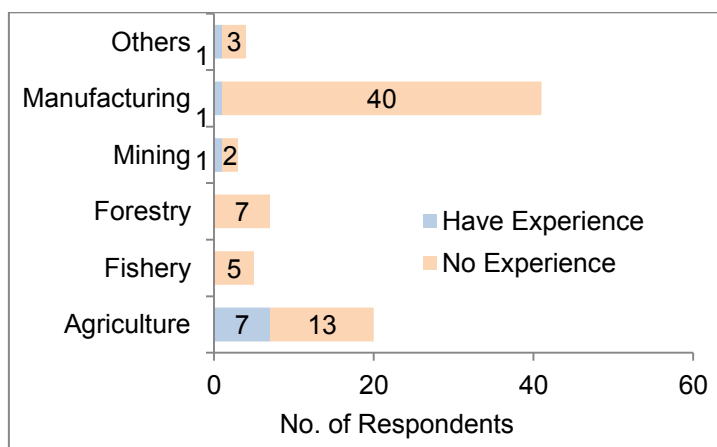
The number of registered importers and exporters was only 1,221 in 2010 according to the Central Statistical Organization. However, with the progress of privatization, liberalization and simplification of trade business and procedures and the expanding of business opportunities, the number of importers and exporters has been in increasing (refer to Figure 2 3: Number of Registered Importers and Exporters). It is estimated that potential participants of TTI training courses will also increase.

- Exporters of agriculture have an interest in trade training and have participated in TTI’s trade training.

The results of the questionnaire survey show that most of the respondents who have participated in TTI’s trade training are from the agriculture sector. Among the 9 companies in the agriculture sector that had known TTI, 7 companies (78%) had experienced participating in TTI training.

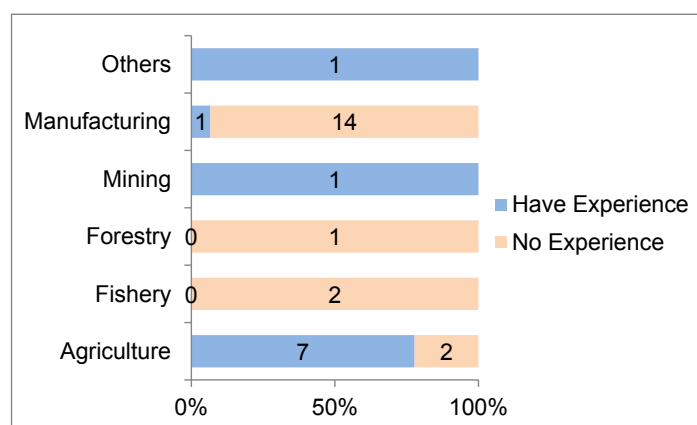
In contrast, the respondents from the manufacturing sectors had little interest in TTI’s trade training. A hypothesis as to the reason for this is that large and medium companies have generally accumulated experience in international trade and internal training is possible.

¹⁷ Employee training conducted at a site away from employees’ regular workplaces



Source: Needs Survey

Figure 11-3 Responding Companies that Have Experience in TTI's Training



Source: Needs Survey

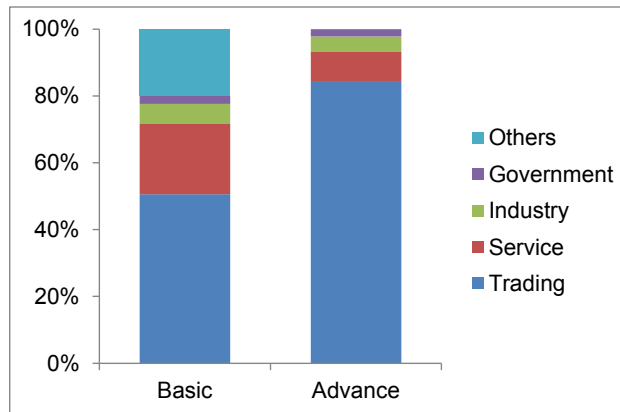
Figure 11-4 Responding Companies that Know TTI and Have Experience in TTI Training

- Small companies are more active in participating in TTI's Trainings

According to the Needs Survey, around 23.5% of small companies have participated in TTI's training. In contrast, only 4.3% of large and medium companies have participated in TTI's training.

- The share of traders is high among existing participants of TTI's training courses.

The majority of participants of TTI courses are engaged in trade business. This trend is outstanding for the Advanced Course. It is very natural that trading companies would dispatch participants to TTI training as they engage in trade business.



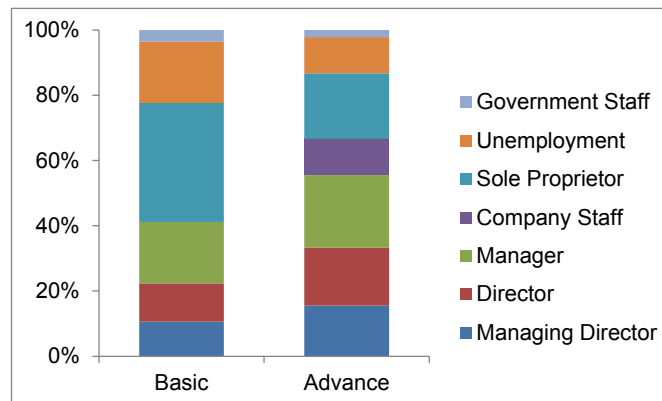
Source: TTI

Figure 11-5 Share of Participants of TTI Training by Industry

- **Training needs of companies differs according to the type and position of target trainees from each company.**

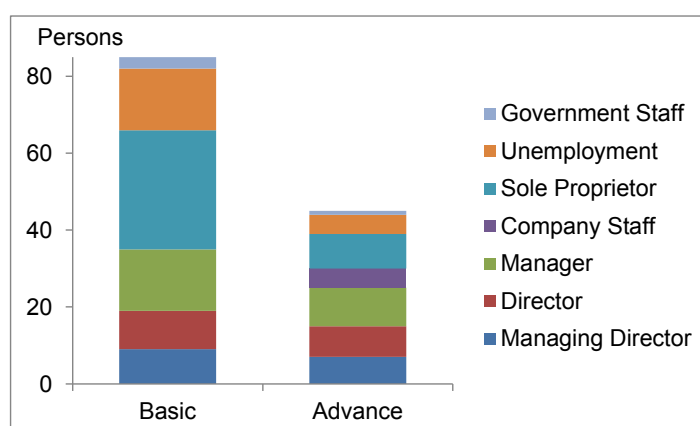
The ratio of managers and directors increased for the Advance Course compared with the Basic Course. It appears that many managers and directors who had participated in the Basic Course went on to the Advance Course.

The main reason for this appears to be that managers consider their need for advanced knowledge in international business in order to expand their business. Another reason was suggested that managers find it easier to afford the additional expenses for the Advanced Course.



Source: TTI

Figure 11-6 Share of Participants of TTI Training by Occupation



Source: TTI

Figure 11-7 Participants of TTI Training by Occupation

- **More than half of the participants in TTI training have no experience in international business.**

More than half of responding participants had no experience in trade at the time of entrance. According to the questionnaire to participants of second Basic Course, the major objective of participants without experience was to improve international trade activity and to start international trade. As for the Advanced Course, the major objective was to start international trade and to obtain academic status on international trade.

The support to start a trade business may be important as after-care to graduates.

Table 11-1 Purpose of Participation by Experience in Trade (Second Basic Course)

Experience of Trade	No.	Purpose of Participation				
		To improve international trade activity on your business	To start international trade in your business	To obtain academic status on international trade	To seek job positions related to international trade	Other
Yes	11	63.6%	18.2%	18.2%	27.3%	27.3%
No	32	43.8%	40.6%	15.6%	31.3%	9.4%

Source: Questionnaire to Participants

Table 11-2 Purpose of Participation by Experience in Trade (Advanced Course)

Experience of Trade	No.	Purpose of Participation				
		To improve international trade activity on your business	To start international trade in your business	To obtain academic status on international trade	To seek job positions related to international trade	Other
Yes	10	50.0%	20.0%	40.0%	10.0%	10.0%
No	14	21.4%	35.7%	35.7%	21.4%	14.3%

Source: Questionnaire to Participants

- **A certain number of participants took TTI training with the purpose of obtaining academic status and/or seeking job positions in international trade.**

Although company employees, students and unemployed people point to improvements and a start of international trade as the purposes for entry, they were also attracted by the academic status and the increasing job opportunities. Some company directors also point to the academic status as a purpose.

This implies two measures: to enhance the career service of TTI and to establish the academic status of TTI training.

Table 11-3 Purpose of Participation by Status of Participant (Second Basic Course)

Status of Participant	No.	Purpose of Participation				
		To improve international trade activity on your business	To start international trade in your business	To obtain academic status on international trade	To seek job positions related to international trade	Other
Company Director	12	50.0%	50.0%	16.7%	25.0%	16.7%
Company Employee	15	33.3%	33.3%	0.0%	33.3%	13.3%
Government Official	4	75.0%	0.0%	25.0%	50.0%	25.0%
Student	8	75.0%	37.5%	12.5%	12.5%	0.0%
Unemployment	5	20.0%	60.0%	40.0%	40.0%	0.0%
Others	2	0.0%	0.0%	50.0%	50.0%	50.0%

Source: Questionnaire to Participants

Table 11-4 Purpose of Participation by Status of Participant (Advanced Course)

Status of Participant	No.	Purpose of Participation				
		To improve international trade activity on your business	To start international trade in your business	To obtain academic status on international trade	To seek job positions related to international trade	Other
Company Director	4	50.0%	25.0%	50.0%	0.0%	0.0%
Company Employee	9	44.4%	22.2%	33.3%	11.1%	11.1%
Student	5	20.0%	40.0%	20.0%	20.0%	20.0%
Unemployment	3	0.0%	33.3%	100.0%	33.3%	0.0%
Others	2	50.0%	50.0%	0.0%	50.0%	0.0%

Source: Questionnaire to Participants

- **There is a need for training capable government officers in the areas of trade liberalization, trade facilitation and trade promotion.**

As mentioned in Section 4.2, the primary trade policy of Myanmar consists of trade liberalization, trade facilitation and trade promotion. Officials of Ministry of Commerce must address various issues regarding trade policies (i.e., revision of laws and rules, trade negotiations, guidance and support to the

private sectors). The Ministry of Commerce recognized the need for training officials in regards to trade liberalization, trade facilitation and trade promotion. TTI at times conducts training for government officials in these areas.

11.1.2. Issues of Trade Training Needs

- **The existing registered exporters and importers are not sufficient as a base for future participants of TTI trade training.**

There are only 1,786 companies who have registered as an exporter/importer with the Ministry of Commerce as of December 2012. It is observed that small companies do not send their employees to training consistently.

In Myanmar, there are three major training institutes in the area of trade business: i) Trade Training Institute of the Ministry of Commerce; ii) Training Institute of UMFCCI; and iii) Customs Service Centre of the Customs Department. They are all located in Yangon and train an estimated 300 - 400 people every year.

- **The trade promotion policy of Myanmar urges the development of the export sector and expansion of international business.**

It is necessary to develop the export sector for export development and export diversification. There is a strong need for personnel for international business among companies that currently engage in international trade or plan to start international trade. Accordingly, trade training is needed to develop capable exporters. However, training need of company differs according to the stage of international business.

- **TTI must respond to the needs of various types of applicants.**

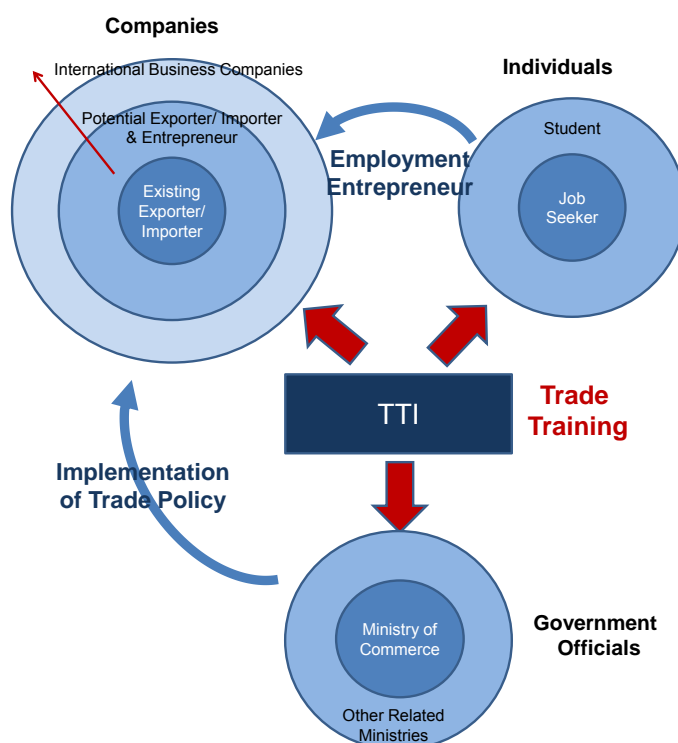
As reviewed in the current situation, TTI must respond to the various needs for trade training. Potential participants for trade training can be classified as follows:

Private Sector: Participants of TTI trade training in the export sector are trading companies (export & import), and producers of export products. Participants in the import sector are trading companies, wholesalers, retailers, and manufacturers importing raw materials and parts.

Not only existing exporters and importers, companies that consider international trade business are also potential participants.

Individuals: Individuals looking for jobs and/or certificate of training and those who plan to start trade businesses are also important participants of TTI trade training.

Public Sector: Government officials as possible participants can be divided into policy makers, persons in charge of trade procedures, and person in charge of international trade promotion.



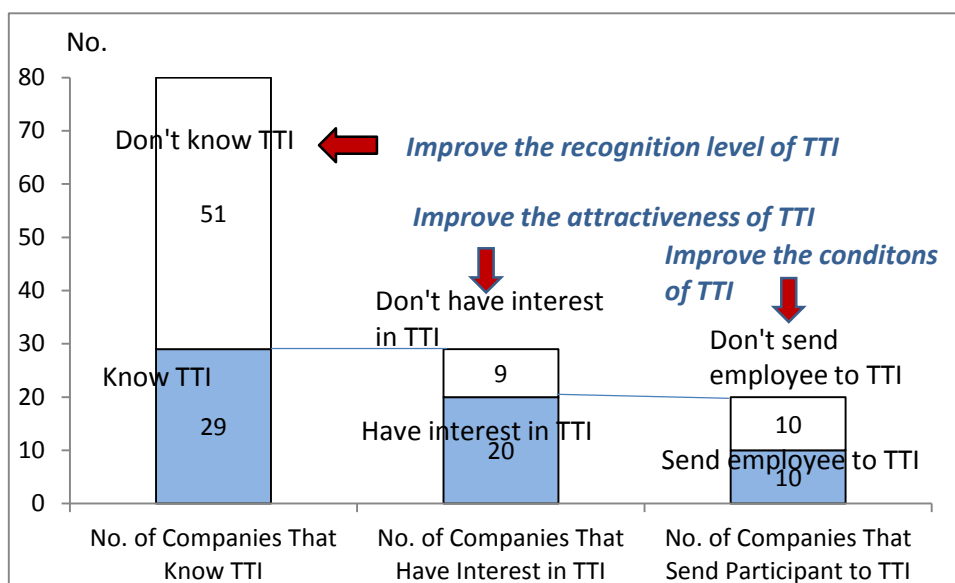
Source: JICA Project Team

Figure 11-8 Target of TTI Trade Training

- **TTI needs to raise its recognition level among the public and increase the appeal of the training.**

According to the Needs Survey, 36% of responding companies know TTI and 34% of companies that know TTI have experience participating in TTI training. Among responding companies that had not known TTI (64% of total), 61% of them answered that they came to have an interest in sending their employees to TTI.

This means that proper advertising of TTI will realize about 600 existing exports/importers that send their employees to TTI training. The number of existing exporters/importers sending their employees will increase if TTI improves the attractiveness of its training courses.

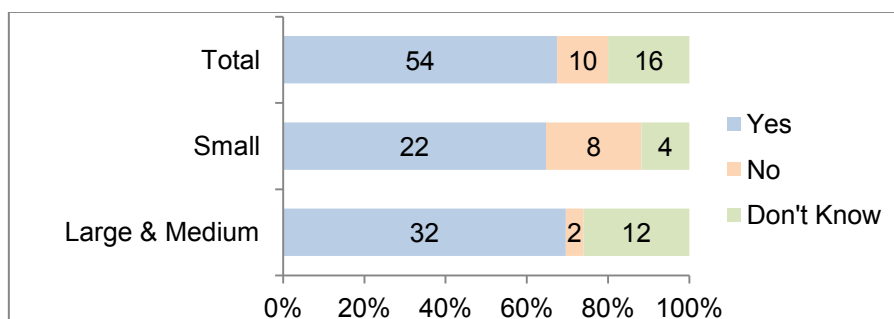


Source: JICA Project Team Based on Needs Survey

Figure 11-9 Relationship between Recognition Level and Actual Participation in TTI Training

- Even large & medium companies come to have an interest in TTI Training.

According to the Needs Survey, the numbers of large and medium companies that have experience in TTI training are few. However, at the end of questionnaire, 70% of large and medium companies came to have an interest in sending their employees to TTI.

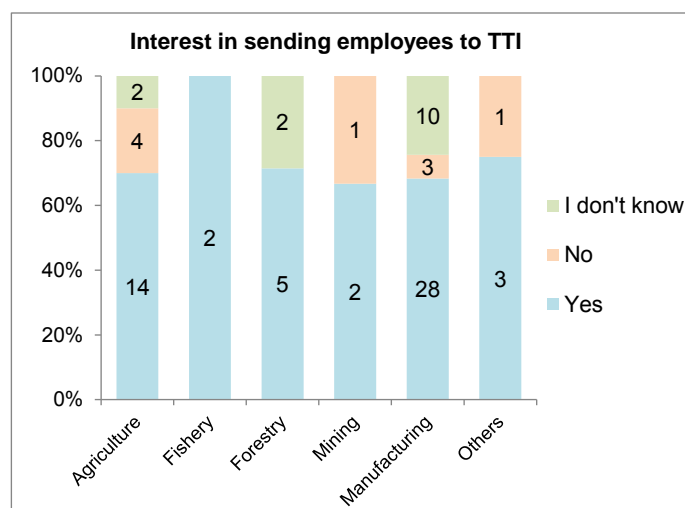


Source: Needs Survey

Figure 11-10 Interest in Sending Employees to TTI by Size of Company

- Interest in TTI for the manufacturing sector is also high.

As for the manufacturing sector only one responding company has experience in TTI training. However, the results of Needs Survey show that 68% of respondents of the manufacturing sector answered that they have an interest in sending their employees to TTI training. It is considered likely that the promotion of TTI to the manufacturing sector is useful.



Source: Needs Survey

Figure 11-11 Interest in Sending Employees to TTI by Industry

- It is necessary to establish a clear differentiation from TTI from other trade training institutes.

The characteristics of the three trade training institutes are summarized in the following table.

The differentiation points of TTI are that it is open to public and provides medium-term courses with a focus on the development of international trade personnel. The Customs Service Centre of the Customs Department is specialized in the training of forwarders. The training course of UMFCCI is targeted at member companies and the duration of the course is shorter than TTI.

Table 11-5 Comparison of Trade-related Training Institutes

	TTI	UMFCCI Training Institute	Customs related Service Institute
History	New:	Long: Around 10-year experience	New:
Target Participants	Wide: Various but focuses on managers of international business	Medium; Staff in charge of trade practice	Specific: Forwarders
Content of Training	Wide: Trade business and international business	Narrow: Trade practice	Narrow: Trade practice in the area of forwarding
Practical Level	Medium:	High:	Very High:
Characteristics of Lecturers	Academic and MOC officers:	Business People: Executive members of UMFCCI	Customs officers:
Duration	Long: Four months	Medium: One and half months	Medium: Five weeks (5 days/week)
Source of Participants	Wide: Open to new graduate and unemployed persons	Wide: UMFCCI members	Narrow: Forwarders and government officers

Source: JICA Project Team

11.1.3. Necessary Measures regarding Need for Trade Training

Responding to the issues mentioned above, the following measures are recommended for implementation.

- [1] Give the priority of TTI training to trade training, training on international business, and socialization of trade liberalization and trade facilitation.

Place the first priority on trade training, i.e., trade procedures and documentation, trade management and export marketing and place the second priority on international business. Conduct short-term courses, seminars or workshops on the promotion of trade liberalization, trade facilitation and trade promotion in general.

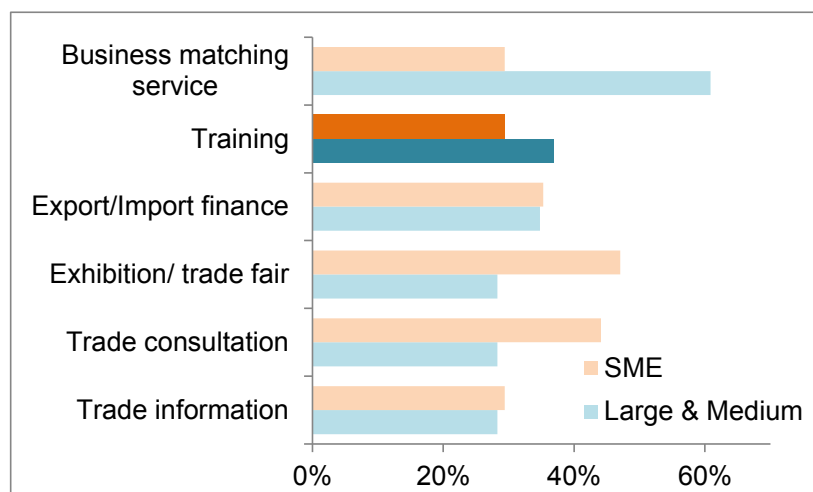
- [2] Stress the development of professionals in the area of international trade and business. The role of TTI is to develop and provide personnel for international trade and business to the business sector.
- [3] Prepare training courses according to the stages of international business.
- [4] Target companies that are ready to export or import.
- [5] Prepare training courses according to type and position of target participants.

11.2. Needs for Trade Promotion Supports

11.2.1. Current Situation of Need for Trade Promotion Support

- **Private companies should evaluate training as one of trade support measures.**

Both large enterprises and SMEs consider training on trade as one of the important trade support measures. For large enterprises, training is the second most important measure following business matching services.



Source: Needs Survey

Figure 11-12 Needs of Support to Trade Promotion

- **Private companies need various trade support measures. The integrated provision of trade support measures is effective for supporting trade promotion for private companies.**

Large enterprises consider business matching services, training and trade financing to be more important. SMEs think that exhibitions/trade fairs, trade consultations, and export financing are more important. Market access and sales promotion are serious problems for SMEs when conducting international trade.

11.2.2. Issues for Trade Training as Trade Promotion Support

- Trade promotion services currently provided in Myanmar are insufficient

UMFCCI provides its members with a variety of trade promotion services, such as business matching, trade fairs, trade missions, business seminars and trade training. Trade associations collect and provide market information to their members. But trade promotion services currently provided in Myanmar are still insufficient to fully support companies that seek business opportunities of international trade.

11.2.3. Necessary Measure for Trade Training as Trade Promotion Support

Responding to the issues mentioned above, the following measure is recommended for implementation.

- [6] Provide trade promotion support services, in collaboration with MOC and business associations.

11.3. Need for Training Subjects and Course Development

11.3.1. Current Situation of Need for Training Subjects

- Practical subjects are more highly valued than theoretical subjects.

Many participants of TTI training consider practical subjects to be most important. But, at the same time, a certain group of participants wants to learn theoretical subjects and case studies. Participants with experience in international trade tend to highly value theoretical subjects.

Table 11-6 What Respondents Want to Learn in Basic Course by Experience in Trade (Second Basic Course)

Type of Participants	Theoretical Topics	Practical Topics	Case Studies	Language Course	Other
Participants with Experience in International Trade	9	11	10	3	0
	64%	79%	71%	21%	0%
Participants with No Experience	13	23	14	5	2
	45%	79%	48%	17%	7%

Source: Questionnaire to Participants

Table 11-7 What Respondents Want to Learn in Advanced Course by Experience in Trade (Advanced Course)

Type of Participants	Theoretical Topics	Practical Topics	Case Studies	Language Course	Other
Participants with Experience in International Trade	3	4	3	1	2
	33%	44%	33%	11%	22%
Participants with No Experience	3	8	7	3	1
	27%	73%	64%	27%	9%

Source: Questionnaire to Participants

- **Case studies are also evaluated as important subjects for TTI training.**

The participants of both Basic and Advanced Courses point to “case studies” as a subject which they want to learn.

Table 11-8 What Respondents Want to Learn in Basic Course by Status (Second Basic Course)

Type of Participants	Theoretical Topics	Practical Topics	Case Studies	Language Course	Other
Company Director	4	9	8	1	1
Company Employee	5	14	6	2	1
Government Official	4	3	2	1	0
Student	6	6	5	1	0
Unemployment	2	2	4	3	1
Others	1	2	1	0	0
N.A.	1	1	1	1	0
Total	23	37	27	9	3
	49%	79%	57%	19%	6%

Source: Questionnaire to Participants

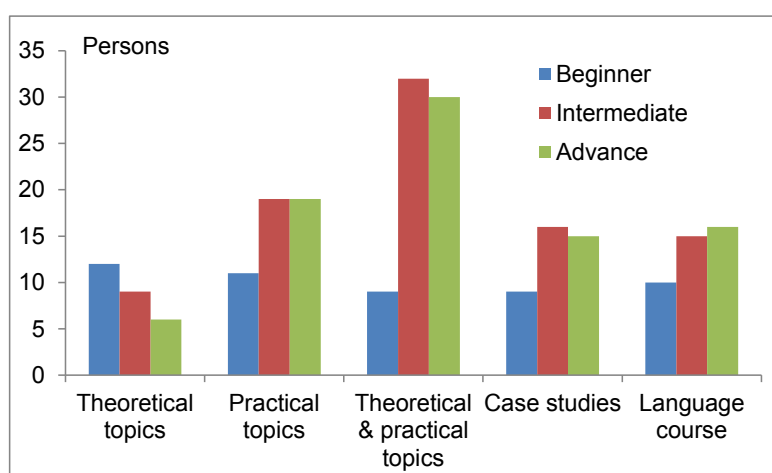
Table 11-9 What Respondents Want to Learn in Advanced Course by Experience in Trade (Advanced Course)

Type of Participants	Theoretical Topics	Practical Topics	Case Studies	Language Course	Other
Company Director	2	3	2	1	0
Company Employee	2	4	2	2	1
Student	1	2	2	1	0
Unemployment	2	2	2	1	1
Others	0	0	1	0	1
N.A.	0	1	1	0	0
Total	7	12	10	5	3
	37%	63%	53%	26%	16%

Source: Questionnaire to Participants

- **A proper combination of practical subjects and theoretical subjects are more applicable.**

The respondents highly valued “theoretical & practical subjects” for intermediate courses and advanced courses. But they considered practical subjects to be more important than theoretical ones. For beginner courses, opinions were varied.



Source: Needs Survey

Figure 11-13 Expectation for Type of Training for TTI Training

The following table shows the subjects which the responded companies expected for TTI training. The top two or three subjects were practical subjects for the three levels. But among the top 7 subjects for the beginner level, 3 subjects were theoretical subjects. As for the intermediate level, among the top 9 subjects, 2 subjects were theoretical subjects and for the advanced level, 3 subjects were theoretical among the top 9 subjects.

Table 11-10 Subjects Expected for TTI Training (Beginner Level)

Rank	Subject	Answers of “Yes”	
		No.	%
1	Trade business and trade procedure	16	20.0%
2	Trade related IT application (e-trade, e-commerce)	16	20.0%
3	International trade theory and concept	15	18.8%
3	Trade promotion policies and strategies	15	18.8%
5	Trade business laws	14	17.5%
5	Macroeconomics and international economics	14	17.5%
7	Standardization	13	16.3%

Source: Needs Survey

Table 11-11 Subjects Expected for TTI Training (Intermediate Level)

Rank	Subject	Answers of “Yes”	
		No.	%
1	Trade business and trade procedure	27	33.8%
2	Trade and business seminars, workshops, roundtables and talks (Case studies)	24	30.0%
3	Trade business laws	23	28.8%
4	International trade theory and concept	21	26.3%
5	Trade related IT application (e-trade, e-commerce)	20	25.0%
5	Standardization	20	25.0%
5	Business ethic	20	25.0%
8	International business management and risk management	19	23.8%
9	Trade related logistics	18	22.5%

Source: Needs Survey

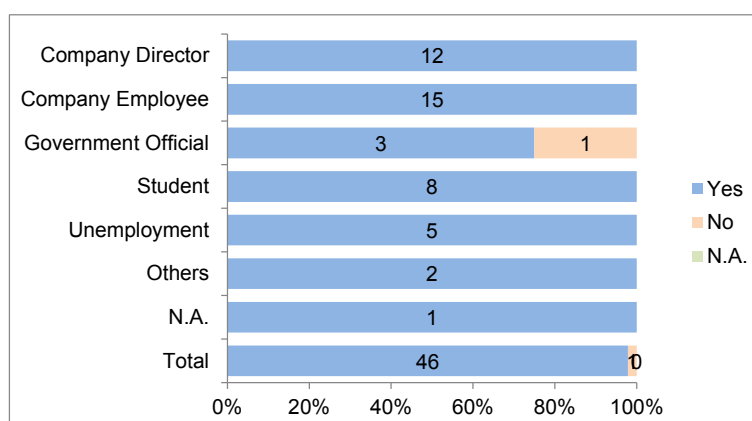
Table 11-12 Expectation form TTI Training (for Advanced Level)

Rank	Subject	Answers of "Yes"	
		No.	%
1	Trade related IT application (e-trade, e-commerce)	29	36.3%
2	Trading business and trade procedure	26	32.5%
3	International business management and risk management	24	30.0%
4	Business ethic	23	28.8%
5	Trade business laws	22	27.5%
6	Trade and business seminar, workshop, roundtable and talk (Case studies)	19	23.8%
6	International trade theory and concept	19	23.8%
8	Standardization	18	22.5%
9	Trade promotion policies and strategies	17	21.3%

Source: Needs Survey

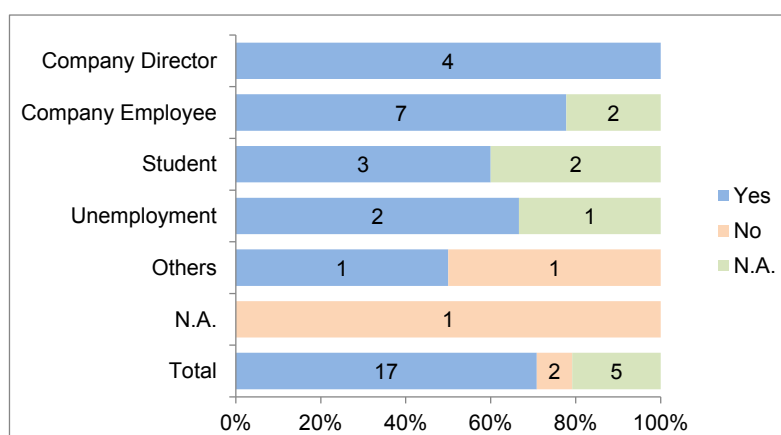
- Most participants consider training of TTI to have been useful.

For the Basic Course, almost all participants though that the training was useful. Regarding the Advanced Course, the evaluation was also generally good, but there were some participants that cannot judge whether it was useful or not.



Source: Questionnaire to Participants

Figure 11-14 Question: Whether Subjects Were Useful (Basic Course)

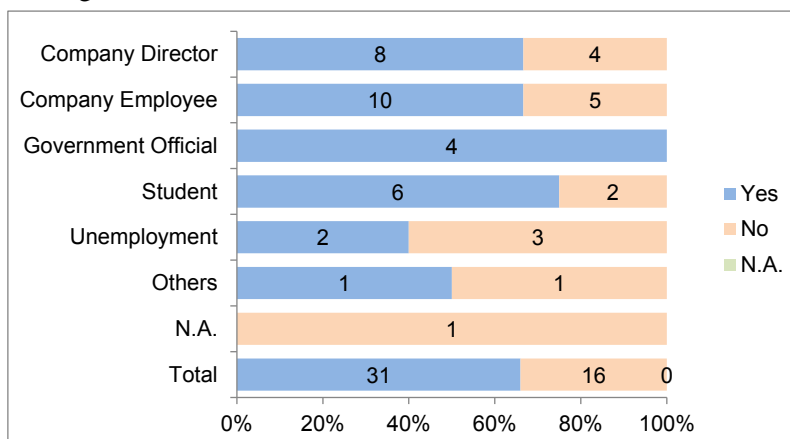


Source: Questionnaire to Participants

Figure 11-15 Question: Whether Subjects Were Useful (Advanced Course)

- Use of knowledge and skill depends on whether the participants are currently involved in international trade.

For the Basic Course, more than 60% of participants used the learnt knowledge and skills in their daily work. Naturally most of the participants involved in international trade use the learnt knowledge and skill. But even those who did not engage in international trade activities, more than half of them used the learnt knowledge and skills.



Source: Questionnaire to Participants

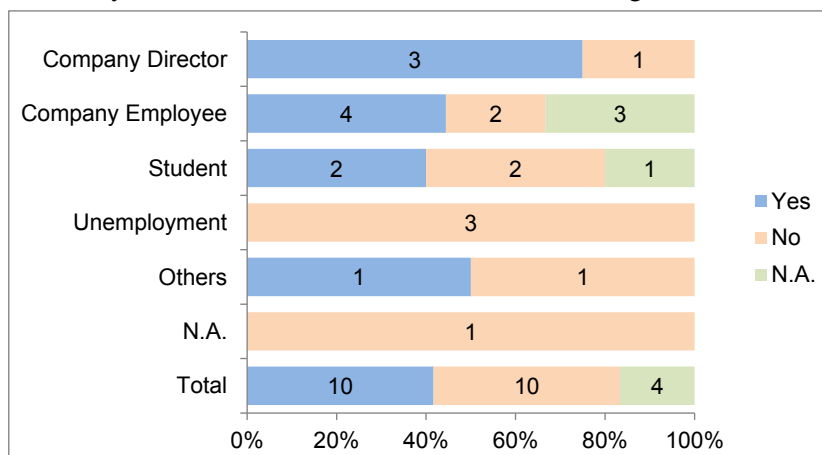
Figure 11-16 Use of Learnt Knowledge and Skills (Basic Course)

Table 11-13 Use of Learnt Knowledge and Skills by Experience in Trade (Basic Course)

		Whether Use Knowledge and skill learnt	
		Yes	No
Currently involved in international trade	Yes	13	2
	No	15	14
	N.A.	3	0

Source: Questionnaire to Participants

The participants of the Advanced Course displayed a similar trend. But those who do not engage in international trade activity found it difficult to use the learnt knowledge and skills.



Source: Questionnaire to Participants

Figure 11-17 Use of Learnt Knowledge and Skills (Advanced Course)

Table 11-14 Use of Learnt Knowledge and Skill by Experience in Trade (Advanced Course)

		Whether Use Knowledge and skill learnt		
		Yes	No	N.A.
Currently involved in international trade	Yes	5	2	4
	No	4	7	0
	N.A.	1	0	1

Source: Questionnaire to Participants

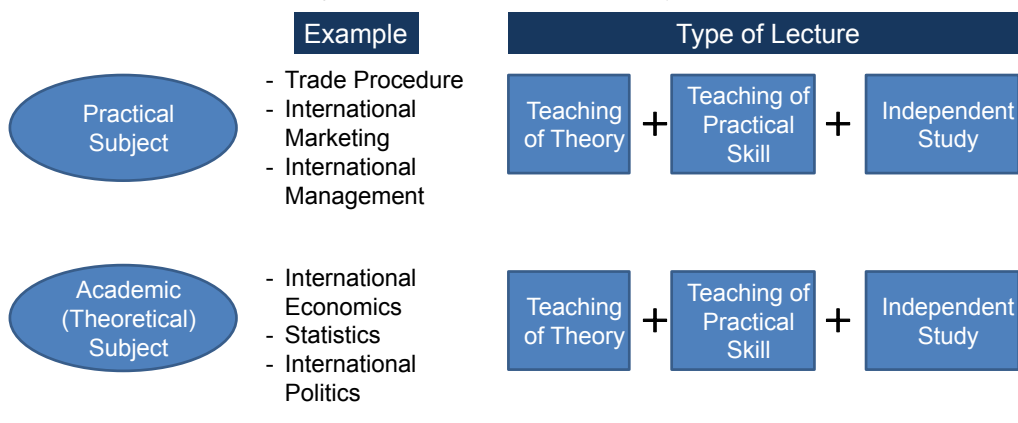
Box. Practical Subjects and Academic Subjects

Subjects for the training course can be largely classified into practical subjects and academic subjects. The definitions for them are as follows:

Practical subject: A subject that teaches knowledge and skills that can be directly utilized in the source of business. Practical subjects include international marketing, market research, export procedure, logistics, business negotiation, and other similar subjects. Practical subjects also include training in practical skills such as computers, business correspondence and foreign languages. A practical subject teaches theoretical knowledge and practical skills.

Academic (theoretical) subject: A subject that provides a businessperson with theoretical knowledge and an organized and rational framework for thinking which then become the foundation for sophisticated and complex judgment and behavior in the source of business. Academic subjects include international economics, trade theory, international law, statistics, mathematics, and similar subjects.

Practical skills: A technical skill that is obtained through continuous practice. Subjects related to practical skills are in both practical subjects and academic subjects. While statistics is classified into academic subject, the skill of statistical analysis is used in market research.



11.3.2. Issues in the Current Course Development of TTI

- **More practical subjects are necessary in order to develop international trade professionals.**

The weight of theoretical subjects is high. More than 40% of units were used for theoretical subjects in the Advance Course. In the Basic Course for beginners, more than 30% of units were theoretical subjects.

As such, practical subjects are not sufficiently offered in TTI. For the Basic Course, training in practical skills like trade documentation, and international correspondence are considered insufficient.

For the Advanced Course, practical subjects such as international marketing research, international marketing, and international business management and business negotiations are considered insufficient.

Although the Advanced Course is designed for business people who want to obtain practical knowledge for international trade, the subjects actually offered are not practical enough to achieve that objective.

TTI's training courses should be more practical and applicable to actual international business. It is necessary to put more of a focus on practical skills for both Basic Courses and Advanced Courses.

- Course Subjects are too segmented.

For current courses lecturers usually change each time. For the second Basic Course, 45 subjects (units) were taught by 35 lecturers. The JICA Project Team considers this to be difficult for the coordinating of the contents of lectures and the relationship and communication between lecturers and participants must be weak.

- The timing of subject alignment is unordered.

For TTI's current training courses, the sequence of subjects and linkages among the subjects are not in a good order and not harmonized. This makes good understanding by participants difficult and sometimes confuses participants. The TTI training courses need to be reorganized in order to improve training effects.

This situation occurred because the necessity of organizing subjects for systematic learning is not fully understood. Courses should be designed with the idea of modularization so that proper sequential understanding can be obtained by beginner participants.

- The linkages and coordination between the curriculums of Basic and Advanced Courses is insufficient.

The coordination between the curriculums of Basic Course and Advanced Course is insufficient. A curriculum of an advance course usually consists of subjects of a higher level assuming that participants have obtained knowledge from the basic level. However, the two courses of TTI are not clearly differentiated in terms of level and depth of the lectures. In addition, some subjects, such as "risk management" and "SME development," are conducted in the both courses and the contents of lectures are the same.

- Some important subjects are not included in the TTI curriculum.

Some subjects that are generally included in trade training are not in the Basic or Advance Courses of TTI. Examples are settlement of international trade (L/C and TT), business negotiation, and commercial English.

11.3.3. Necessary Measures Regarding Course Development

Responding to the issues mentioned above, the following measures are recommended for implementation.

- [7] Place an emphasis on the development of practical courses.
- [8] Modify the Basic Course by adding know-how and practical skills training such as documentation.
- [9] Modify the Advanced Course by adding practical subjects.
- [10] Reorganize the subjects of the training courses so that they match the purpose of training and needs of participants/business sector.

11.4. Evaluation of Existing Courses of TTI

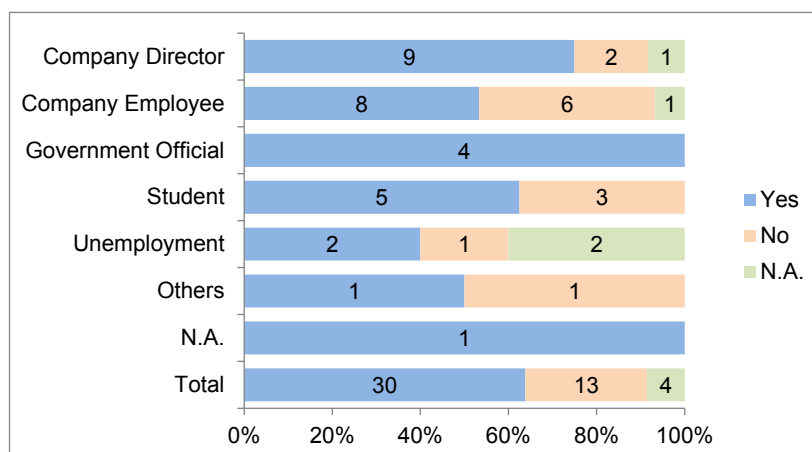
The training courses of TTI are evaluated from the aspects of i) whether the participants could achieve the goals or not, ii) whether the participants regarded the training course as useful or not, and iii) whether the participants use the knowledge and skill that they have learnt or not.

11.4.1. Current Evaluation of TTI's Training

- **The goal achievement was favorable for the Basic Course but that for the Advanced Course was not good.**

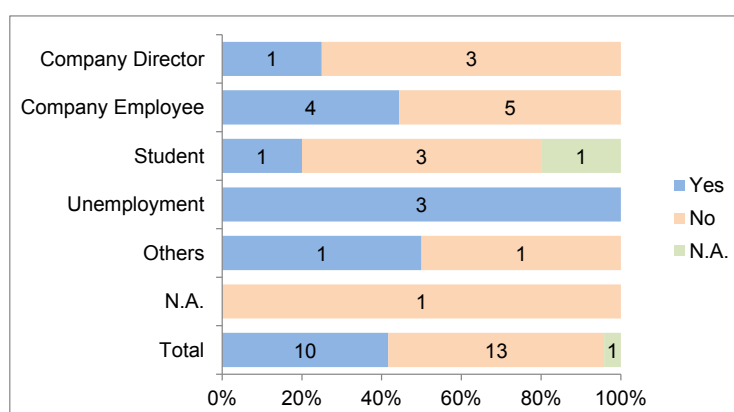
The majority of participants of the Basic Course considered that they could achieve their goal. Especially company directors, government officials and students showed favorable perceptions.

On the other hand, the evaluation by participants of the Advanced Course was generally low.



Source: Questionnaire to Participants

Figure 11-18 Question: Have Achieved Target (Basic Course)



Source: Questionnaire to Participants

Figure 11-19 Question: Have Achieved Target (Advanced Course)

- Participants requested for interactive lectures and practices.

The participants of both Basic and Advanced Course say that the training should introduce the methods for interactive lecture and practices (case studies). The participants who reported having achieved their goal tended to evaluate practices (case studies) as important. The participants of Basic Course who reported not having achieved their goal tended to request interactive lectures. It can be considered that the participants who could achieve their goal believed that they needed the knowledge from case studies. It can be also concluded that the participants not having achieved their goal believed that they could have achieved their goal if the training had been conducted through interactive lectures.

Table 11-15 Appropriate Type of Training of TTI Training by Type of Participants

Type of Participants	Basic Course				Advanced Course			
	Lecture	Interactive Lecture	Practice (Case Studies)	Other	Lecture	Interactive -lecture	Practice (Case Studies)	Other
Company Director	5	6	6	0	3	2	3	0
Company Employee	4	8	6	0	2	3	3	0
Government Official	3	2	3	0	0	0	0	0
Student	5	4	7	0	2	1	2	1
Unemployment	2	0	3	0	1	2	2	1
Others	0	0	1	0	0	0	2	0
N.A.	1	0	1	0	0	0	1	0
Total	20	20	27	0	8	8	13	2

Source: Questionnaire to Participants

Table 11-16 Appropriate Type of Training of TTI Training by Achievement Level of Participants

Level of Achievement	No. Ans.	Lecture	Interactive lecture	Practice (case studies)	Other
Basic Course					
Achieved	30	57%	30%	67%	0%
No achieved	13	15%	69%	38%	0%
Advanced Course					
Achieved	10	30%	30%	70%	10%
No achieved	13	38%	38%	46%	8%

Source: Questionnaire to Participants

11.4.2. Issues for Improvement of TTI's Teaching Methods

- **There is room for improvement of the teaching methods.**

Most subjects are conducted by a way of lecture. After a lecture, time for questions and answers is usually short with the monitoring of progress and achievement of learning for each participant being considered to be insufficient. As for difficult subjects, some participants need supplementary explanations for complete understanding. These factors are constraints on a good understanding by participants. It is desirable to introduce more interactive lecture approaches. Examples are case methods and role-playing. It is possible to improve TTI's teaching method by using general best practices for training institutes.

- **The course orientation at the start of course is insufficient.**

The course orientation is very important for all participants to fully understand the objectives of the course and curriculum. An instructor also gives guidance regarding how to prepare for classes, bibliographies. However, TTI does not offer sufficient orientation to the participants.

- **TTI does not pay enough attention to improving lectures.**

TTI relies on lecturers for the contents of lectures and lecture materials. It is necessary to take measures to improve the content of training for more effective teaching. The level of understanding is very low for the Advance Course. Therefore, it is an urgent task to improve the contents and teaching methods for the Advance Course.

- **The communication between lecturers and participants is weak.**

Many lecturers are assigned to the training courses of TTI. In most cases, a lecturer, who is new to the participants, just comes, gives a lecture and goes back without close communication, while TTI also does not actively provide individual tutoring. It is desirable to monitor the achievement of participants and give necessary advice through personal counseling toward learning effectiveness.

11.4.3. Necessary Measure Regarding Teaching Methods

Responding to the issues mentioned above, the following measures are recommended for implementation.

- [11] Adopt teaching methods of interactive teaching and practice (including case studies).
- [12] Prepare detailed course guidance and provide sufficient orientation
- [13] Make a standard textbook, especially on trade practices, in order to standardize lectures
- [14] Establish a study room with library to encourage self-study by participants.
- [15] Provide individual tutoring and close counselling for better achievement of learning.
- [16] Develop resources of lecturers in order to invite international business professionals.

11.5. Duration and Timing of Training

11.5.1. Current Situation of Needs for Duration and Timing of Training

- **Private companies consider less than 7 days as being most appropriate for a beginner course and more than 2 weeks being necessary for an advanced course.**

Companies consider that the most appropriate period for beginner course to be less than 7 days.

For intermediate course, the appropriate period is 1 – 2 weeks and for advanced course, they consider at least two weeks and preferably more than 1 month as necessary.

Private companies do not expect duration of more than one month for a beginner course and intermediate courses when they dispatch their employees to those courses.

It was believed that the private companies consider one to two weeks as appropriate for off-the-job training of employees. In contrast, private companies regarded longer time as necessary for an advanced course.

Table 11-17 Appropriate Duration of Training for Private Companies

Duration of Course	For beginner		For intermediate		For advanced	
	No. of Respondents	%	No. of Respondents	%	No. of Respondents	%
1 Less than 7 days	17	21%	8	10%	4	5%
2 Between 7 and 14 days	4	5%	20	25%	6	8%
3 Between 14 and 30 days	10	13%	13	16%	17	21%
4 More than 30 days	6	8%	13	16%	26	33%

Source: Needs Survey

The opinions of TTI training participants are different. They have accepted the schedule of TTI courses and entered the courses. Accordingly, their answers mostly range from 2 months to 6 months. A certain group considers 4-month training to be a bit short and some others consider it a bit long.

Table 11-18 Appropriate Duration of Training for TTI Training Participants

	Less than 1 day	2-3 days	4-5 days	1-2 weeks	2-4 weeks	1-2 mo.	2-3 mo.	3-4 mo.	4-6 mo.	More than 6 mo.	Total
Basic Course	0	0	0	0	0	4	8	20	9	3	44
Advanced Course	0	1	0	0	0	2	5	3	7	0	18

Source: Questionnaire to Participants

- **A certain portion of participants prefer weekends for training.**

According to the questionnaires, 36% of respondents of the Basic Course and 50% of respondents of the Advanced Course prefer weekends for TTI training.

Most of the participants of TTI had to quit their jobs since their companies did not allow them to leave the office three days per week.

Table 11-19 Preference of Weekend of TTI Training Participants

	Basic Course Participants		Advanced Course Participants	
	Weekday	Weekend	Weekday	Weekend
Company Director	7	4	2	2
Company Employee	8	7	2	5
Government Official	4	0	0	0
Student	5	4	4	0
Unemployment	4	1	2	2
Others	2	0	0	2
N.A.	0	1	1	0
Total	30	17	11	11

Source: Questionnaire to Participants

- Private companies prefer early morning and evening as the time for training.

When a training course is implemented on weekdays, private companies point out that early morning and evening are more appropriate times for training. Managers of companies are usually busy and it is difficult to consistently find time during the day. And when they send their employees, it is necessary to fill in for an employee who leaves for training.

Table 11-20 Appropriate Duration of Training for Private Companies

Duration of Course	For beginner		For intermediate		For advanced	
	No. of Respondents	%	No. of Respondents	%	No. of Respondents	%
Early morning (7:00-9:00)	15	19%	21	26%	19	24%
Morning (9:30-12:30)	12	15%	10	13%	8	10%
Afternoon (13:00-15:00)	0	0%	5	6%	1	1%
Evening (17:30-19:30)	14	18%	23	29%	29	36%

Source: Needs Survey

The opinions of participants of TTI training clustered on the “9:00 – 12:00,” time for existing courses. They have participated in TTI courses because they can manage to attend during that time. However, around 20% of them prefer early morning (7:00 – 10:00) and some prefer evening (17:00 – 20:00).

Among the respondents who choose “weekday” as the selection between weekday and weekend, the ratio of those who prefer “early morning” is higher.

Table 11-21 Appropriate Time for Training of TTI Training Participants by Type of Participants

Type of Participant	No. of Ans.	7:00 - 10:00	9:00 - 12:00	13:00 - 16:00	14:00 - 17:00	17:00 – 20:00	18:00- 21:00	All day (9:00- 17:00)	Total
Basic Course									
Company Director	16	31%	44%	13%	0%	13%	0%	0%	100%
Company Employee	16	6%	50%	6%	0%	19%	13%	6%	100%
Government Official	7	43%	29%	14%	0%	0%	0%	14%	100%

Type of Participant	No. of Ans.	7:00 - 10:00	9:00 - 12:00	13:00 - 16:00	14:00 - 17:00	17:00 – 20:00	18:00- 21:00	All day (9:00- 17:00)	Total
Student	10	20%	50%	0%	10%	10%	10%	0%	100%
Unemployment	5	40%	60%	0%	0%	0%	0%	0%	100%
Others	2	0%	100%	0%	0%	0%	0%	0%	100%
N.A.	1	0%	100%	0%	0%	0%	0%	0%	100%
Total	57	23%	49%	7%	2%	11%	5%	4%	100%
Advanced Course									
Company Director	6	17%	33%	33%	0%	17%	0%	0%	100%
Company Employee	10	30%	50%	0%	0%	20%	0%	0%	100%
Student	4	0%	50%	25%	0%	25%	0%	0%	100%
Unemployment	3	0%	100%	0%	0%	0%	0%	0%	100%
Others	3	67%	33%	0%	0%	0%	0%	0%	100%
N.A.	1	0%	100%	0%	0%	0%	0%	0%	100%
Total	27	22%	52%	11%	0%	15%	0%	0%	100%

Source: Questionnaire to Participants

Table 11-22 Appropriate Time for Training of TTI Training Participants by Preference of Weekday or Weekend

Type of Participant	7:00 - 10:00	9:00 - 12:00	13:00 - 16:00	14:00 - 17:00	17:00 – 20:00	18:00- 21:00	All day (9:00- 17:00)
Basic Course							
Who choose "weekday"	11	16	3	1	4	3	1
Who choose "weekend"	2	14	2	1	3	0	1
Advanced Course							
Who choose "weekday"	2	8	2	0	2	0	0
Who choose "weekend"	2	14	2	1	3	0	1

Source: Questionnaire to Participants

- **Most companies and participants consider 2 to 3 times a week as the most preferable frequency for classes.**

Private companies considered “2 to 3 times a week” as the most appropriate frequency for class followed by “once a week.” The existing participants of TTI training courses also point to “2 to 3 times a week” as an appropriate frequency.

Table 11-23 Appropriate Frequency of Training for Private Companies

Frequency of classes	For beginner		For intermediate		For advanced	
	No.	%	No.	%	No.	%
Once a week	10	13%	9	11%	10	13%
2-3 times a week	22	28%	37	46%	30	38%
Everyday	3	4%	2	3%	12	15%
Others	1	1%	1	1%	1	1%

Source: Needs Survey

Table 11-24 Appropriate Frequency of Training of TTI Training Participants

Type of Participants	Basic Course				Advanced Course			
	Once a week	2-3 times a week	Every day	Other	Once a week	2-3 times a week	Every day	Other
Company Director	0	10	1	0	0	3	1	0
Company Employee	1	11	2	1	1	4	0	2
Government Official	1	2	1	0	0	0	0	0
Student	0	7	0	0	1	3	0	0
Unemployment	0	4	1	0	0	2	0	1
Others	0	2	0	0	1	1	0	0
N.A.	0	1	0	0	0	1	0	0
Total	2	37	5	1	3	14	1	3

Source: Questionnaire to Participants

11.5.2. Issues for Duration and Timing of TTI Training

- **At present TTI does not respond to the need for short-term training among companies.**

Short-term training courses focusing on specific topics are useful to obtain necessary information and knowledge on relevant issues in international trade.

In addition, a three-month course is sometimes too long for busy business people. Some participants of the first Basic Course did not move on to the Advanced Course because they did not have enough time due to their daily business activities.

The duration and time need to be reviewed and diversified according to the needs of participants and companies that send participants.

- **TTI carries out training courses on weekday mornings.**

TTI currently implements the Basic Course and Advance Course during on weekday mornings. TTI points out that it is difficult to have a class on Saturday or Sunday because Yangon Office of MOC is closed.

11.5.3. Necessary Measures Regarding Duration and Timing of Training

Responding to the issues mentioned above, the following measures are recommended for implementation.

- [17] Develop and implement short-term courses on trade procedure, specific topics in international trade, socialization of trade liberalization and trade facilitation, etc.
- [18] Examine the feasibility of early morning courses, night courses and weekend courses.

11.6. Training Management of TTI

11.6.1. Issues for Training Management

- **TTI implements the training courses without systematic and standardized procedures.**

TTI has yet to establish systematic training management and administration mechanisms and systems for course development, course administration and teaching management. The experience of TTI in training is still not enough to establish a good management system for training. TTI manages the training course through trial and error by organizing subjects, finding lecturers and taking care of participants. TTI has implemented the training courses without a standardized procedure based on needs identification, course development, and course administration prior to the evaluation.

- **TTI does not periodically compile training needs.**

Training needs are always changing in response to economic conditions and the competitive trade environment. TTI must understand changes in needs and modify the training contents according to the situation.

It is necessary to monitor needs through periodic discussions with the private sector or a needs survey. It is also necessary to monitor the opinions of participants of TTI's training in order to improve the curriculums and to improve TTI services. For example, such services as employment support services and alumni associations generally contribute to the improvement of the attractiveness of a training institute.

- **The number of staff is insufficient.**

Currently 8 members are assigned to TTI. The number of TTI staff is insufficient for appropriate training management and administration and the expansion of training courses. Although an additional allocation of staff is planned, training of new staff will be necessary.

- **Experience and capability of staff are still limited.**

Currently, the division managers plan and manage the training courses and staff just follows the managers' instructions. The staff should acquire knowledge and skill on training management procedures so that TTI can provide more training courses on various topics. The capacity building of staff members is needed.

- **The classrooms and other facilities are insufficient for the expansion of training courses.**

There are four classrooms and two office spaces. A conference room on the fifth floor is also used for large gatherings. But only two classrooms are currently used and the other two classrooms are not equipped with necessary furniture and equipment. The classrooms and facilities are not sufficient for the expansion of the training courses. It is necessary to renovate unused rooms to improve the training environment including a library space.

- **The TTI budget is insufficient to prepare necessary facilities.**

While participation fees can cover direct implementation costs such as instructor fees, printing materials and refreshments, TTI does not have enough budgets for capital investments such as facilities and equipment. It is planned that TTI will receive routine budget from MOC.

- **The cooperation network with the private sector and international trade organizations is still weak.**

Most instructors of TTI are invited from the government sector. Government officials are suitable for teaching trade policy, trade-related laws and regulations and actual import/export procedures. However, more instructors from the private sector need to be invited for practical subjects such as international marketing, case studies, and business negotiations with lecturers who have actual business experience. As such, it is necessary to build a cooperation network with the private sector such as UMFCCI and business associations as well as international trade organizations.

11.6.2. Necessary Measures for Training Management

Responding to the issues mentioned above, the following measures are recommended for implementation.

- [19] Develop training management system including course planning, course administration, teaching management, administration and IT-based data management.
- [20] Periodically collect the needs of training.
- [21] Introduce employment assistance services to participants.
- [22] Organize an alumni association for participants to promote information exchange, collaboration among graduates and to use as a base for trade promotion services.
- [23] Expand the staff of TTI and provide training for training management and administration.
- [24] Plan an office layout plan for the enhancement of training provision capability.
- [25] Establish an alliance network with MOC and related ministries, business associations, education institutions, etc. And to consider the alliance and consolidation of trade training with other institutes which conduct trade training.
- [26] Collaborate with MOC and business associations in providing trade support services to companies.

11.7. Myanmar's Trade Promotion Policy

11.7.1. Current Situation of Myanmar's Trade Promotion Policy

- **Trade promotion, especially export promotion is an important objective for the trade policy of Myanmar.**

The export structure of Myanmar heavily depends on several items (natural resources, agricultural products, and garments). The Myanmar government places importance on the diversification of high value-added export products. One of the most important policies is the improvement of services to promote exports through trade financing, market access and trade facilitation (refer to Section 4.2. Trade Policies of MOC).

In order to achieve export diversification, such actions as the development of domestic producers of exportable products, the support of export, start-ups, export promotion support to potential exporters, and further export development of overseas markets should be taken.

- Trade promotion services are not provided in an integrated manner in Myanmar.

In Myanmar, the Trade Promotion Department is responsible for trade promotion policies and measures. The Trade Promotion Department is asked with providing assistance to exporters. TTI is in charge of trade training. UMFCCI provides trade promotion service such as business matching, trade fairs, trade missions, business seminars, and trade training.

It is necessary to strengthen public and private collaboration in trade promotion. At the same time, there are trade promotion services that are appropriate for implementation through the initiative of the government. Some examples are overseas trade representatives such as commercial attachés, market information, and trade facilitation.

11.7.2. Experience in Trade Promotion of Other Countries

- Trade training is one important part of trade promotion services.

Most trade promotion organizations (TPOs) in the Asian countries provide trade training to exporters as a part of their trade promotion services. They recognize that trade training plays an important role in developing exporters and in the export development of their country. In the same countries, there are public institutions for trade training. Some of them are established within TPOs, and others are autonomous organizations under the government or public and the private collaborations.

Table 11-25 TPOs and Trade Training Institutes in Asia

	Trade Promotion Agency	Public Trade Training Institute
Thailand	Department of International Trade Promotion (DITP) under the Ministry of Commerce	Thailand Knowledge Institute of International Trade (<i>Within DITP</i>)
Indonesia	Directorate General of National Export Development (DGNED) under the Ministry of Trade	Indonesia Trade Education and Training Centre (<i>Within DGNED</i>)
Malaysia	MATRADE	None
The Philippines	Bureau of Export Trade Promotion (BETP) under the Department of Trade and Industry (DTI)	Philippine Trade Training Centre
Vietnam	Vietnam Trade Promotion Agency (VIETRADE)	None
India	India Trade Promotion Organization (ITPO)	Indian Institute of Foreign Trade (IIFT)
Bangladesh	Export Promotion Bureau under the Ministry of Commerce	Pakistan Institute of Trade and Development (PITD)
Pakistan	Trade Development Agency of Pakistan (TDAP)	Bangladesh Foreign Trade Institute (BFTI)
Japan	Japan External Trade Organization (JETRO)	None <i>The Institute for International Studies and Training (IIST) was closed in 1992.</i>

Source: JICA Project Team

- Trade Promotion Organizations (TPOs) in the Asian countries provide various types of trade promotion services including trade training

Trade Promotion Organizations (TPOs) have played an important role in effectively backing up the exporting efforts of each country. The principal role of TPOs is to support the exporting efforts of small and medium sized firms, which are at a disadvantage in forming overseas information networks.

Typical TPO activities can be classified into the following:

- i) Market research and market development;
- ii) Trade information services including website and publishing;
- iii) Advisory (consultation) services;
- iv) Inquiry and matching services;
- v) Promotion support (trade fairs and trade missions);
- vi) HRD (training);
- vii) Trade financing; and
- viii) Trade facilitation, etc.

Table 11-26 Comparison of Major TPOs in Asia

Country	Thailand	Indonesia	Singapore	Malaysia	Japan	Korea	Taiwan
Name of TPO	DITP Thai	DGNED	IE Singapore	MATRADE	JETRO	KOTRA	TAITRA
Outline							
Year of Establishment	1952	1971	1983	1993	1958	1962	1970
Ministries to Report	Commerce (MOC)	Trade (MOT)	Trade & Industry (MTI)	Industry & Trade (MITI)	Economy & Trade (MOET)	Foreign & Trade (MOFA)	Economic Affairs (MOEA)
Organizational Status	Ministry's dept.	Ministry's agency	Statutory board	Statutory public corporation	Statutory public corporation	Statutory agency	Non-profit organization
Trade Promotion Function							
Exporter Training Function	✓	✓	✓ through subsidiary	✓	✓	✓	✓
Trade Information	✓	✓	✓	✓	✓	✓	✓
Trade Consultation	✓	✓	✓	✓	✓	✓	✓
Match Making	✓	✓	✓	✓	✓	✓	✓
Exhibitions	✓	✓	✓	✓	✓	✓	✓
Library	✓	✓	✓	✓	✓	✓	✓
Membership	✓	✓ (To be started)	✓	✓	✓	✓	N.A.
Import Promotion					✓	✓	N.A.
Investment Promotion					✓	✓	✓

Source: JICA Project Team

- **For the support of exporters or development of new exporters, a combination of various trade promotion services including trade training is an effective method.**

The development of new exporters is one of important approaches for export development. In such case, it is important to support new exporters, mostly SMEs, since they have insufficient experience in international trade, insufficient access to trade information and overseas markets. The provision of promotional support in an integrated manner to potential exporters is effective helping them to be more competitive in overseas markets and become successful exporters. An applicable way is the combination of trade training, information services, advising, and export promotion support. If trade financing is added, the support would be more effective.

As such, a trade training institute is required to collaborate with other trade promotion support providers to support such exporters.

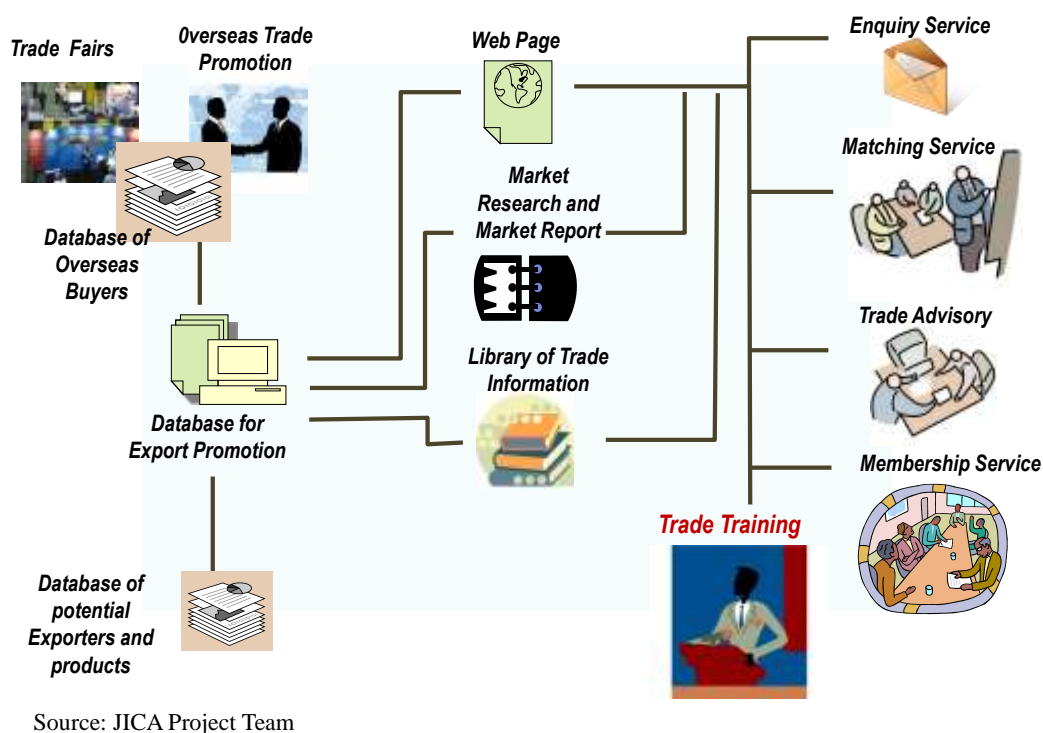


Figure 11-20 Integrated Trade Promotion Services of TPO

- **Trade training and other trade promotion services such as market information can mutually cooperate for export promotion.**

The information and experiences in international trade are accumulated through trade promotion activities such as overseas market research or trade fairs. This information and experiences enrich the contents of trade training and make them more practical. At the same time, graduates of training courses may access trade promotion services in order to start an export business or expand existing exports.

- **The role of a trade training institute may change as economic conditions change.**

In Japan, the institute for trade training was closed as the private sector's needs for training in international trade changed according to economic development. The role of a public trade training institute may change according to the economic development of the country, progress in the internationalization of business, and emerging issue like SME development.

11.7.3. Necessary Measures

It is recommended that MOC take the following measures to foster export promotion:

- MOC should introduce more comprehensive trade promotion support to the private sector.
- MOC should review the current organization of MOC from the viewpoint of enhancing trade promotion support.
- MOC should examine the status and function from the view point of integrated trade promotion support.

- MOC should examine the establishment of a trade promotion organization (TPO) of Myanmar.

Base on the results of the gap and issue analysis, the JICA Project Team examined the strengths, weaknesses, opportunities and threats (SWOT) of TTI and TTI's trade training. The SWOT of TTI is shown in Appendix 6.

CHAPTER 12 Proposed Improvement Plan of TTI Training

12.1. Measures Necessary for Improvements

12.1.1. Summary of Measures

Based on the results of the analysis of the current situation, needs and issues, the JICA Project Team examined necessary measures for the capacity development in trade promotion, namely, the improvement of TTT. The proposed measures for current issues are summarized in the following table.

Table 12-1 Measures for Capacity Development of Trade Promotion

Category	Recommended Measures
Issues of Trade Training Needs	[1] The priority areas of TTI training are trade training, training on international business, and socialization of trade liberalization and trade facilitation. Place the first priority on trade training (i.e., trade procedure and documentation, trade management and export marketing). Place the second priority on international business. Conduct short-term courses, seminars or workshops for the socialization of trade liberalization and trade facilitation.
	[2] Stress the development of professionals in the area of international trade and business. The role of TTI is to develop and provide personnel of international trade and business to the business society.
	[3] Prepare training courses according to the stages of international business.
	[4] Target companies which are ready to export or import.
	[5] Prepare training courses according to type and position of target participants.
Issues of Needs of Trade Promotion Supports	[6] Provide trade promotion support services, in collaboration with MOC and business associations. Trade promotion service included market research and trade information, website on trade procedure and trade promotion, trade advisory, membership (starting with an alumni association), trade inquiry and business matching, trade fairs/missions, and other similar activities.
Issues of Training Subjects and Course Development	[7] Place an emphasis on the development of practical courses.
	[8] To modify the Basic Course by adding know-how and practical skill training such as documentation.
	[9] Modify the Advanced Course by adding practical subjects.
	[10] Reorganize the subjects of training courses so that they match the purpose of training and needs of participants/business society.
Issues of Teaching Method	[11] Adopt teaching methods of interactive teaching and practice (including case studies).
	[12] Prepare detailed course guidance and provide enough orientation.
	[13] Make a standard textbook, especially on trade practice, in order to standardize lectures.
	[14] Establish a study room with library to encourage self-study of participants.
	[15] Provide individual tutorial and close counseling for better achievement of learning.
	[16] Develop resources of lecturers in order to invite international business professionals.
Issues of Duration and Timing of Training	[17] Develop and implement short-term courses on trade procedure, specific topics of international trade, socialization of trade liberalization and trade facilitation, and similar topics.
	[18] Examine the feasibility of early morning courses, night courses and weekend courses.

Category	Recommended Measures
Issues of Training Management	[19] Develop training management system including course planning, course administration, teaching management, administration and IT-based data management.
	[20] Periodically compile training needs.
	[21] Introduce employment assistance services to participants.
	[22] Organize an alumni association of participants to promote information exchange, collaboration among graduates and to use as a base for trade promotion services.
	[23] Expand the staff of TTI and provide training on training management and administration.
	[24] Plan an office layout plan for the enhancement of training provision capability.
	[25] Establish an alliance network with MOC and related ministries, business associations, education institutions, and similar entities. And consider alliances and consolidation of trade training with other institutes that conduct trade training.
	[26] Collaborate with MOC and business associations in providing trade support services to companies.

Source: JICA Project Team

12.1.2. Issues in Trade Training Needs

Measure 1: To prioritize trade training, training on international business, and the socialization of trade liberalization and trade facilitation

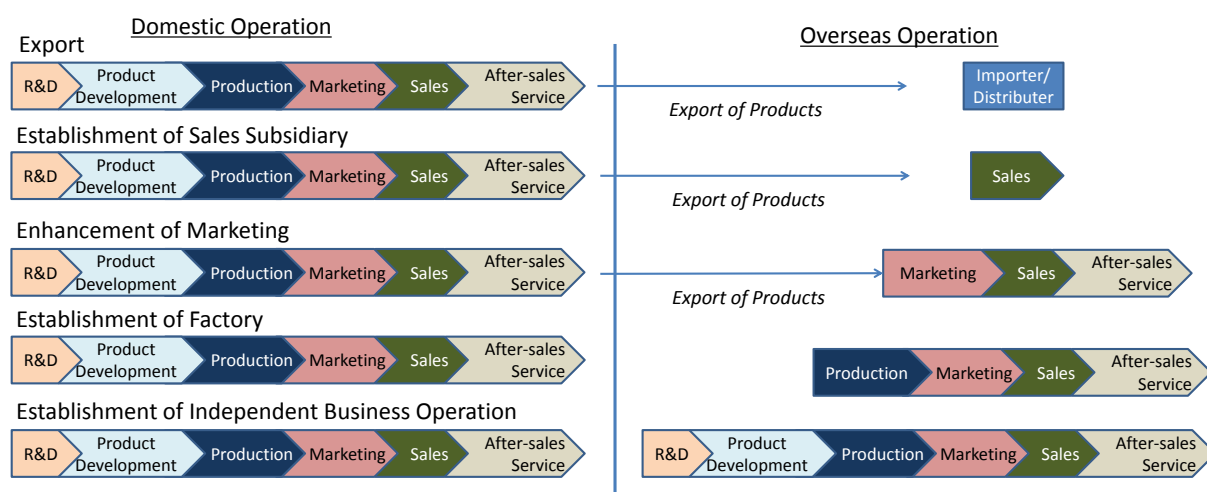
The priority areas of TTI training are trade training, training on international business, and the socialization of trade liberalization and trade facilitation.

The first priority area is trade training (i.e., trade procedure and documentation, trade management and export marketing). The second priority area is international business.

TTI conducts short courses, seminars or workshops for the socialization of trade liberalization and trade facilitation.

This is due to the following reasons:

- i) The development of personnel for international trade and international business is an urgent need for the development of international trade and economy in Myanmar;
- ii) Considering the private sector's development stage in the internationalization of business, it is felt that their training needs for trade practice and documentation is high. Even though the internationalization of business is an important task for Myanmar's economy, the number of companies extending global operations is still limited; and
- iii) Considering the lecturer resources within and outside of TTI, it is possible to develop good training course on trade practices and trade management.



Source: JICA Project Team

Figure 12-2 Stages of Globalization of Business

Training needs of companies changes according to the globalization stages. TTI's training courses should be planned and developed considering the needs of personnel according to the globalization stage. Under the current situation, TTI's training provides personnel mostly for the following businesses.

Table 12-2 Type of Exporter

Type of Exporters	
Passive exporter	An exporter who exports upon inquiry from an importer
Aggressive exporter	An exporter who conducts export promotion An exporter who exports through an appointed distributor An exporter who exports through sales subsidiaries abroad An exporter who conducts export marketing

Source: JICA Project Team

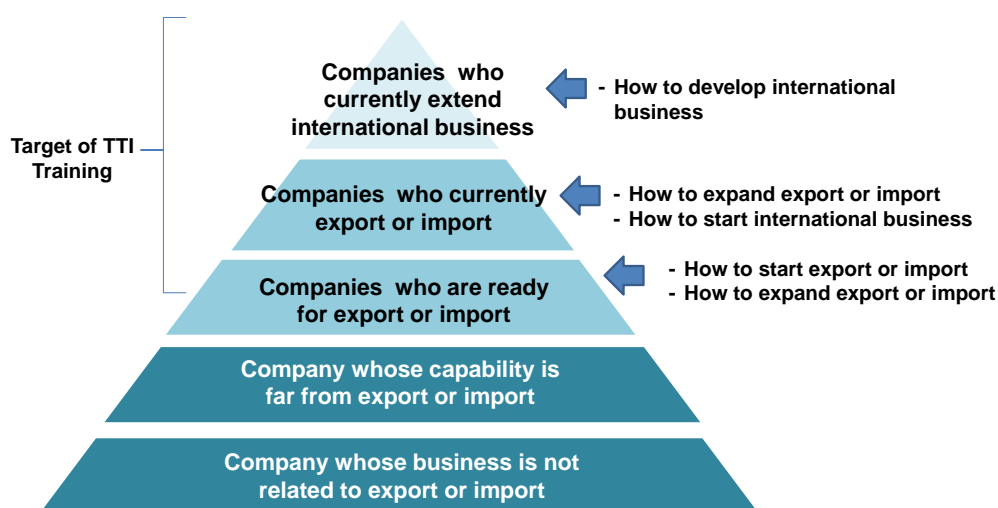
Table 12-3 Type of Importer

Type of Importer	Description	Type of Imported Product
Wholesaler	An importer who sells to retailers	Consumer goods, industrial goods, raw materials
Distributing agent of foreign product	An importer who has a distribution agent contract with a foreign company	Consumer goods, industrial goods, raw materials
Retailer	An importer who sells at its own outlets	Consumer goods, industrial goods
Manufacturer (domestic and foreign)	An importer who uses imported products as material or sells imported products	Consumer goods, industrial goods, raw materials
Others (Constructor, hotel, etc.)	An importer who uses imported products for its business	Consumer goods, industrial goods, raw materials

Source: JICA Project Team

Measure 4: Target companies which are ready to export or import

In order to realize the fast effects of trade training, it is effective to target companies which currently engage in the trade business or those which have potential export products. Participants from those companies have a strong motivation to learn how to export or how to start exporting, and they have a greater opportunity for applying what they learn in training to actual work.



Source: JICA Project Team

Figure 12-3 Target Companies of TTI Training

Measure 5: Develop courses according to the type and position of target participants

The required levels of competency, knowledge and skill of personnel differ by type of business and level of position. The following table set out necessary knowledge and skills by type of personnel.

Table 12-4 Type of Personnel for International Business

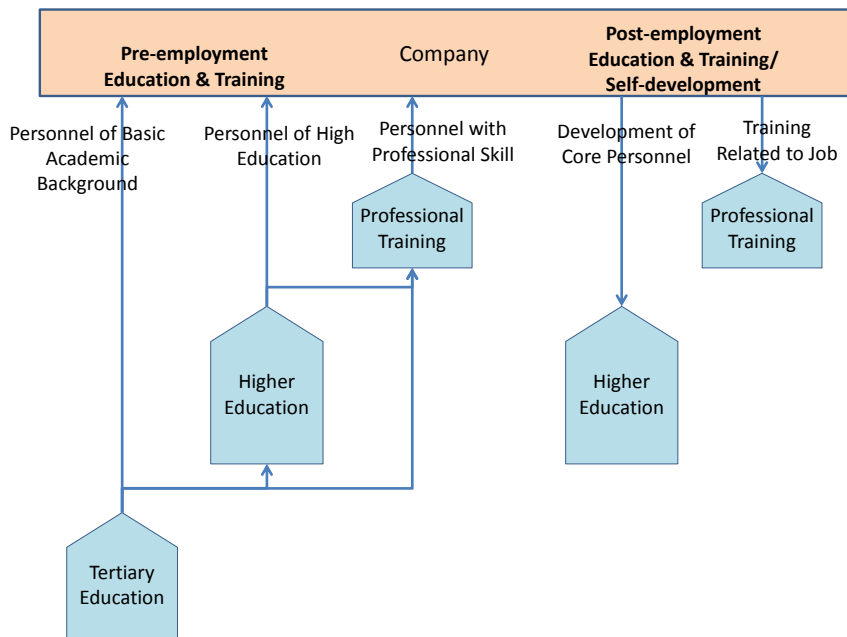
Type of Personnel	Necessary Knowledge and Skill	Relevant Subject
Private sector		
Personnel of Export & Import Business		
Staff level	Fundamental knowledge and skill of export & import procedures and documentation	Export and import procedures Trade documentation Trade financing Basics of trade contracts Basic business correspondence Foreign language skills
Manager level	- International trade management - Fundamental knowledge of international business development and management	International marketing Trade finance International business negotiation Advance trade business Foreign language skills
Personnel of International Business		
Staff level	Fundamental knowledge of international business	International management International marketing International finance International HRM International language skills

Type of Personnel	Necessary Knowledge and Skill	Relevant Subject
Manager level	Advanced knowledge of international business and management	International management International marketing International finance International HRM International investment International economics International politics International language skills
Public Sector		
Policy Maker		
Policy Maker of International Economic Policy	Academic knowledge of international economics	International macro economics International micro economics International finance
Policy Maker of Trade policy	Academic knowledge of international economics, international commercial law, and international relations	International law and commercial treaty International macro economics International micro economics Theory of trade International commercial law International relations
Policy Maker of Trade Promotion Policy	Academic knowledge of international economics,, public administration and industrial policy	International marketing Basic of export and import procedure International macro economics International micro economics Theory of trade Public economics Theory of industrial organization
Policy Maker of Industrial Policy	Academic knowledge of industrial policy and public administration	Macro economics Micro economics Public economics Theory of industrial organization Financial theory
Officers in Charge of Public Service		
Officer in Charge of Export and Import Procedures	Fundamental knowledge and skill of export & import procedures	Export and import procedure Foreign language skills
Officers in Charge of Trade Promotion Service	Fundamental knowledge and skill regarding trade promotion	International marketing Trade finance Theory of trade Basics of trade contract Basic business correspondence Foreign language skills

Source: JICA Project Team

Companies' needs for personnel can be classified into three types: i) recruitment of new graduates with education or training records, ii) recruit of persons who have experience in actual business, and iii) internal development of personnel. Internal development is divided into on-the-job training and off-the-job training. Companies utilize outside training institutes for off-the-job training by sending employees or inviting lecturers.

TTI's training has the characteristic of corresponding to the training needs of companies.

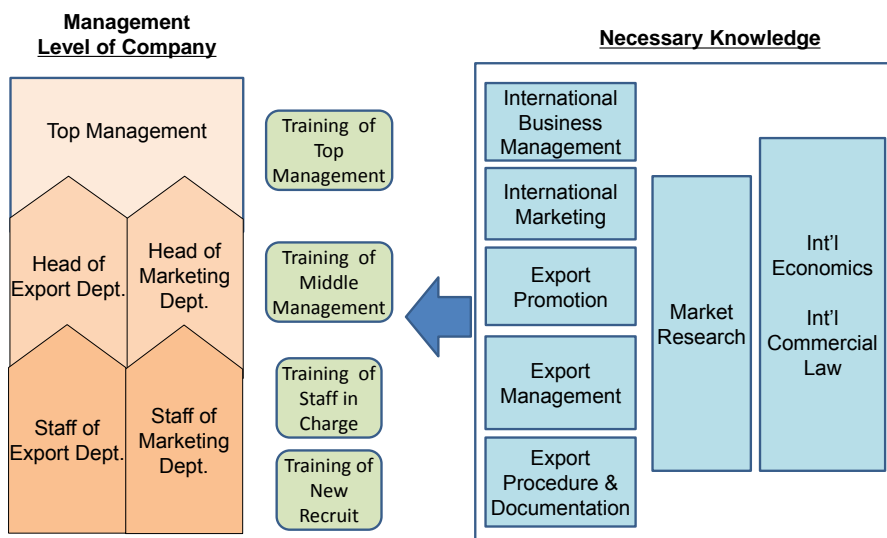


Source: JICA Project Team

Figure 12-4 Structure of Education and Training of International Personnel

As mentioned above, the training needs of a company differs according to type and position of the trainee. As such, TTI should plan training courses according to the type and position of target participants.

It is necessary to develop the capability of planning a short training course by combining sub-modules of course according to a request by a company for its internal training.



Source: JICA Project Team

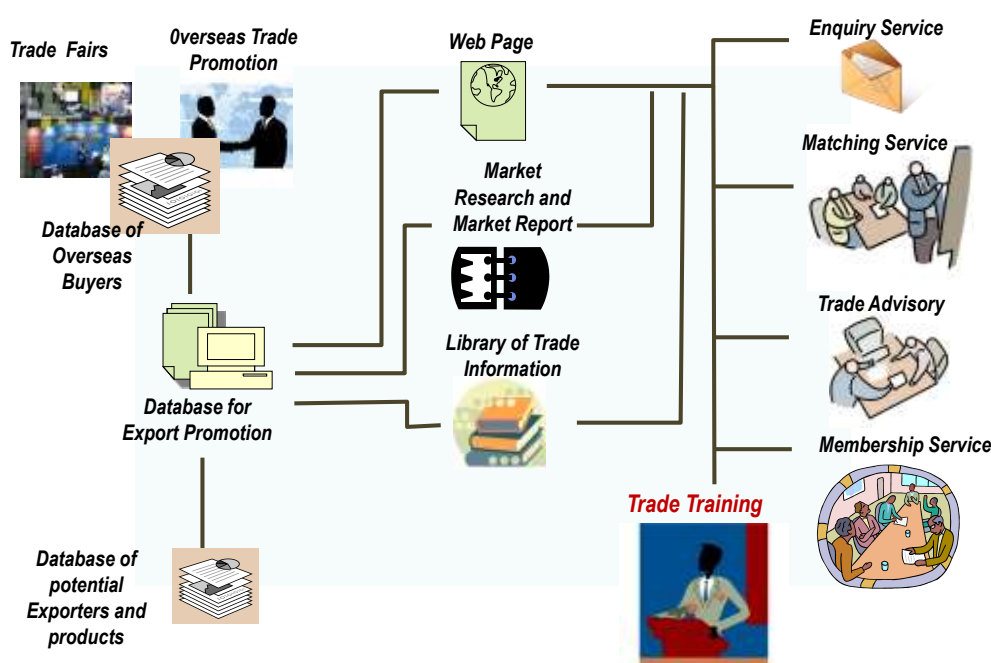
Figure 12-5 Necessary Knowledge by Management Level of Company

12.1.3. Issues for Needs of Trade Promotion Support

Measure 6: Collaborate with other trade promotion services

TTI, as a provider of trade training, needs to collaborate with MOC and business associations to provide trade promotion support services to the business sector in Myanmar. Graduates of TTI also need to access various trade promote support services when they wish to expand exports or start new exports.

Trade support services may include: market research and trade information, websites on trade procedures and trade promotion, trade advising, membership (starting with an alumni association), trade inquiries and business matching, and trade fairs/missions. The concept of integration of the trade promotion services is as shown in the figure below.



Source: JICA Project Team

Figure 12-6 Concept of Trade Promotion Services

12.1.4. Issues for Training Subject and Course Development

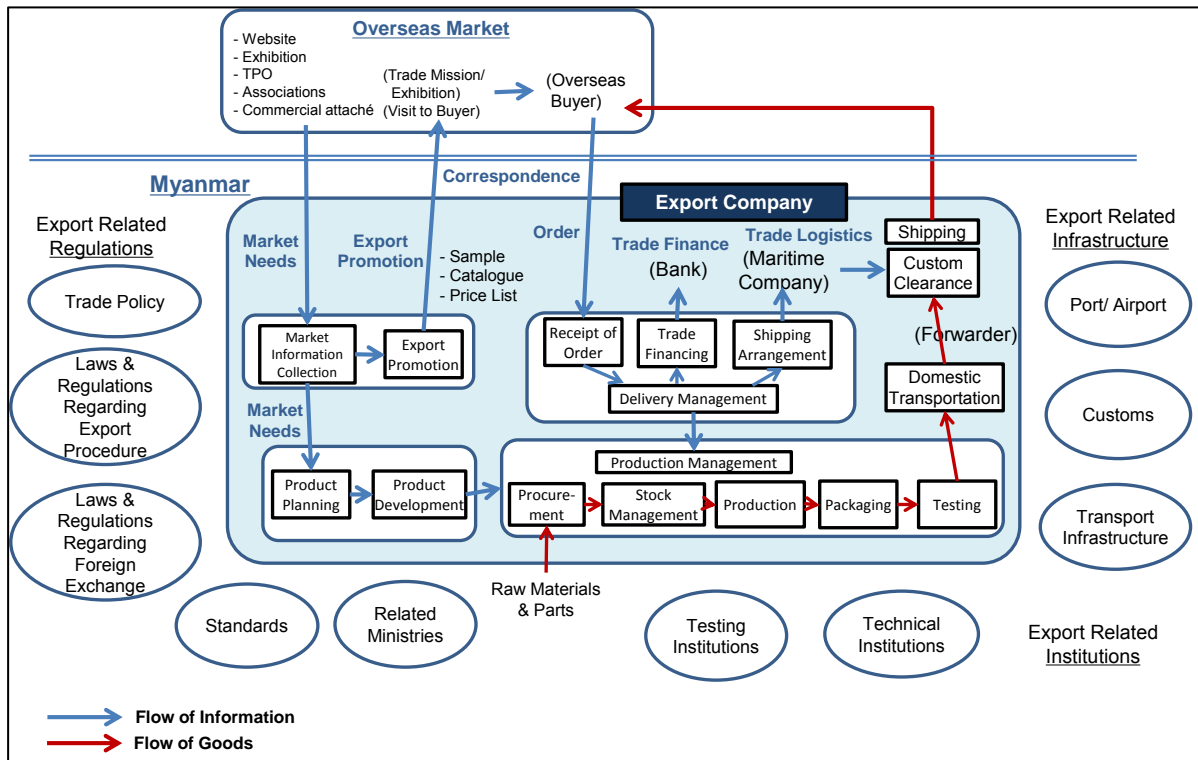
Measure 7: Understand the importance of developing practical courses

Practical subjects of TTI training courses are insufficient not only to develop professionals who can take an active part in the business world but also for staff in charge of trade documentation in a company. TTI's training course should be practical and applicable to actual international business.

Measure 8: Modify the Basic Course by adding know-how and practical skills training such as documentation

It is necessary to make ITT's Basic Course more practical. The following figure illustrates areas to be covered by trade practices and documentation. A basic course should cover these areas appropriately and provide training in the practical skills of documentation. For example, trade finance

including the opening of L/C is one of important issue for the trade business. This issue is not properly covered under the lectures of the current Basic Course.



Source: JICA Project Team

Figure 12-7 Subjects of Export Procedure and Documentation

Measure 9: Modify the Advanced Course by adding practical subjects

It is necessary to put more focus on practical subjects for the Advanced Course. Subjects such as international trade management, international marketing, and international business management need more time to achieve full understanding for the participants at a level they can immediately apply in actual business.

Measure 10: Reorganize the subjects of training courses

For TTI’s current training courses, the sequence of subjects and linkages among the subjects are not in a good order and not harmonized. This makes it difficult for a good understanding by participants to be achieved and sometimes confuses participants. The training courses of TTI need to be reorganized in order to improve training effects.

In this regard, it is recommended that the course be designed to consists of modules and sub-modules (modularization) and arrange modules into a good order.

12.1.5. Issues for Teaching Methods

Measure 11: Adopt interactive teaching methods and practices

In order to achieve the objective of developing business professionals, good teaching methods should be adopted. At first, a good combination of academic subjects and practical subjects should be examined. Secondly, it is useful to consider such methods as interactive lectures using case studies, an independent study for which each participant chooses a topic, and role playing for business negotiations and presentations.

Measure 12: Prepare detailed course guidance and provide sufficient orientation

The current course subjects are too segmented and lecturers usually change each time. And the sequence of subjects and linkages among the subjects are not in a good order and not harmonized. This makes it difficult to achieve a good understanding by participants and sometimes confuses participants. It is recommended that comprehensive course guidance be provided and a detailed orientation be given to participants so that they can fully understand the purpose and significance of each subject and the inter-relations among the subjects.

Measure 13: Make a standard textbook, especially on trade practices, in order to standardize lectures

Most lecturers distribute power-point materials and/or resumes. However, it is desirable to have textbooks for the courses. An example is a textbook entitled “The Basics of International Trade,” “Handbook of Trade Procedures of Myanmar,” or “Export Marketing Guide for Myanmar Exporters.” By using standardized textbooks, the contents of the course can be standardized and one lecturer can be in charge of several units (subjects). At the same time, participants can more easily review a lecture after a class.

Measure 14: Establish a study room with library

Currently, there is no space within TTI where participants can study, before or after a class, with books on international business, overseas markets, and other relevant subjects. The establishment of a study room with a library will encourage self-study by participants.

Measure 15: Provide individual tutoring and counseling to participants

Under the current courses, lecturers usually change with time schedule. And after a lecture, time for questions and answers is usually short. As such, the monitoring of progress and achievement of learning for each participant is considered to be insufficient. For difficult subjects, some participants need supplementary explanations for a complete understanding. Therefore, it is desirable to provide individual tutoring and close counseling so that the achievements of participants improve.

Measure 16: Invite more international business professionals with experience by expanding resource for lecturers

For better course planning, more lecturers with extensive business experience should be invited. To do so, it is necessary to expand TTI's resources for lecturers.

At the same time, in order to standardize the quality of the lectures, it is useful to prepare a standardized teaching manual for outside lecturers.

12.1.6. Issues for Duration and Timing of Training

Measure 17: Develop and implement short-term training

TTI develops and implements short-term courses on trade procedures, specific topics of international trade, socialization of trade liberalization and trade facilitation, and other topics.

Most of the training courses in other countries are from half a day or a full day to about one week at the longest. These courses deal with specific topics for which the business sector has a high interest.

Measure 18: Re-examine the duration and time of training courses

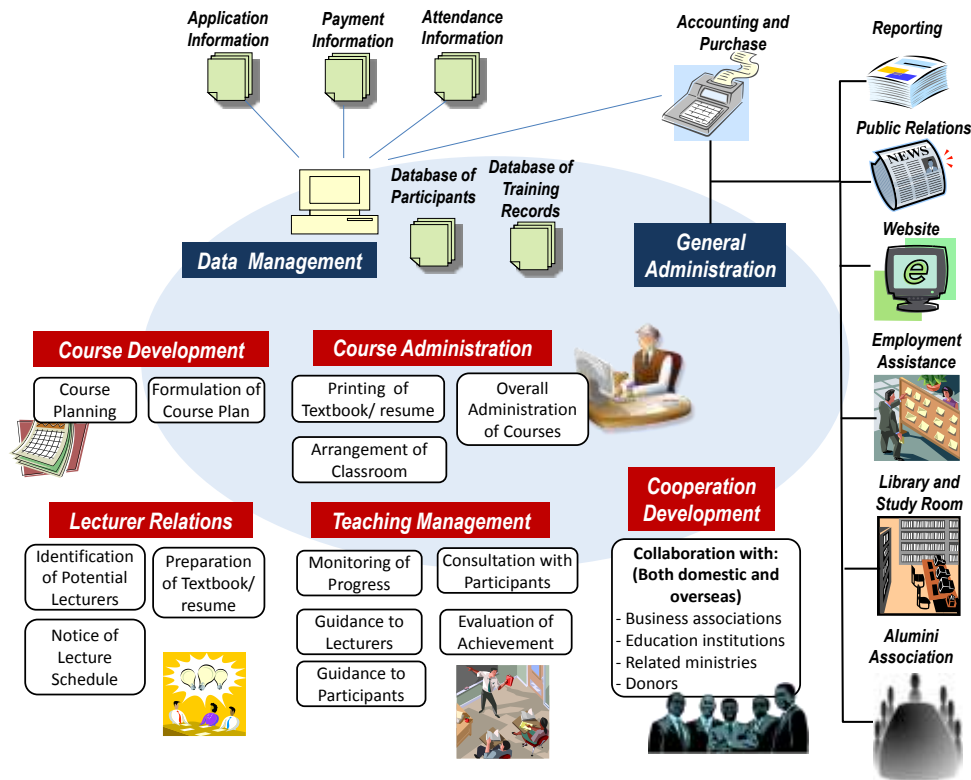
The duration of the ongoing training program is 4 months, which is relatively long. And the training courses are held in the morning and some participants are said to have quit their job because their companies did not allow them to leave the office so often.

A review of the duration and time is necessary with possible diversification according to the needs of participants and companies that send participants. It is recommended that TTI examine the feasibility of early morning courses, night courses and weekend courses.

12.1.7. Issues for Training Management

Measure 19: Develop training management system

It is desirable that TTI develop a training management system for effective training management. The training management system covers course planning, course administration, teaching management, administration and IT-based data management.



Source: JICA Project Team

Figure 12-8 Concept of Training Management and Administration

For any training institution, course development is a vital issue. A good teaching management system is important to realize high achievement of participants by effectively grasping the problems of participants and giving evaluation feedback to the participants.

The implementation process for training courses can be efficiently managed with the use of IT systems which enables internal information sharing. IT systems include database such as i) participant data for administration of tuition fee payments, attendance, achievement, etc., ii) a database of companies to which participants belong, iii) database of the current and candidate instructors/lecturers with profiles. This data can be utilized for advertising and course development, among other things. The website is also useful for public relations, advertising, and course management.

Measure 20: Periodically collect training needs

The needs in trade training change in response to changes in the international business environment, global competition and progress of internationalization of business. It is necessary to monitor the needs of the private sector and modify or develop training courses through periodic discussions with the private sector and interviews with course participants.

Measure 21: Introduce employment assistance services for participants

Some participants are unemployed. It is suggested that TTI provide employment assistance services by matching job opportunities to participants. This may have the impact of attracting more applicants. An internship program at a company is also attractive to participants.

Measure 22: Organize an alumni association of graduates for graduates of training courses

It is recommended to organize an alumni association of graduates of the TTI training. This will promote information exchange, collaboration among graduates and be used as a base for trade promotion services.

Measure 23: Expand the staff of TTI and provide training of training management and administration

The number of TTI staffs insufficient for the proper management of training and increase in training courses. The allocation of new staff is planned in April 2013. It is necessary to train new staff on training management and administration.

Measure 24: Draft an office layout plan for the enhancement of training provision capabilities

In order to meet the various needs for trade training, it is expected that the variety of training courses to be increased and a library to set up for the participants. Meanwhile, TTI at present has only two classrooms equipped with the necessary furniture and equipment. It is desirable for TTI to make an appropriate layout plan and implement necessary renovations.

Measure 25: Establish an alliance network to enrich the contents of the trade training

It is necessary to establish collaboration among TTI, MOC and related ministries, business associations, education institutions and others for effective trade training and trade promotion services.

Three institutes provide training courses on trade practices. Although the contents and targets of three the institutes are different, those of TTI and UMFCCI partially overlap. Considering the larger source of lecturers and good experience of TTI, the possibility of absorbing the trade training of UMFCCI should be considered so that TTI can provide a wider range of training to the business world in an integrated manner.

Measure 26: Collaborate with the Ministry of Commerce for trade support services

TTI can play a role in export promotion in the area of training and additional functions. The close collaboration among TTI, MOC and business associations should be promoted in order to realize integrated trade promotion support services to companies.

12.2. Proposed Improvement of the Training Program of TTI

12.2.1. Concepts for the Improvement of Training Program of TTI

Based on the discussions about necessary measures in “Section 12.1.”, the JICA Project Team prepared the improvement plan for the training courses of TTI. The improvement plan considers the following aims.

- To strengthen the synergy between the Basic and Advanced Courses in accordance with the objectives and knowledge level of each course
- To allocate proper proportion between theory, procedure and practice in accordance with the objectives and knowledge level of each course
- To design a modularization of training curriculum to create synergies among the offered subjects
- To design a new module which can contribute to fostering technical skills through practices and case studies
- To design intensive short courses for those businesspersons who cannot attend full four-month course
- To design intensive short courses for government officials to improve their knowledge of trade liberalization and facilitation
- To add commercial an English program to improve business English communication in international trade business affairs

12.2.2. Draft Proposal for the Improvement of Basic and Advanced Training Courses

The proposed new training course has 5 modules and 18 sub-modules for both Basic and Advanced Course as illustrated in the following table. The proposed program is designed to fulfill the following conditions:

(1) Conditions of Course Design

- **Course duration:** 4 months for both Basic and Advanced Course
- **Class hour:** 9:30- 12:30, 3 times a week
- **Total number of units¹⁸:** 50 for both Basic and Advanced Course
- **Objective of the course**
 - Basic Course:** Participants who have no previous experience in international trade
 - Advanced Course:** Participants who have already engaged in international trade business or those who have completed the Basic Course
- **Proportion of theory, procedure, practice**

Table 12-5 Proposed Proportion of Theory, Procedure, Practice

	Type of Lecture			Total
	Theory	Procedure	Practice	
Basic Course	50 (63.0)	25 (34.8)	25 (2.2)	100
Advanced Course	36 (93.2)	24 (4.5)	40 (2.3)	100

Note: The figure in the brackets shows the percentage of previous Second Basic Course and Advanced Course respectively.

¹⁸ In this section, 1 unit is equivalent of half day class, which consists of 180 minutes including break time.

Table 12-6 Proposed Future Integrated Program of Basic and Advanced Course

No.	Module/Sub Module	Curriculum	Basic	Advanced	Lecturer
I.	Introduction		1.0	1.0	
		Course Orientation, Importance of Trade	1.0	1.0	T
II.	International Trade Business Related Theory & Policy		24.0	17.0	
	Overview	International Trade Flow*	0.5		T
	Economics	Macro Economics	1.0		A
		International Trade Theory and Concept	1.0		T
		Economic Development	1.0		A
		Investment	International Investment Theory	1.0	
	Business Law	Commercial Law	1.0		G
		International Sales & Transaction Contract	1.0		G
		Incoterms	1.0	2.0	G
		Customs Law and Roles*	1.0		G
		Investment Law	1.0		G
		Intellectual Property Right		1.0	G
	Business Management	Business Strategy (Basic)	0.5		A
		Business Strategy (Advanced)		1.0	A
		Business Ethics		1.0	A
		Accounting	1.0		A
		Human Resource Management		1.0	A
		International Business Management		1.5	T
		Project Management		1.0	T
		Risk Management (Basic)	1.0		A
		Risk Management (Advanced)		1.5	G
	Marketing	Marketing Theory	1.0		T
		Market Research and International Marketing	1.0		P
		E-Commerce	1.0		P
	Finance	Banking (Domestic & International)	1.0		G
		Foreign Exchange Transaction(Basic)	1.0		G
		Foreign Exchange Transaction(Advanced)		1.0	P
	Logistics	IT Application in International Trade	1.0		P
		Sea Port Operation	1.0		P
		Air Port Operation	1.0		G
		Supply Chain Management (Basic)	1.0		P
		Supply Chain Management (Advanced)		2.0	P
	Trade & Industrial Policy	Myanmar Trade & Industrial Policy*	1.0		T
		WTO and ASEAN Regional Integration	1.0	1.0	G
		Standardization Policy and Regulation	0.5	1.0	G
		Trade Promotion Theory and Strategy	0.5	1.0	G
		TBT and SPS Agreement		1.0	G
III.	International Trade Business Related Process & Procedure		10.0	12.0	
	Business formalization	How to Establish a Company	0.5	0.5	G
	Market Research	Market Research	1.0	1.0	P
	Business negotiation*	From Business Enquiry to Acceptance of Order*	1.0		G
		Contract Negotiation*		4.0	P
	Export & Import Procedure	License & Permit Application	1.5	1.5	G
		L/C Opening	1.0	1.0	G
		Shipping, Insurance, Loading/Unloading	1.0		P
		HS Code	1.0		G
		Customs Valuation	1.0		G
		Trade Settlement (L/C, TT)	1.0	1.0	G

		ASEAN Single Window System		1.0	G
		ASEAN Trade in Goods Agreement (Rules of Origin, ROO Certificate)		0.5	G
		ASEAN Transit-trade Agreement and Myanmar Transit-trade		0.5	G
		Border Trade	1.0		G
		Claim and Solution*		1.0	P
IV.	International Trade Business Practice & Case Study		11.0	12.0	
	Business Skill Practice*	Import Transaction Practice*	5.0		T,G,A,P
		Export Transaction Practice*	5.0		T,G,A,P
	Marketing Strategy Practice*	Marketing Strategy Practice*		10.0	T
	Country/Area Investment & Trade Case Study*	US*	1.0	2.0	T,G,A,P
		Europe*			T,G,A,P
		China*			T,G,A,P
		Japan*			T,G,A,P
		India*			T,G,A,P
		ASEAN*			T,G,A,P
		Middle East*			T,G,A,P
	Africa*	T,G,A,P			
V.	Commercial English		4.0	8.0	
	Business communication*	Business Communication(Basic) *	4.0		P
		Business Communication(Advanced) *		8.0	P
Total			50	50	

Note 1): T: TTI; G: Government; A: Academic; P: Private

Note 2): Modules and sub-modules with "*" are newly proposed programs.

Note 3): Numbers in "Basic" and "Advanced" show the amount of units.

Source: JICA Project Team

(2) Description of Modules

1) Introduction

This module, an introductory class, will brief the participants on the whole course overview and provide a lecture on the importance of trade in the globalization era under the current "Open Market Economy" in Myanmar.

2) International Trade Business related Theory and Policy

This module deals with the fundamental and applied theories and policies needed for engaging in international trade. The module covers a range of sub-modules such as economics, investment, business law, business management, marketing, finance, logistics, and trade & industrial policies. The subjects of "Customs Law and Roles" and "Myanmar Trade & Industrial Policy" are newly proposed and were not presented in the previous course. Participants of the Advanced Course will learn more technical and business management subjects than those in the Basic Course.

3) International Trade Business related Process and Procedure

This module covers the common processes for traders to face in actual international trade business scenarios. The module is designed in a sequential manner for beginners in international trade to be able to understand the general outline of export and import transactions. The subjects of "Business Negotiation" and "Claims and Solutions" are newly proposed modules. The Advanced Course participants will focus on regional specific subjects as well as more technical subjects.

4) International Trade Business Practices and Case Studies

This whole module is newly proposed in order to provide training in technical skills for engaging in international trade business, which is not able to be acquired through the above mentioned theoretical and procedural modules. This new module is proposed since the Training Needs Survey and Evaluation of Trainees indicates the participants' expectation for obtaining practical knowledge and skills is not necessarily being achieved under the previous course program which lacks actual technical practices.

The sub-module "Business Skill Practice" is designed to acquire practical skills of such as contract drafting, L/C opening, application for export/import declaration documents, etc. The sub-module "Marketing Strategy Practice" is to provide training in market research and strategy formulation knowhow on selected products and countries. At the end of the class, participants are expected to make presentation on the selected products' marketing strategy in the selected countries. The sub-module "Country/Area Investment & Trade Case Study" is designed to provide training on country/area specific issues and information on investment and trade. Participants of both Basic and Advanced Courses will select one or two countries to study.

5) Commercial English

This new module is proposed in order to provide training in the business communication skills faced in international trade business. The JICA Project Team's interviews with participants of both Basic and Advanced Courses indicate that quite a few participants considered their English communication skill to be insufficient for conducting international trade transactions. Therefore, this English program focuses on business English communication (oral and writing) skills throughout the process of business negotiation with partners.

12.2.3. Proposed New Training Curriculum for Short-term Course

Two intensive short-term courses are designed for participants from the private and government sector who cannot afford to attend the ordinary course due to time constraints. The proposed new course is designed to fulfill the following conditions:

(1) Conditions of Course Design

- **Course duration:** 5 days intensive course
- **Class hours:** 9:30 – 16:30, Monday to Friday
- **Total number of units:** 10

(2) Proposed Course Curriculum

1) International Trade Theory and Practice Course

This intensive course is designed for participants who have no or limited previous experience in international trade and want to acquire the essence of international trade theory and practice in a week. This course will focus on International Trade Business Related Theory and Procedures. However, it includes some technical skills practices related to export and import transactions and marketing research. The proposed curriculum is illustrated in the below table.

Table 12-7 Proposed Intensive Program of International Trade Theory and Practice Course

No.	Module/Sub Module	Curriculum	Unit	Lecturer
I. Introduction			0.5	
	Introduction	Course Orientation, Importance of Trade	0.5	T
II. International Trade Business Related Theory & Policy			4.0	
	Overview	International Trade Flow	0.5	T
	International Economics	International Trade Theory and Concept	0.5	T
	Investment	International Investment Theory	0.5	A
	Business Law	Incoterms	0.5	G
	Marketing	International Marketing	0.5	P
	Finance	Foreign Exchange Transaction	0.5	G
	Logistics	Supply Chain Management (Basic)	0.5	P
	International Trade Regime	WTO and AFTA	0.5	G
III. International Trade Business Related Process & Procedure			4.0	
	Market Research	Market Research	0.5	P
	Business Negotiation	Contract Negotiation	0.5	P
	Export & Import Procedure	License & Permit Application	0.5	G
		Shipping, Insurance, Loading/Unloading	0.5	P
		HS Code	0.5	G
		Customs Valuation	0.5	G
		Trade Settlement (L/C, TT)	0.5	G
		Border Trade	0.5	G
IV. International Trade Business Practice & Case Study			1.5	
	Business Skill Practice	Import Transaction Practice	0.5	T,G,A,P
		Export Transaction Practice	0.5	T,G,A,P
	Market Strategy Practice	Market Research Practice	0.5	T
Total			10.0	

Note: T: TTI; G: Government; A: Academic; P: Private

2) International Trade Facilitation Course

The proposed curriculum is illustrated in the following table. This course is designed for government officials who are engaged in the promotion and facilitation of international trade (in terms of licenses, permits, trade promotion, business matching, etc.). On completion of the course, the participants are expected to acquire basic theories and policies related to international trade in Myanmar as well as an overview of the current export and import procedures. In addition, participants will learn to formulate their own trade promotion strategies for specific products.

Table 12-8 Proposed Intensive Program of International Trade Facilitation Course

No.	Module/Sub Module	Curriculum	Unit	Lecturer
I. Introduction			0.5	
		Course Orientation, Importance of Trade	0.5	T
II. International Trade Business Related Theory & Policy			5.5	
	Overview	International Trade Flow	0.5	T
	International Economics	International Trade Theory and Concept	0.5	T
	Investment	International Investment Theory	0.5	A
	Marketing	International Marketing	0.5	P
	Logistics	Supply Chain Management (Basic)	0.5	P
	Trade & Industrial Policy	Myanmar Trade & Industrial Policy	0.5	T

		WTO and ASEAN Regional Integration	1.0	G
		Standardization Policy and Regulation	0.5	G
		Trade Promotion Theory and Strategy	1	G
III. International Trade Business Related Process & Procedure			2.0	
	Process & Procedure	Custom Clearance	0.5	G
		Trade Settlement (L/C, TT)	0.5	G
		ASEAN Single Window System	0.5	G
		ASEAN Trade in Goods Agreement (Rules of Origin, ROO Certificate)	0.5	G
IV. International Trade Business Practice & Case Study			2.0	
	Trade Promotion Strategy	Trade Promotion Practice	2.0	T
Total			10.0	

Note: T: TTI; G: Government; A: Academic; P: Private

Part III: Trial Implementation of Improvement Plan

CHAPTER 13 Training Course Development in Trial Implementation

13.1. Organization, Schedule and Policy of Course Development

(1) Organization

In April 2013, i.e., at the start of trial implementation of the improvement plan, Dr. Htein Lynn, the deputy director, and Mr. Thein Myint Wai, assistant director, were responsible for course development. Since August 2013 when Dr. Htein Lynn was moved to the ASEAN Division of Directorate of Trade, the course development is conducted under the following organization.

Under Ms. Thein Nu Khine, deputy director, Mr. Thein Myint Wai, assistant director is in charge of overall course development, Ms. Sanda Htun is in charge of the Advanced Course and Ms. Tin Mar Aye is in charge of the Basic Course. The implementation structures for course development are set out as follows.

Table 13-1 Implementation Structures for Course Development

From April –August 2013

No	Name	Position	Duty
1	Dr. Htein Lynn (Leader)	Deputy Director	Overall supervising of training management Leader of Training management (Basic Course)
2	Mr. Thein Myint Wai (Sub-leader)	Assistant Director	Leader of Training management (Advanced Course)
3	Ms. Tin Mar Aye	Staff Officer	Training management (Basic Course: monitoring)
4	Ms. Khein Mau Kyu	Superintendent	Training Management (Basic Course: preparation)
5	Mr. Phyto Wai	Staff Officer	Training Management (Advanced Course: monitoring)
6	Ms. Yee Yee Soe	Superintendent	Training Management (Advanced Course: preparation)

August 2013 - Present

No	Name	Position	Duty
1	Ms. Thein Nu Khine	Deputy Director	Overall in charge in administrative related management
2	Mr. Thein Myint Wai (Sub-leader)	Assistant Director	Overall in charge in training management (all trade training courses)
3	Ms. Win Win San	Assistant Director	Training Management (Basic Course: Leader (July-August 2013)/ Short Course in Mandalay)
4	Ms. Tin Mar Aye	Staff Officer	Training Management (Basic Course: Leader (August-September 2013))
5	Ms. Thi Thi Swe	Staff Officer	Training Management (Basic Course: Monitoring)
6.	Ms. Sandar Htun	Assistant Director	Training Management (Advanced Course: Leader)
7.	Mr. Aung Kyaw Moe	Assistant Director	Training Management (Workshops/Seminars in TTI: Leader)

Source: JICA Project Team

(2) Implementation Schedule

In April 2013, based on the improvement plan, the JICA Project Team prepared draft curriculums for the third batch of Basic Course and second batch of Advanced Course and submitted to TTI.

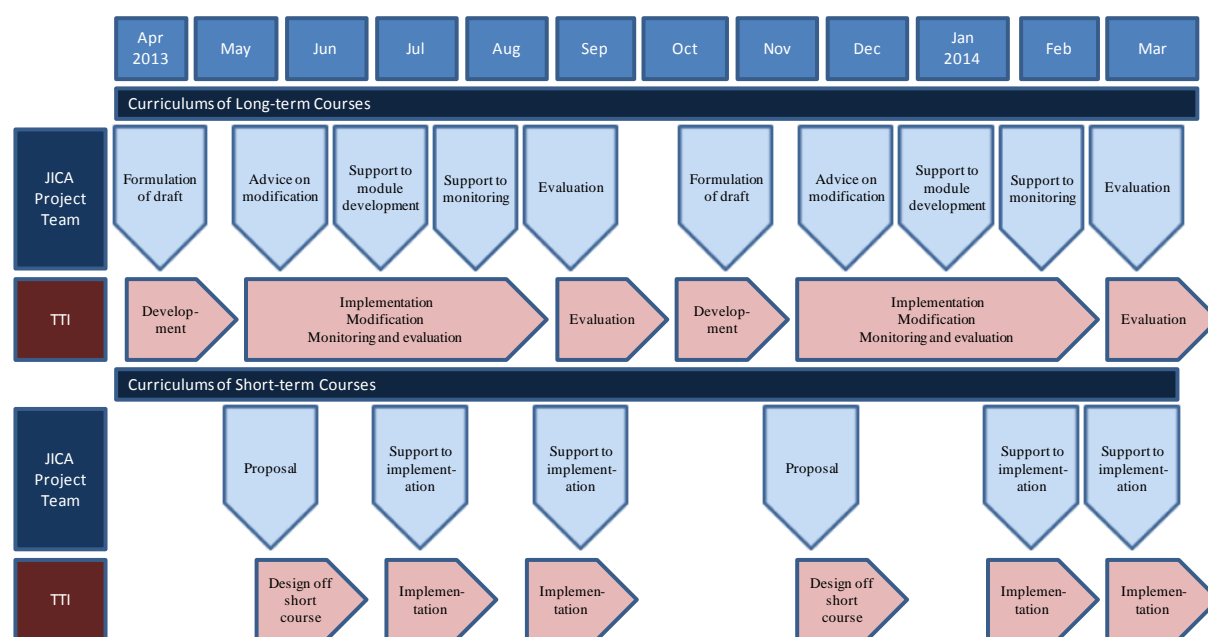
Reviewing the proposal of the JICA Project Team, Dr. Htein Lynn and Mr. Thein Myint Wai mainly completed the final planned curriculums with the advice of Dr. Maung Aung, advisor to the Union

Minister of MOC.

Even after the start of the two courses, the JICA Project Team provided advice on the contents of the different subjects and selection of lecturers on a needed basis. Accordingly, the curriculums were reviewed and revised as the result of discussions between the JICA Project Team and TTI through the implementation of the courses.

During the period from September 2013 to March 2014, the JICA continuously provided advice on curriculum development as well as module development for implementing the fourth batch of the Basic Course and third batch of the Advanced Course.

The JICA Project Team proposed five short-courses for both private sector and government officers of MOC and supported TTI in implementing these short courses.



Source: JICA Project Team

Figure 13-1 Course Development Support during Trial Implementation

(3) Basic Policy on Course Development

It was decided that the course development of trial implementation would be conducted according to the policies responding to the recommendations in the draft Improvement Plan as shown in the below table.

Table 13-2 Basic Policies for Course Development

Measure	Trial Implementation
Issues of Trade Training Needs	
Measure 1: Prioritize trade training, training on international business, and socialization of trade liberalization and trade facilitation	To prioritize training of human resource of international trade. To develop a short course for training of government officials on trade promotion.
Measure 2: Dedicate to the development of professionals of international trade and international business	To develop courses according to the recommendation.

Measure	Trial Implementation
Measure 3: Prepare courses which correspond to the stages of international business	To respond this recommendation by differentiating Basic Course, Advanced Course and short courses.
Measure 4: Target companies which are ready to export or import	To develop curriculums which are practical for potential exporters and importers.
Measure 5: Develop courses according to type and position of target participants	To respond this recommendation by differentiating Basic Course, Advanced Course and short courses.
Issues of Needs of Trade Promotion Supports	
Measure 6: Collaborate with other trade promotion services	To invite lecturers from other trade promotion services.
Issues of Training Subjects and Course Development	
Measure 7: Understand the importance of developing practical courses	To develop courses by emphasizing practical contents.
Measure 8: Modify the Basic Course by adding know-how and practical skill training such as documentation	To add practical module of documentation to Basic Course.
Measure 9: Modify the Advance Course by adding practical subjects	To add practical modules of global marketing and business practice to Advanced Course.
Measure 10: Reorganize the subjects of training courses	To promote the modularization of training courses.
Issues of Teaching Method	
Measure 11: Adopt teaching methods of interactive teaching and practice	To introduce interactive teaching methods to modules of Basic Course and Advance Course.
Measure 12: Prepare detailed course guidance and provide enough orientation	To add an orientation lecture at the beginning of Basic Course.
Measure 13: Make a standard textbook, especially on trade practice, in order to standardize lectures	To develop a standard textbook about basic trade procedures.
Measure 14: Establish a study room with library	This issue will be handled by training management improvement.
Measure 15: Provide individual tutorial and counseling to participants	To try individual tutorial in the module of Advanced Course.
Measure 16: Invite more international business professionals with experience by expanding resource of lecturers	To seek for lecturers of international business professionals.
Issues of Duration and Timing of Training	
Measure 17: Develop and implement short-term training	To plan and develop short courses of basic trade procedures and government official training.
Measure 18: Re-examine the duration and time of training courses	To plan and develop short courses.

Source: JICA Project Team

13.2. Course Development

13.2.1. Basic Course (Batch 3)

The table below set out the curriculum for the 3rd batch of Basic Course. As mentioned above, the curriculum of this course was chiefly developed and modified by Dr. Htein Lynn, the former deputy director, until July 2013. Since August, 2013, Mr. Thein Myint Wai, the assistant director, have been mainly responsible with support from the JICA Project Team.

The subjects that were newly added in this batch are highlighted with their numbers against a dark-colored background in Table 14-2. They are “International Trade Flow,” “License & Permit Application and Border Trade,” “Customs Valuation,” “Import/Export Transaction Practices,” and

“How Stock Markets Work”. These subjects were introduced based on the recommendation of the JICA Project Team, as mentioned in the Measure 7, 8, 10 & 11 in Table 14-1 and Section 12.1.4 “Responses to Issues of TTI’s Training Courses.”

Table 13-3 Curriculum of Basic Course Program (Batch 3)

No.	Date	Subject	Lecturer
1	17May	Course Orientation, Importance of Trade	Dr. Maung Aung, Program Director (TTI)
2	20May	International Trade Flow	Mr. Tin Maung Win, Director (Directorate of Trade, MOC)
3	22May	How to establish a company	Ms. Moe Moe Soe, Assistant Director, Department of Investment & Company Registration
4	27May	INCOTERMS	Mr. Tin Maung Win, Director (Ret.) (DOT, MOC)
5	29May	L/C Opening	Mr. Thein Lwin, General Manager (Ret.) (MOC)
6	31May	License & Permit Application and Border Trade	Mr. Yan Naing Tun, Director (Export)/ Mr. Myint Shein, DD (Import), Department of the Commerce and Consumer Affairs (DCCA)
7	3 Jun	Pre-shipment Inspection	Mr. Aung Kyaw Htoo, Business Manager, SGS(M) Co. Ltd.
8	5 Jun	HS Code	Mr. Nyein Chan Aung, Staff Officer, Custom Department
9	7 Jun	Customs Valuation	Mr. Khin Maung Lynn, Staff Officer, Custom Department
10	10 Jun	Trade Settlement (L/C, TT)	Mr. Saw Yan Naing Oo, Manager, Myanmar Foreign Trade Bank
11	12 Jun	IT Application in International Trade	Mr. Myo Khine Win, Assistant Director (DOT, MOC)
12	14 Jun	Supply Chain Management (Basic)	Mr. Aung Khin Myint, Chairman, Myanmar International Freight Forwarders' Association
13	17 Jun	WTO: SPS Agreements	Mr. Than Aung Kyaw, Director, (DOT, MOC)
14	19 Jun	Special Talk: Critical Issue in Export Marketing	Mr. Yoichi Matsui, JICA Expert
15	21 Jun	Business talk: Promoting Private Sector in Myanmar	Dr. Aung Tun Thet, Economist
16	24 Jun	Sea Port/ Air Port Operation	Mr. Nyi Nyi Aung, General Secretary, Myanmar Customs Brokers Association
17	26 Jun	International Sales & Transaction Contract	Mr. Thein Lwin, General Manager (Retired) (MOC)
18	28 Jun	Commercial Law	Mr. Mg Mg, Deputy Director(Law advisor)(MOC)
19	1 Jul	Foreign Exchange Transaction (Basic)	Dr. Htein Lynn Director, (DOT, MOC)
20	3 Jul	Investment Law	Ms. San San Myint, Deputy Director, (DICR)
21	5 Jul	Business Ethics	Dr. Moe Moe Khine, Professor, Yangon Institute of Economics (YIE)
22	8 Jul	International Trade Theory and Concept	Dr. Maung Aung, Program Director (TTI)
23	10 Jul	From business enquiry to acceptance of order (Business Correspondence)	Mr. Tin Maung Win, Director (Ret.) (DOT, MOC)
24	12 Jul	Mid-Term Test	
25	15 Jul	Import & Export Transaction Practices (IETPS) (1) Import/Export Business Flow	Mr. Tin Maung Win, Director (Ret.) (DOT, MOC)
26	17 Jul	IETPS (2) Export License, Permit / Importer/Exporter Registration	Mr. Yan Naing Tun, Director (Export /DCCA, MOC) Mr. Hla Tun, AD(Policy/DOT, MOC)
27	24 Jul	IETPS (3) Import License, Permit / FDA Certificate	Mr. Myint Kyaw, Director (Import/ DCCA, MOC) Dr. Ohnmar Soe Win(Food Control Officer)
28	25 Jul	Special Talk: Effective Export Marketing	Mr. Alexander J. Boome, Programme Director, Hinhigh foundation
29	26 Jul	Business talk: Trade and Investment Relationships between Myanmar and Japan	Mr. Masaki Takahara, Executive Managing Director (JETRO)
30	29 Jul	IETPS (4) Payment (L/C)	Ms. Win Win Maw, AGM, Myanma Investment & Commercial Bank (MICB)
31	31 Jul	IETPS (5) Export/Import	Mr. Nyi Nyi Aung, General Secretary, MCBA
32	2 Aug	Special Talk /Country Area Study: Thailand; The New ASEAN Trade and New Roles of Managers	Dr. Surapit Promsit, President of Bangkok Training International, Bangkok Training International (BTR)
33	5 Aug	Role and Functions of National Trade Promotion Organizations	Mr. Thein Myint Wai, Assistant Director (MOC)
34	7 Aug	How Stock Markets Work?	Mr. Thet Htun Oo, Senior Manager Myanmar Securities Exchange Centre Co., Ltd.
35	9 Aug	Economic Development	Professor Kyaw Min Htun, Pro-Rector (Retd), YIE
36	12 Aug	International Marketing	Dr. Htein Lynn, Director, (DOT, MOC)

No.	Date	Subject	Lecturer
37	14 Aug	Market Research and International Marketing	Mr. Aung Min, Research Director, Myanmar Marketing Research and Development (MMRD)
38	16 Aug	Plant Trip	Rice/Pulse/ Wood/Ice/Garment Factories at Hlaing Tha Yar & Jewelry Factory at Mayangone Township
39	19 Aug	IETPS (6) Shipping Documents	Mr. Aung Khin Myint Chairman, MIFFA
40	20 Aug	GMS(7) Elements of Competitive Advantage	Mr. Tin Zan Kyaw, MD, Device Business Management Agency
41	21 Aug	Technical barriers to Trade	Mr. Than Aung Kyaw , Director, (DOT, MOC)
42	23 Aug	Special Talk: Custom Clearance Services & National Single Windows in Japan	Mr. Ueno, JICA Expert, (Custom Dept, JICA)
43	26 Aug	SME Development & Industrial Policy of Myanmar	Dr. Ei Shwe Sin Tun, AD, Ministry of Industry
44	28 Aug	Current Economic Issues	Mr. Khin Maung Nyo, Economist
45	30 Aug	Special Talk: Country Area Study : Australia	Mr. Mark Wood, Trade Commissioner, Embassy of Australia.
46	2 Sep	Standardization Policy and Regulation	Dr. Phyu Phyu Win, Director, Myanmar Scientific and Technological Research Department, Ministry of Science & Technology
47	4Sep	Inspection on Quality of Crop	Mr. Maung Maung Myint , AGM, Overseas Merchandise Inspection and Surveying Co., Ltd. (Myanmar)
48	6 Sep	Business Strategy	Dr. Htein Lynn, Director, (DOT, MOC)
49	9 Sep	Plant Trip (Thilawa)	
50	11 Sep	Final Exam	
51	13 Sep	Business Talk : Resumption of Official Development Assistance (ODA) to Myanmar; Views from Myanmar Perspectives	Dr. Myint, Chief Economic Advisor, The President's Office of Myanmar
52	14 Sep	Closing Ceremony and Certificate Awarding	

Source: TTI

13.2.2. Basic Course (Batch 4)

The table below shows the curriculum for the 4th batch of the Basic Course. Mr. Thein Myint Wai, assistant director of TTI, has been mainly responsible for the curriculum development with support from the JICA Project Team.

The subjects which were newly added in this batch are highlighted with the numbers against a dark-colored background in the table. “Import/Export Transaction Practices (IETPS)” developed in the third batch of Basic Course increases the number of lectures from six to eight and is conducted in a continuous way as a module (without putting other lectures between the lectures) as much as possible so that the participants can understand the concept more systematically.

Table 13-4 Curriculum of Basic Course Program (Batch 4)

No	Date	Subject	Instructor(s)
1	16 Dec	Opening ceremony	
2	18 Dec	Importance of Trade& Export Led Growth Model	Dr. Maung Aung, Program Director. TTI
3	20 Dec	Company Establishment, Registration & Extension	Ms. Nilar Maw, Deputy Director, DICR
4	23 Dec	Foreign Investment Law & Myanmar Citizens Investment law, MIC Permit	Ms. San San Myint, Deputy Director & Ms. Sandar, Assistant Director, DICA
5	27 Dec	INCOTERMS	Mr. Tin Maung Win, Director (Ret.) DOT, MOC
6	30 Dec	IETPS (1): Introduction to Trade, Mechanism of L/C, Major points in Sales Contracts to be fully aware by Exporters	Mr. Tin Maung Win, Director (Ret.) (DOT, MOC)

No	Date	Subject	Instructor(s)
7	3 Jan	IETPS (2): Importer/Exporter Registration (Procedures)	Mr. Hla Tun, Deputy Director, DOT, MOC
8	6 Jan	IETPS (3): Exporter License/ Permit application (Procedures + Practical filling – documentation)	Mr. Soe Win Maung, Deputy Director, DCCA, MOC
9	8 Jan	IETPS (4): Importer License/ Permit application (Procedures + Practical filling – documentation)	Mr. Soe Lwin, Director, DCCA, MOC
10	10 Jan	IETPS (5): System for Food & Drug Importation & Exportation	Dr. Khin Saw Hla, Deputy Director, Ministry of Health
11	13 Jan	IETPS (6): Payment (L/C)	Ms. Win Win Maw, Assistant General Manager, Myanmar Investment & Commercial Bank, Ministry of Finance
12	15 Jan	IETPS (7): Documentation (Import/Export Declaration) (Declaration ED/ID)	Mr. Nyi Nyi Aung, General Secretary, MCBA
13	17 Jan	IT Application in International Trade	Mr. Myo Khine Win, Assist Director, DOT, MOC
14	20 Jan	IETPS (8): Shipping Documents	Mr. Aung Khin Myint, Chairman, MIFFA
15	22 Jan	International Trade & Economic Policies: General Concepts	Mr. Thein Myint Wai, Assistant Director, TTI
		Export/Import Procedures: India	
16	24 Jan	Business Talk (1): "Macroeconomics Policy Lessons for Myanmar"	Mr. Myint, Chief, Economic Advisory Unit, President's Office & Chief, Center of Economic & Social Development, Myanmar Development Resource Institute
17	27 Jan	Main points in Sales Contract	Mr. Thein Lwin
18	29 Jan	Pre-shipment Inspection	Mr. Aung Kyaw Htoo, Business Manager, SGS Co Ltd.
19	31 Jan	Special session (1): "Towards Successful Implementation of IT Projects"	Dr. Jirapun, Assistant Professor, Assumption University, Thailand
20	3 Feb	Foreign Exchange Transactions	Dr. Htein Lynn, Director, DOT, MOC
21	5 Feb	Standardization Policy & Technical Regulation	Dr. War War Moe, MSTRD, Ministry of Science & Technology
22	7 Feb	Special Session (2): "Export Market of Japan"	Mr. Kazuo Mishima, Team Leader, JICA Project Team
23	10 Feb	HS Code	Ms. Ohn Mar Win, Superintendent, Custom Department, Ministry of Finance
24	14 Feb	Custom Valuation	Mr. Khin Maung Lynn, Staff Officer, Custom Department, Ministry of Finance
25	17 Feb	Mid-term Exam	
26	19 Feb	Custom Clearing Procedures- Export-Import Cleaning Procedures	Mr. Nyi Nyi Aung, MCBA
27	21 Feb	Field Trip	Yangon: Commodity Exchange Center, Asia World Port, and Hlaing Thar Yar Industrial Zone
28	24 Feb	SMEs	Dr. Maung Aung, Program Director, TTI
29	26 Feb	SME Development & Industry Policy of Myanmar	Dr. Ei Shwe Sin Tun, Assistant Director, Ministry of Industry
30	28 Feb	Business Talk (2): TBA	Dr. Aung Tun Thet OR Mr. Maw Than
31	3 Mar	International Marketing	Dr. Htein Lynn, Director, MOC
32	5 Mar	Marketing Research	MMRD
33	7 Mar	Business Ethics	Dr. Moe Moe Khine, Professor (HOD), Department of Management Studies, Yangon Institute of Economics
34	10 Mar	Commercial Law	Mr. Mg Mg, Deputy Director, Law Advisor, MOC
35	12 Mar	Global Economic Issues	Mr. Khin Maung Nyo, Economist
36	14 Mar	Business Talk (3): "Trade & Investment Relations between Myanmar & Japan" (TBC)	Mr. Masaki Takahara, Executive Managing Director, JETRO
37	17 Mar	Growth & Development	Professor Kyaw Min Htun, Pro-Rector (Ret), YIE
38	19 Mar	WTO/SPS agreement	Mr. Than Aung Kyaw, Director, MOC

No	Date	Subject	Instructor(s)
39	21 Mar	Business Talk (4):Trade Facilitation (Customs)	Mr. Syuhei Ueno, JICA Expert, Customs, Ministry of Finance
40	24 Mar	Legal Contract for International Trading	Dr. Sabei Kyu Maung
41	26 Mar	Stock Market	Mr. Thet Tun Oo, Senior Manager MSEC
42	28 Mar	(To be decided)	***
43	31 Mar	(To be decided)	***
44	2 Apr	(To be decided)	***
45	4 Apr	Special Session (3): "Nippon Express Global Strategy in Asia"	Mr. Nakata, Nippon Express (Japanese Forwarding Company)
46	7 Apr	Final Exam	
47	9 Apr	Reserved	(TTI preparation for exam results)
48	10/11 Apr	Closing Ceremony/ Certificate Awarding	

Source: TTI

13.2.3. Advanced Course (Batch 2)

The table below set out the curriculum of the 2nd Batch of Advanced Course. The development of curriculum was conducted as the same as that of the Basic Course. The new subjects appearing in this term are highlighted in Table 14-2 with white-colored numbers on a dark-colored background. They are “Global Marketing Strategy (GMS) Module,” “Report Writing for 3rd Country Visit Sharing,” “Trade Business Practice (TBP) Module,” and “How Stock Markets Work”. Similar to the Basic Course (Batch 3), these subjects were introduced based on the recommendations of the JICA Project Team, as mentioned in the Measure 7, 9, 10 & 11 in Table 14-1 and 12.1.4 “Response to Issues of TTI’s Training Courses”.

Table 13-5 Curriculum of Advanced Course Program (Batch 2)

No.	Date	Subject	Lecturer
1	16 May	Course Orientation, Importance of Trade	Dr. Maung Aung, Program Director (TTI)
2	17 May	Opening Ceremony	
3	21 May	Standardization Policy and Regulation	Dr. War War Moe, Professor, Ministry of Science and Technology
4	23 May	WTO and ASEAN Regional Integration	Mr. Ko Lay/ Daw Win Min Phyo Director/ Deputy Director (MOC)
5	28 May	GMS (1) Course Introduction and Overview	Major Sein Win/Mr. Takuji Kameyama AD/ Expert (JICA)
6	30 May	Trade Promotion Theory and Strategy	Mr. Aung Soe DDG(MOC)
7	31 May	Report writing : 3rd country visit sharing	Dr.Htein Lynn/Mr.Thein Myint Wai Director/Asst Director, (MOC)
8	4 Jun	GMS (2) Global Information Systems and Market Research	Mr.Aung Min Research Director (MMRD)
9	6 Jun	General Concepts: Int'l Trade of Economics Policies/Trade Procedures of Neighboring Countries: India	Mr. Thein Myint Wai, Assistant Director (MOC)
10	7 Jun	Latest Modified Export/Import & Trade Policy	Dr. Htein Lynn, Director, (Directorate of Trade, MOC)
11	11 Jun	GMS (4) Global Marketing Entry Strategies	Mr. Myo Min (PS Business School)
12	13 Jun	GMS (3) Segmentation, Targeting and Positioning	Mr. Aung Min, Research Director (MMRD)
13	14 Jun	Incoterms	Mr. Tin Maung Win , Director (Ret.) (Directorate of Trade, MOC)
14	18 Jun	TBP (1): Selection of Terms & Conditions of Sales Agreement	Dr. Khin Mar Yee, Professor (Department of Law)
15	19 Jun	Special Talk	Mr. Yoichi Matsui, Consultant (JICA)

Fast Track Project on the Capacity Development of Trade Promotion in Myanmar
Final Report

No.	Date	Subject	Lecturer
16	20 Jun	TBP (2): Contract Negotiation	Mr. Yoichi Matsui, Consultant (JICA)
17	21 Jun	Business TALK: Promoting Private Sector in Myanmar	Dr. Aung Tun Thet (Economist)
18	25 Jun	TBP (3) Agency Agreement	Prof. Dr Khin Phone Myint Kyu, Professor, Department of Law
19	27 Jun	GMS(5) Global Marketing Mix: Product and Pricing	Mr. Myo Min, CEO (PS Business School)
20	28 Jun	Risk Management	Mr. Lwin Oo, AGM, Myanma Insurance, Ministry of Finance & Revenue (MFR)
21	2 Jul	GMS(6) Global Marketing Mix (2) Place and Promotion	Mr. Myo Min, (PS Business School)
22	4 Jul	TBP (4) Condition of Marine Insurance	Mr. Lwin Oo, AGM(Myanma Insurance, MFR)
23	5 Jul	TBP (5) L/C	Mr. Kyin Thein, AGM (MFTB)
24	9 Jul	WTO: SPS Agreements	Mr. Than Aung Kyaw, Director, (DOT, MOC)
25	11 Jul	GMS (9): Myanmar Products Export (2): Wood & Wood Processing Products	Mr. Aye Lwin, Joint-secretary general (UMFCCI)
26	12 Jul	Mid-Term EXAM	
27	16 Jul	How stock Markets Work?	Mr. Thet Htun Oo, Senior Manager, Myanmar Securities Exchange Centre Co., Ltd.
28	18 Jul	GMS(Additional) Project Cycle Management	Dr. Maung Aung, Program Director, (TTI)
29	23 Jul	Technical barriers to Trade	Mr. Than Aung Kyaw Director, (DOT, MOC)
30	25 Jul	Special Talk: Effective Export Marketing	Mr. Alexander J.Boome, Programme Director, Hinhich foundation
31	26 Jul	Business talk: Trade and Investment Relationships between Myanmar and Japan	Mr. Masaki Takahara, Executive Managing Director (JETRO)
32	30 Jul	GMS(8) : Myanmar Products Export (1): Agro and Agro Processing Products	Dr. Kyaw Nyein Aye, Visiting Professor, Yangon Technological University
33	1 Aug	Country Area Study : ASEAN	Mr. Thein Myint Wai, Assistant Director (MOC)
34	2 Aug	Special Talk /Country Area Study: Thailand; The New ASEAN Trade and New Roles of Managers	Dr. Surapit Promsit, President of Bangkok Training International, Bangkok Training International
35	6 Aug	Human Resource Management	Dr. Thin Thin Myint, Associate Prof, Yangon Institute of Economics (YIE)
36	8 Aug	GMS (10): Myanmar Products Export (3): Garment Products	Ms. Khine Khine New, General-Secretary, Myanmar Garment Manufacture Association
37	12 Aug	GMS(Additional) Project Cycle Management	Dr. Maung Aung, Program Director, (TTI)
38	13 Aug	Business Strategy	Dr .Htein Lynn, Director (MOC)
39	15 Aug	Macro Economics	Professor Kyaw Min Htun, Pro-Rector , YIE
40	16 Aug	PLANT Trip	Rice/Pulse/ Wood/Ice/Garment Factories at Hlaing Tha Yar & Jewelry Factory at Mayangone Township
41	20 Aug	GMS(7) Elements of Competitive Advantage	Mr. Tin Zan Kyaw, MD, Device Business Management Agency
42	22 Aug	GMS (11): Consultation	TTI/ JICA
43	23 Aug	Special Talk: Custom Clearance Services & National Single Windows in Japan	Mr. Ueno, JICA Expert, Custom Dept.
44	27 Aug	Macro Economics	Professor Kyaw Min Htun, Pro-Rector, YIE
45	29 Aug	GMS(12): Presentation	Group Presentation by Participants
46	30 Aug	Special Talk: Country Area Study : Australia	Mr. Mark Wood, Trade Commissioner, Embassy of Australia.
47	3 Sept	Supply Chain Management	Mr. Aung Khin Myint, Chairman, MIFFA
48	5 Sept	Small Business Management	Ms. Tin Tin Aye, Associate Professor, YIE
49	6 Sept	TBP (6) Claims	Mr. Mg Mg, Deputy Director, Law Advisor)(MOC)
50	9 Sep	Plant Trip (Thilawa)	
51	10 Sep	Corporate Social Responsibility	Dr. Moe Moe Khine, Professor, YIE
52	12 Sep	Final EXAM	
53	13 Sep	Business Talk : Resumption of Official Development Assistance (ODA) to Myanmar; Views from Myanmar Perspectives	Dr. Myint, Chief Economic Advisor, The President's Office of Myanmar
54	14 Sep	Closing Ceremony and Certificate Awarding	

Source: TTI

13.2.4. Advanced Course (Batch 3)

The table below shows the curriculum of the 3rd Batch of the Advanced Course. The development of the curriculum had been done in the same manner as those of the Basic Course. The new subjects appeared in this term are highlighted with white-colour numbers on a dark-coloured background.

Instead of “Trade Business Practice (TBP) Module,” an “International Logistics (IL)” module was developed in order to provide more practical trade business knowledge to the participants. A special session by a Japanese international logistics company is planned to be conducted for sharing real business experiences on international logistics.

Table 13-6 Curriculum of Advanced Course Program (Batch 3)

#	Date	Subject	Instructor(s)
1	17 Dec	Export Led Growth Model	Dr. Maung Aung, Program Director, TTI
2	19 Dec	GMS (1) Course Introduction & Overview	Mr. Takuji Kameyama, International Trade and Business, JICA Project Team Mr. Thein Myint Wai, Assistant Director, TTI
3	20 Dec	National Export Strategy	Mr. Aung Soe, Deputy Director General, MOC Ms. Thida Win Htay, Assistant Director, MOC
4	24 Dec	WTO/SPS Agreement	Mr. Than Aung Kyaw, Director MOC
5	26 Dec	GMS (2) Global Information Systems and Market Research	Mr. Aung Min, Research Director (MMRD)
6	27 Dec	GMS (3) Segmentation, Targeting and Positioning	Mr. Aung Min, Research Director, MMRD
7	31 Dec	Macroeconomics: An Introduction	Professor Kyaw Min Htun, Pro-Rector (Retd), YIE
8	2 Jan	GMS (4) Global Marketing Entry Strategies	Mr. Myo Min, CEO, PS Business School
9	3 Jan	GMS Report Review & Rise of China & its implications for Neighbouring Countries	Mr. Thein Myint Wai, Assistant Director, TTI
10	7 Jan	GMS(5) Global Marketing Mix (1): Product and Pricing	Mr. Myo Min, CEO, PS Business School
11	9 Jan	GMS(6) Global Marketing Mix (2) Place and Promotion	Mr. Myo Min, CEO, PS Business School
12	10 Jan	Competitive Advantage of Nations/ Principles of Economics	Mr. Thein Myint Wai, Assistant Director, TTI
13	14 Jan	GMS(8) : Myanmar Products Export (1): Agro and Agro Processing Products	Dr. Kyaw Nyein Aye, CEC Member, Myanmar Food Processors & Exporters Association (MFPEA)
14	16 Jan	GMS (9): Myanmar Products Export (2): Wood & Wood Processing Products	Mr. Barber Cho, Joint Secretary General, Myanmar Timber Merchants Association
15	17 Jan	International Business Management	Dr. Htein Lynn, Director, MOC
16	21 Jan	Marketing & Management	Dr. Than Than Aung
17	23 Jan	SMEs Development	Dr. Maung Aung, Program Director, TTI
18	24 Jan	Business Talk (1): "Macroeconomics Policy Lessons for Myanmar"	Mr. Myint, Chief, Economic Advisory Unit, President's Office & Chief, Center of Economic & Social Development, Myanmar Development Resource Institute
19	28 Jan	GMS (10): Myanmar Product Export (3): Garment Products	Ms. Khine Khine Nwe, General-Secretary, MGMA
20	30 Jan	Unique Selling Point	Mr. Alexander Boome, Hinrich Foundation
21	31 Jan	Special session (1): "Towards Successful Implementation of IT Projects"	Dr. Jirapun, Assistant Professor, Assumption University, Thailand
22	4 Feb	Risk Management	Mr Lwin Oo, Assistant General Manager, Myanma Insurance, Ministry of Finance
23	6 Feb	Insurance	Mr Lwin Oo, Assistant General Manager, Myanma Insurance, Ministry of Finance
24	7 Feb	Special Session (2): "Export Market of Japan"	Mr. Kazuo Mishima, Team Leader, JICA Project Team

#	Date	Subject	Instructor(s)
25	11 Feb	Entrepreneurship & Small Business Management	Department of Management Studies, Yangon Institute of Economics
26	13 Feb	HR Management	Department of Management Studies, Yangon Institute of Economics
27	14 Feb	Corporate Social Responsibility	Dr. Moe Moe Khine, Professor, Head of Department Management Studies, Yangon Institute of Economics
28	18 Feb	Mid-term Exam	
29	20 Feb	Financial Services	KBZ Bank
30	21 Feb	Field Trip	Yangon: Commodity Exchange Center, Asia World Port, Hlaing Thar Yar Industrial Zone
31	25 Feb	GMS (11) Consultation	Mr. Thein Myint Wai, Assistant Director, TTI & Mr. Myo Min, PS Business School
32	27 Feb	Macroeconomic Policy	Professor U Kyaw Min Htun, Pro-Rector (Retd), YIE
33	28 Feb	Business Talk (2)	Dr. Aung Tun Thet or Mr. Maw Than (Stock Market related topic)
34	4 Mar	World Bank	World Bank (TBA)
35	6 Mar	GMS (12) Presentation	Group Presentation by Participants *Mr Thein Myint Wai & 2 Course Leaders will monitor & give marks
36	7 Mar	Project Cycle Management	Dr. Maung Aung, Program Director, TTI
37	11 Mar	Technical Barriers to Trade	Mr. Than Aung Kyaw, Director, MOC
38	13 Mar	Standardization Policy & Regulation	Ministry of Science and Technology
39	14 Mar	Business Talk (3): "Trade & Investment Relations between Myanmar & Japan" (TBC)	Mr. Masaki Takahara, Executive Managing Director, JETRO
40	18 Mar	MATRADE	MATRADE (TBA)
41	20 Mar	IL (1): Introduction/ International Business Review	Mr Aung Khin Myint, Chairman, MIFFA
42	21 Mar	Business Talk (4): Trade Facilitation (Customs)	Mr. Syuhei Ueno, JICA Expert, Customs, Ministry of Finance
43	25 Mar	IL (2): International Sales & Transport Contract & INCOTERMS	Mr Aung Khin Myint, Chairman, MIFFA
44	28 Mar	IL (3): Transportation Strategy	Mr Aung Khin Myint, Chairman, MIFFA
45	1 Apr	IL (4): Marine Insurance	Mr Aung Khin Myint, Chairman, MIFFA
46	2 Apr	IL (5) (6): Global Supply Chain & Case Study (Global Supply Chain)	Mr Aung Khin Myint, Chairman, MIFFA
47	4 Apr	Special Session (3): "Nippon Express Global Strategy in Asia"	Mr. Nakata, Nippon Express (Japanese Forwarding Company)
48	7 Apr	Final Exam	
49	8 Apr	Reserved	(e.g. Preparation for exam results)
50	10/11 Apr	Closing Ceremony/ Certificate Awarding	

Source: JICA Project Team

13.2.5. Short Courses

Based on the analysis result of the first year's activities, TTI and the JICA Project Team agreed to plan and conduct five intensive short-term courses for those participants from the private and government sectors with the following objectives.

- To design an intensive short course for those business persons who cannot attend full four month courses; and
- To design an intensive short course for government officials to improve their knowledge for trade promotion and facilitation

These short courses were introduced based on the recommendation of the JICA Project Team, as mentioned in the Measure 17 & 18 in Table 14-1 and Section 12.1.4 "Response to Issues for TTI's Training Courses".

(1) Short Course for Trade Promotion (August 6 - 8, 2013, in Nay Pyi Taw)

This short course for government officials was planned and conducted with the following objectives:

- i) To educate the importance and major areas of trade promotion;
- ii) To explain what trade promotion services by the government;
- iii) To learn the cases (best practice) of trade promotion by other countries;
- iv) To examine the issues of trade promotion of Myanmar; and
- v) To discuss and deepen the understanding the needs of trade promotion of Myanmar.

TTI originally planned to conduct a course on trade facilitation. Meanwhile, TTI changed the topic to trade promotion because most officers of the Trade Promotion Department, newly established within MOC in April 2013, had little knowledge of trade promotion.

Table 13-7 Contents of Short Course on Trade Promotion

Time	Title	Speaker
First Day		
9:30 – 10:00	Opening	Mr. U Win Myint, Union Minister, MOC Mr. Akihisa Tanaka, Director, Private Sector Development Division 2, JICA
10:00 – 10:30	<i>Coffee Break (Group Photograph)</i>	
10:30 – 12:00	Session 1: Role and Function of Trade Promotion Organizations (TPOs)	Mr. Kazuo Mishima, Team Leader/Trade Policy Expert, JICA Project Team
12:00 – 13:30	<i>Lunch</i>	
13:30 – 15:00	<i>Session 2: Case Study of TPO: MATRADE</i>	Mr. T. M. Rajah, Trade Director, MATRADE Yangon
15:00 – 15:10	<i>Coffee Break</i>	
15:10 – 16:30	Session 3: Trade Promotion Policy and Measures of Myanmar	U Aung Soe, Deputy Director General, Department of Trade Promotion, MOC
Second Day		
9:00 – 10:50	Session 4: Trade Theories, Concepts, Export-Oriented Development and WTO, FTA for Trade Promotion	Dr. Maung Aung, Adviser to the Union Minister, MOC
10:50 – 11:00	<i>Coffee Break</i>	
11:00 – 12:20	Session 5: How to Develop Market Information Service	Ms. Maiko Ohtsuru, Trade Promotion Expert, JICA Project Team
12:20 – 13:30	<i>Lunch</i>	
13:30 – 15:00	Session 6: Lessons from Third Country Visit and Comments from Director	Dr. Htein Lynn, Director, Directorate of Trade, MOC Mr. Thein Myint Wai, Assistant Director, Directorate of Trade, MOC
15:00 – 15:15	<i>Break</i>	
15:15 – 16:45	Session 7: [Discussion 1] What Are Bottlenecks of Trade Promotion in Myanmar?	Discussion by participants
Third Day		
9:00 – 10:10	Session 7: [Presentation 1] What Are Bottlenecks of Trade Promotion in Myanmar?	Presentation by participants
10:10 – 10:20	<i>Coffee Break</i>	
10:20 – 12:00	Session 8: Case Study of TPO: JETRO's Role and Challenges in Myanmar	Mr. Masaki Takahara, Executive Managing Director, JETRO Myanmar
12:00 – 13:10	<i>Lunch</i>	
13:10 – 14:30	Session 9: [Discussion 2] How to Develop Trade Promotion in Myanmar	Discussion a by participants
14:30 – 14:45	<i>Break</i>	
14:44 – 15:45	Session 10: [Presentation 2] How to Develop Trade Promotion in Myanmar	Presentation by participants

Time	Title	Speaker
15:45 – 16:15	Comments from Advisor & Director	Advisor/ Director
16:15 – 16:30	Closing (including awarding certificates)	- Dr. Pwint San, Deputy Minister, MOC - Dr. Maung Aung, Adviser to the Union Minister, MOC

Source: JICA Project Team

(2) Short Course on Trade Business (September 23-25, 2013 in Mandalay)

This short course was for businesspersons, and TTI decided to conduct the course in Mandalay, the second largest city in Myanmar, and the syllabi was designed according to the needs of the Mandalay Regional Chamber of Commerce and the regional office of Ministry of Commerce in Mandalay. This course was planned and conducted with the following objectives:

- i) Participants understand the importance of trade;
- ii) Participants understand the current situation of ASEAN' trading environment;
- iii) Participants understand the trade relationship between Myanmar and Japan; and
- iv) Participants understand the government's laws on trade promotion.

The program for this short course was as shown in the following table.

Table 13-8 Contents of Short Course on Trade Business

Time	Title	Speaker
First Day		
10:00 – 10:30	Opening Ceremony	Mr. H.E. Dr. Pwint San Deputy Minister, MOC
10:30 – 13:00	Trade & Human Development	Dr. Aung Tun Thet
<i>Lunch</i>		
14:00 – 15:00	Trade & Investment Relations between Myanmar & Japan	Mr. Masaki Takahara , Executive Managing Director, JETRO Myanmar
Second Day		
9:30 – 10:30	The Role of Trade in Emerging Myanmar	Dr. Maung Aung, Adviser to the Union Minister, MOC
<i>Break</i>		
10:45 – 12:30	The Role of Trade in Emerging Myanmar	Dr. Maung Aung, Adviser to the Union Minister, MOC
<i>Lunch</i>		
13:30 – 14:45	<i>Public Private Partnership (PPP)</i>	Mr. U Aung Soe
<i>Break</i>		
15:00 - 15:30	Directorate of Trade Promotion – MOC Mandalay Division	Mr. U Myo Thu
15:30 – 16:20	<i>Q&A Session</i>	Instructors & Participants
Third Day		
9:30 – 10:30	Marketing & International Business Management	Dr. Htein Lynn, Directorate of Trade, MOC
<i>Break</i>		
10: 45 – 12:00	Current situation of ASEAN Economic Community (AEC): Opportunities & Challenges	Mr. U Thein Myint Wai, Assistant Director, Directorate of Trade, MOC
	How to establish the Company in Myanmar	
15:00 – 16:00	Closing	Dr. Maung Aung, Adviser to the Union Minister, MOC

Source: JICA Project Team

(3) Short Courses on Export/Import Business Introduction (February 20 - 21, 2014 in Yangon and February 27-28, 2014 in Mandalay)

These intensive short courses were designed for busy business persons who had no time to take normal TTI training (3 - 4 months) and limited experiences in international trade but who wanted to acquire the essence of international trade practice in a short time. This course deals with basic knowledge on international trade business transactions.

The number of participants for each course is aimed to be 50 participants who are business persons and new university graduates.

The contents of courses in Mandalay are the same as the one in Yangon and is set out in the below table.

Table 13-9 Contents of Short Course on Export/Import Business Introduction Course

Time	Subject	Contents	Instructor
Day 1			
08:30 – 08:45	Opening Ceremony		TBA
08:45 – 09:00	Course' Orientation	- Course topics – overview - Expectation & Outcome	TBA
09:00 – 10:00	Current Situation of Global Trading	- TBA	Dr. Maung Aung, Program Director, TTI
10:00 – 11:00	<u>Session 1</u> Overview of International Trade	- Overall International Trade Business Flow - International Trade Documentary Flow	Mr. Tin Maung Win, Director (Ret) Directorate of Trade, MOC
11:00 – 12:30	<u>Session 2</u> Incoterms & Sales Contract	- Major points of Incoterms - FOB & CIF - Contract Negotiation - Standard Sales Contract	Mr. Tin Maung Win, Director (Ret) Directorate of Trade, MOC
12:30 – 13:30	Lunch		
13:30 – 14:30 hrs	<u>Session 3</u> Import/Export Procedures of Myanmar	- Latest modified - Trade procedures in Myanmar	Mr. Soe Lwin, Director, DCCA, MOC
14:30 – 14:45	Coffee Break		
14:45 – 16:45	<u>Session 4</u> License Application System	- License application system - License application - Manual application	Mr. Soe Lwin Director, DCCA, MOC
Day 2			
09:00 – 10:30	<u>Session 5</u> Trade Settlement (LC)	- Overall process of payment - Opening LC - Review by Importer' Bank - Review by Exporter' Bank	Mr. Thein Lwin
10:30 – 10:45	Coffee Break		
10:45 – 12:30	<u>Session 6</u> Shipping Documents	- Preparation of shipping documents	Mr. Nyi Nyi Aung Executive Committee Member UMFCCI/ MD La Min Aung Trading Company Limited
12:30 – 13:30	Lunch		
13:30 – 14:30	<u>Session 6 continued</u> Customs Clearance	- Customs clearance flow - Preparation of Import/Export declaration	Mr. Nyi Nyi Aung Executive Committee Member UMFCCI/ MD La Min Aung Trading Company Limited
14:30 – 14:45	Coffee Break		
14:45 – 16:45	<u>Session 7</u> Preparation for International Trade Business	- Market Research - Studies on Import/Export regulation	Mr. Myo Min (tentative)

Time	Subject	Contents	Instructor
		- Identification of Buyers/Sellers - Credit Research	
16:45 – 17:00	Closing Speech		

Source: JICA Project Team

(4) Workshop on Information Services for Trade Promotion (March 4 - 8, 2014 in Yangon)

This short course for government officials was planned and conducted with the following objectives:

- i) To understand what kinds of information are necessary for trade promotion;
- ii) To learn how to develop market information services;
- iii) To learn what is market research for trade promotion is; and
- iv) To discuss how to develop market information services in Myanmar.

Table 13-10 Contents of Workshop on Information Service for Trade Promotion

Time	Subject	Lecturer
9:30 – 9:40	Opening: Explanation of purpose of training	Mr. Kazuo Mishima, Team Leader/Trade Policy Expert, JICA Project Team
9:40 – 10:50	Session 1: Cases of information service of other countries	Mr. Kazuo Mishima, Team Leader/Trade Policy Expert, JICA Project Team
10:50 – 11:00	Coffee Break	
11:00 – 12:00	Session 2: One-stop service of trade promotion	Mr. Kazuo Mishima, Team Leader/Trade Policy Expert, JICA Project Team
12:00 – 13:00	Lunch	
13:00 – 14:50	Session 2: How to Conduct Market Research and Case Study of Market Research	Mr. Kazuo Mishima, Team Leader/Trade Policy Expert, JICA Project Team
14:50 – 15:00	Coffee Break	
15:00 – 16:20	Session 5: [Discussion] Priority of market information development of Myanmar How to develop market information service in Myanmar	Mr. Kazuo Mishima, Team Leader/Trade Policy Expert, JICA Project Team
16:20 – 16:30	Closing	

Source: JICA Project Team

13.3. Capacity Development on Course Development

During the project period from April to September 2013, the JICA Project Team conducted the following capacity development activities.

13.3.1. Curriculum Development Support for Basic Course (3rd Batch) and Advanced Course (2nd Batch)

The JICA Project Team has supported the development of an overall curriculum for the Basic and Advanced Courses with the following major perspective¹⁹:

- To allocate more **practical exercises and case studies** in both the Basic and Advanced Courses
- To strengthen **the synergy between the both Basic and Advanced Courses** in accordance with the objective and knowledge level of each course

¹⁹ For example, JICA Project Team pointed out the issues of “Subjects of a course are too segmented.” and “The time sequence of subject alignment is not ordered” in Chapter 11, and recommended the modularization by the Measure 10: To reorganize the subjects of training courses.”

- To design **modularization** of training curriculum to create synergies among the offered subjects
- To design **intensive short trade business course** for those business persons who cannot attend full four-month courses
- To design intensive **short trade promotion courses** for government officials to improve their knowledge for trade promotion and facilitation
- To add **commercial English program** to improve business English communication in international trade business affairs

The implemented courses classified by module are set out in the following tables.

Table 13-11 Implemented Basic Course (3rd Batch) Classified by Module

No	Module/Sub Module	Subject	Unit
1.	International Trade Business Related Theory & Policy		21
	Course Orientation	Course Orientation, Importance of Trade	1
	Overview	International Trade Flow	1
	Economics	International Trade Theory and Concept, Economic Development, Current Economic Issues	3
	Business Law	Commercial Law, International Sales & Transaction Contract, Incoterms, Investment Law	4
	Business Management	Business Ethics, SME Development & Industrial Policy of Myanmar	2
	Marketing	International Marketing, Market Research and International Marketing	2
	Finance	Foreign Exchange Transaction(Basic)	1
	Logistics	IT Application in International Trade, Sea Port, Air Port Operation, Supply Chain Management (Basic)	3
	Trade & Industrial Policy	Standardization Policy and Regulation (Basic), WTO and SPS Agreement, Technical barriers to Trade (Basic)	3
2.	International Trade Business Related Process & Procedure		14
	Business formalization	How to Establish a Company, Role and Functions of National Trade Promotion Organizations	2
	Business negotiation	From Business Enquiry to Acceptance of Order	1
	Export & Import Procedure	License & Permit Application and Border Trade, L/C Opening, Pre-shipment Inspection, Inspection on Quality of Crop, HS Code, Customs Valuation Trade Settlement (L/C, TT), IETPS (1) Import/Export Business Flow, IETPS (3) Import License, Permit /FDA Certificate, IETPS (4) Payment (L/C), IETPS (6) Shipping Documents	11
3.	International Trade Business Practice & Case Study		6
	Business Skill Practices	IETPS (2) Export License, Permit /Importer/Exporter Registration, IETPS (5) Declaration ED/ID, From business enquiry to acceptance of order (Business Correspondence)	3
	Country/Area Investment & Trade Case Study		3
4.	Commercial English		0
Total			41

Source: JICA Project Team

Table 13-12 Implemented Advanced Course (2nd Batch) Classified by Module

No	Module/Sub Module	Subject	Unit
1.	International Trade Business Related Theory & Policy		23
		Course Orientation, Importance of Trade	1
	Economics	Macro Economics	2
	Business Law	Incoterms	1
	Business Management	Business Strategy (Basic), Business Strategy (Advanced), Corporate Social Responsibility, Human Resource Management, Project Cycle Management, Risk Management, Small Business Management	8
	Marketing	GMS (1) Course Introduction and Overview, GMS (3) Segmentation, Targeting and Positioning, GMS (5) Global Marketing Mix :Product and Pricing, GMS(6) Global Marketing Mix (2) Place and Promotion, GMS(7) Elements of Competitive Advantage	5
	Logistics	Supply Chain Management (Advanced)	1
	Trade & Industrial Policy	Export/Import & Trade Policy, WTO and ASEAN Regional Integration, Standardization Policy and Regulation (Advanced), Trade Promotion Theory and Strategy, Technical barriers to Trade (Advanced)	5
2.	International Trade Business Related Process & Procedure		6
	Business formalization	How the Stock Market Works?	1
	Market Research	GMS (2) Global Information Systems and Market Research	1
	Business negotiation	TBP (1): Selection of Terms & Conditions of Sales Agreement, TBP (2): Contract Negotiation	2
	Export & Import Procedure	TBP (5) L/C, TBP (6) Claims	2
3.	International Trade Business Practice & Case Study		13
	Business Skill Practices	TBP (3) Agency Agreement, TBP (4) Condition of Marine Insurance	2
	Marketing Strategy Practices	GMS (4) Global Marketing Entry Strategies, GMS(8) : Myanmar Products Export: Agro and Agro Processing Products, GMS (9): Myanmar Products Export: Wood & Wood Processing Products, GMS (10): Myanmar Products Export: Garment Products, GMS (11): Consultation for research paper, GMS (12): Presentation of research paper	6
	Country/Area Investment & Trade Case Study		5
4.	Commercial English		0
Total			42

Source: JICA Project Team

As a result of recommendations and support by the JICA Project Team, the latest training programs spend more time on practices comprised of **exercises and case studies** compared with the previous batches for both the Basic Course and Advanced Course. In addition, as the above tables illustrate some subjects such as “Marketing and Business Skill Practices” were designed for both Basic Course and Advanced Course so that the participants could gain more synergistic effects according to their level of knowledge.

However, as far as the **modularization** is concerned, although some subjects like “Global Marketing Strategy” and “Import/Export Transaction Practice” were conducted in a series of lecturers based on syllabus and textbook, most of the other lecturers were still delivered in an unorganized manner due to issues with the availability of lecturers.

Table 13-13 Comparison of Training Program by Type of Training with the Previous Batch

	Basic Course		Advanced Course	
	2 nd Batch	3 rd Batch	1 st Batch	2 nd Batch
No. of Total Units	46	41	44	42
Type of Training (%)				
Theoretical subjects	63.0%	51.2%	93.2%	52.5%
Procedural subjects	34.8%	34.2%	4.5%	15.0%
Exercise and case studies	2.2%	14.6%	2.3%	32.5%

Source: JICA Project Team

As far as **Short Courses** are concerned, the trade promotion training was conducted on August 6 - 8, 2013 at Nay Pyi Taw and the trade business training was conducted on September 23 - 25, 2013 at Mandalay. The JICA Project Team provided support for the planning and implementation of these two short courses.

13.3.2. Syllabus Development and Implementation Support for Import/Export Transaction Practice (IETP) for Basic Course (3rd Batch)

As a measure to foster the technical skills to deal with export/import business documents such as sales contracts, import/export registrations and licenses, L/C, and shipping documents, a new module “Import/Export Transaction Practice (IETP)” was designed and introduced by the JICA Project Team. The details of this module are shown in the below table.

Table 13-14 Syllabus of Import/Export Transaction Practice

Name of Module		Name of Lecturers	
Import/Export Transaction Practice (IETP)		Mr. Tin Maung Win, (Ret.) Director of Trade, MOC and other resource persons	
Module Description and Attainment Target			
This course aims to provide participants with opportunities to become familiar with the import/export documents and business transaction. The course participants are given basic information on sales agreements between buyers and sellers and have the opportunity to fill the transaction documents by themselves.			
Module content			Lecturer
Date	Subjects	Contents	
1st 15-July	Import/Export Business Flow	- Overall International Trade Business Flow - International Trade Documentary Flow - Documentation on Sales Contract	Mr. Tin Maung Win, (Ret.) Director of Trade, MOC
2nd 17-July	Import/Export License/Permit	Documents on Import /Export Registration and Export License - Importer/Exporter Registration - Exporter License/Permit	-Mr. Yan Naing Tun, Export Director, DCCA, MOC -Mr. Hla Tun, AD, Policy, DOT, MOC
3rd 24-July	Importer/Exporter Registration	Documents on Import License and Certificate - MOC - Food and Drug Administration (FDA) Certificate	-Mr. Myint Kyaw, Director, Import Dpt., DCCA, MOC/ FDA official
4th 29-July	Payment (L/C)	- Overall Process of Payment (from L/C application to receipt of payment by exporter's bank) - Opening L/C (Application and needed documents) - Review by importer's bank - Review by exporter's bank	Ms. Win Win Maw, AGM (MICB)

5th 31-July	Declaration Export/Import Documents	- Documentation on ED/ID Declaration - (Manual)E-Customs Declaration - Export/Import Declaration (Dual System)	Mr. Nyi Nyi Aung, General Secretary, Myanmar Customs Brokers Association
6th 19-Aug	Shipping Documents	Shipping Documents - Invoice - Packing List - B/L - Certificate of Origin - Inspection Certificate (if applicable)	Mr. Aung Khin Myint Chairman (MIFFA)

Source: JICA Project Team

The JICA Project Team together with the Training Course Unit of TTI discussed the contents of module. They selected an appropriate lecturer for each subject and tried to meet with the selected lecturers to brief them on expected syllabus prior to their lectures. As a result, the lecturers could understand the basic concepts of the subject and prepare the necessary information and teaching materials for their lectures.

However, due to the constraint on class hours, in most cases, the participants did not have enough time to actually fill in the shipping documents by themselves.

13.3.3. Syllabus Development and Implementation Support for Trade Business Practice (TBP) for Advanced Course (2nd Batch)

For Advanced Course participants, the JICA Project Team introduced a new module “Trade Business Practices (TBP).” This module aimed to provide opportunities to practice export and import transactions through case studies. The contents of this module and its syllabus are detailed in the following table.

Table 13-15 Syllabus of Trade Business Practice

Name of Module		Name of Lecturer	
Trade Business Practice		Mr. Tin Maung Win, JICA and other resource persons	
Module Description and Attainment Target			
This course aims to provide opportunities to practice export and import transactions through case studies. After briefly reviewing the concepts and theory, course participants have opportunities to discuss important issues/problems and solutions in international trade business seen from inquiry, payment to claim settlement.			
On completion of the course, the course participants are expected to attain an adaptive expertise of dealing with important issues of international trade business.			
Module content			Lecturer
Date	Subjects	Contents	
1st 18-June	Selection of Terms & Conditions of Sales Agreement	- Review of Sales Agreement - Terms and Conditions (CIF, FOB, etc.) - Deviation from the terms of the Agreement (ex. Volume, Delay of shipment, etc.) - Case Study	Dr.Khin Mar Yee, Yangon University
2nd 20-June	Negotiation	- Review of Contract Negotiation (Offer & Counter-Offer, Negotiation of Discount and Change of Price, etc.) - Case Study	Mr. Yoichi Matsui, JICA expert
3rd 25-June	Agency Agreement	- Review of Agency Agreement - Sole Agency - Extension of Agency Agreement - Dealing with Competitors' Products - Case Study	Dr Khin Phone Myint Kyu, Yangon University

4th 4-July	Conditions of Marine Insurance	<ul style="list-style-type: none"> - Review of Marine Insurance (5W: Who, Whose, Where, What condition, What amount) - Type of Risks Covered by Insurance - Causal Relationship - Claims to Insurance Company - Case Study 	Mr. Lwin Oo, AGM, Myanma Insurance, MFR
5th 5-July	L/C	<ul style="list-style-type: none"> - Review of L/C - Change of Conditions - Discrepancy of L/C - Bankruptcy of L/C Issuing Bank - Case Study 	Mr. Kyin Thein, Administration GM, MFTB

Source: JICA Project Team

Like the IETP sub module in Basic Course, the JICA Project Team discussed with TTI's Training Course Unit regarding the contents. They selected appropriate lecturers and held pre-discussion with the selected lecturers.

In this module, a JICA expert delivered lectures on practical case studies based on his own business experience. However, some of the other lecturers could not introduce actual cases because they spent more time on theoretical aspects. Particularly for the first lecturer, too much time was spent on fundamental legal principles which have little linkages with international trade practices. In some cases, institutions which dispatched lecturers did not properly inform them of contents of the syllabus and attainment in advance.

13.3.4. Syllabus Development and Implementation Support for Global Marketing Strategy (GMS) for Advanced Course (2nd Batch)

The objective of a module "Global Marketing Strategy (GMS)" was to provide a set of conceptual and analytical tools to participants through theory and case studies so that they can successfully apply marketing theory and research methodology in their global marketing planning. The syllabus of GMS is described in the below table.

Table 13-16 Syllabus of Global Marketing Strategy

Name of Module		Name of Lecturer	
Global Marketing Strategy		MMRD and JICA Project Team in collaboration with other resource persons	
Module description and attainment target			
<p>This course aims to provide a set of conceptual and analytical tools through theory and case studies for students to successfully apply marketing theory and research methodology in their global marketing planning. On completion of the course, students are required to write a global marketing strategy report (about 10-15 pages) on MS word by conducting market research and making a marketing plan for target export countries or Myanmar. In the case of export marketing, students can select their own target countries or utilize the knowledge and information learned in the "Country/Area Investment & Trade Case Study" Course.</p> <p>The report should cover the following aspects:</p> <ul style="list-style-type: none"> -Background and outline of market trends of the selected products/services in target country * -Potential of the market for the selected products/services (including competitive advantage of your products/services) -Recommendations on the marketing plan (Ex. 4P: Products, Pricing, Distribution and Promotion Strategies) 			
Module content			Resource Person/ Organization
Date	Subject	Contents	
28-May	Course Introduction and Overview	In this first class, the principles of marketing, in particular 4Ps: Product; Place; Promotion and Pricing will be reviewed. Students will also be introduced to course overviews.	Mr. Takuji Kameyama, JICA expert

4-June	Global Information Systems and Market Research	- Information Technology and Business Intelligence - Sources of Market Information - Steps of Market Research - Credit Research	Mr. Aung Min, MMRD
13-June	Segmentation, Targeting, and Positioning	- Global Market Segmentation - Assessing Market Potential and Choosing Target Markets or Segments - Product-Market Decisions - Target Market Strategy Options - Positioning	Mr. Aung Min, MMRD
11-June	Global Market Entry Strategies	- Licensing - Investment - Global Strategic Partnerships - Cooperative Strategies in Asia	Mr. Myo Min, PS Business School
27-June	Global Marketing Mix (I): Product and Pricing Decisions	- Basic Product and Branding Concepts - Product Planning and Strategic Alternatives - Basic Pricing Concepts - Global Pricing Strategic Alternatives	Mr. Myo Min, PS Business School
2-July	Global Marketing Mix (II): Place and Promotion Decisions	- Basic Concepts of Distribution Channels - Supply Chain and Logistic Management - Basic Concepts of Sales Promotion - Global Sales Promotion Strategic Options	Mr. Myo Min, PS Business School
11-July	Myanmar Products Export (2): Wood & Wood Processing Products	- Overview of Industry - Government Policy - Positioning (Strength and Weakness) - Export Company Case	U Aye Lwin, UMFCCI
18-July	Guidance	Project Report Writing (Project Cycle Management)	Dr. Maung Aung, Program Director, TTI
30-July	Myanmar Products Export (1): Agro & Agro Processing Products	- Overview of Industry - Government Policy - Positioning (Strength and Weakness) - Export Company Case	Dr. Kyaw Nyein Aye Visiting Professor, YTU
8-Aug	Myanmar Products Export (3): Garment Products	- Overview of Industry - Government Policy - Positioning (Strength and Weakness) - Export Company Case	Daw Khine Khine Nwe , MGMA (Myanmar Garment Manufacture Association)
12-Aug	Guidance	Project Report Writing (Project Cycle Management)	Dr. Maung Aung, Program Director, TTI
20-Aug	Strategic Elements of Competitive Advantage	- 5 Forces Influencing Competition - Strategies for Creating Competitive Advantage - Global Competition and National Competitive Advantage	U Tin Zan Kyaw, Device Business Management Agency
22-Aug	Consultation	Students will consult with lecturers regarding their course reports and presentation materials.	- Mr. Kazuo Mishima, JICA Project Team Leader - Mr. Takuji Kameyama, JICA Expert
29-Aug	Presentation	On completing this course, participants will make short 20 minutes presentation of their own global marketing strategies of selected products by successfully applying 4Ps to export or import country (ies).	- Mr. Kazuo Mishima, JICA Project Team Leader - Mr. Takuji Kameyama, JICA Expert

Source: JICA Project Team

The JICA Project Team discussed the contents with TTI's Training Course Unit, and they made an effort to select lecturers with practical experience. As a result, through TTI's extensive network, this module was able to gather very qualified practitioner lecturers from MMRD, PS Business School, Device Business Management Agency as well as business associations like UMFCCI and MGMA.

TTI under the guidance of the JICA Project Team divided the participants into four groups for group work. Each group engaged in a research work to prepare a global marketing plan for their selected product. TTI lecturers and JICA experts periodically gave guidance to the participants for their research. It can be said that GMS is the most comprehensive and integrated sub module in the Advanced Course in terms of the integration of theory and practice.

Many participants commented that more time should be spent on the guidance and consultation for marketing research methodology since most participants had very limited knowledge and experience in collecting and analyzing of marketing data.

13.3.5. Curriculum Development Support for Basic Course (4th Batch) and Advanced Course (3rd Batch)

The JICA Project Team continuously supported the development of an overall curriculum for the Basic and Advanced Courses with the same perspectives as the 3rd batch of Basic Course and the 2nd batch of Advanced Course, namely, modularization and the addition of practical subjects.

The contents of the two courses classified by module are set out in the following tables.

Table 13-17 Implemented Basic Course (4th Batch) Classified by Module

No	Module/Sub Module	Subject	Unit
1.	International Trade Business Related Theory & Policy		15
	Course Orientation	Importance of Trade & Export Led Growth Model	1
	Economics	Growth & Development, Global Economic Issues	2
	Business Law	Incoterms, Foreign Investment Law & Myanmar Citizens Investment Law, MIC Permit	2
	Business Management	Business Ethics	2
	Marketing	International Marketing, Market Research	2
	Finance	Foreign Exchange Transactions, Stock Market	2
	Information Technology	IT Application in International Trade	1
	Trade & Industrial Policy	Standardization Policy and Technical Regulation, WTO and SPS Agreement, SME Development & Industrial Policy of Myanmar, SME	3
2.	International Trade Business Related Process & Procedure		6
	Business formalization	Company Establishment, Registration & Extension	1
	Business negotiation	Main points in Sale Contract (Importers/Exporters)	1
	Export & Import Procedure	Pre-shipment Inspection, HS Code, Customs Valuation, Custom Clearing Procedures-Export Clearing Procedures-Import Clearing Procedures	4
3.	International Trade Business Practice & Case Study		10
	Import/Export Transaction Practice	IETPS (1): Introduction to Trade, Mechanism of L/C, Major points in Sale Contract to be fully aware by Exporters, IETPS (2): Importer/Exporter Registration (Procedures), IETPS (3): Exporter License/Permit application (Procedures + Practical filling-documentation, IETPS (4): Importer License/Permit application (Procedures + Practical filling-documentation, IETPS (5): FDA Certificate (System for Food & Drug Importation & Exportation), IETPS (6) Payment (L/C), IETPS (7): Declaration ED/ID, IETPS (8): Shipping Documents, Practical Session: Doing exercise on Shipping Documents	9
	Country/Area Investment & Trade Case Study	Export/Import Procedures: India	1
Total			31

Source: JICA Project Team

Table 13-18 Implemented Advanced Course (3rd Batch) Classified by Module

No	Module/Sub Module	Subject	Unit
1.	International Trade Business Related Theory & Policy		16
	Economics	Export Led Growth Model, Macro Economics: An Introduction, Competitive Advantage of Nations/Principles of Economics	3
	Business Management	Risk Management, International Business Management, Small Business Management, Project Cycle Management, Corporate Social Responsibility, Human Resource Management	6
	Finance	Financial Services	1
	Logistics	Supply Chain/ Value Chain, Global Supply Chain & Value Chain	2
	Trade & Industrial Policy	National Export Strategy, SME Development, Standardization Policy and Regulation, WTO/SPS Agreement	4
2.	International Trade Business Related Process & Procedure		2
	Export & Import Procedure	Insurance	1
	Business negotiation	Unique Selling Point	1
3.	International Trade Business Practice & Case Study		3
	Country/Area Investment & Trade Case Study	Rise of China & its implications for Neighboring Countries, World Bank, MATRADE	3
4.	Global Marketing Strategy		11
	Marketing	GMS (1): Course Introduction and Overview, GMS (3): Segmentation, Targeting and Positioning, GMS (5): Global Marketing Mix :Product and Pricing, GMS(6): Global Marketing Mix (2) Place and Promotion	4
	Market Research	GMS (2) Global Information Systems and Market Research	1
	Marketing Strategy Practice	GMS (4) Global Marketing Entry Strategies, GMS(8) : Myanmar Products Export: Agro and Agro Processing Products, GMS (9): Myanmar Products Export: Wood & Wood Processing Products, GMS (10): Myanmar Products Export: Garment Products, GMS (11): Consultation, GMS (12): Presentation	6
5.	International Logistics		5
	Business negotiation	IL (2): Int'l Sales & Transport Contract and INCOTERMS	1
	Business Skill Practice	IL (4): Marine Insurance, IL (6): Global Supply Chain Management (Case Study)	2
	Logistics	IL (3): Transportation Strategy, IL (5) Global Supply Chain	2
Total			37

Source: JICA Project Team

As a result, the latest batches courses of both Basic Course and Advanced Course allocate more time to practices comprised of **exercise and case studies** compared with the previous batches.

As for **modularization**, some modules like “Global Marketing Strategy” and “Import/Export Transaction Practice” are conducted again through a series of lecturers based on syllabus and textbook with more involvement of course advisors from outside of TTI. The module of “Trade Business Practice” was introduced in the 2nd batch of Advanced Course but this module was more focused on the theoretical aspects of agreements and did not sufficiently include case studies by experienced lecturers. The JICA Project Team proposed an “International Logistics” module instead. This module has been introduced in the 3rd batch of Advanced Course so that participants can understand the important issues of international logistics. Other lecturers are also organized by similar topics so that participants can learn the topics systematically.

Table 13-19 Comparison of Training Program by Type of Training with the Previous Batch

	Basic Course		Advanced Course	
	3rd Batch	4th Batch	2nd Batch	3rd Batch
No. of Total Units	41	31	42	37
Type of Training (%)				
Theoretical subjects	51.2%	48.4%	52.5%	56.8%
Procedural subjects	34.2%	19.4%	15.0%	8.1%
Exercise and case studies	14.6%	32.2%	32.5%	35.1%

Source: JICA Project Team

13.3.6. Syllabus Development and Implementation Support for Basic Course (4th Batch) and Advanced Course (3rd Batch)

(1) Import Export Transaction Practices (IETP) for Basic Course (4th Batch)

The module “Import/Export Transaction Practice (IETP)” was revised for the 4th batch of Basic Course as shown in the following table.

Table 13-20 Syllabus of Import/Export Transaction Practice

Name of Subject		Name of Lecturer	
Import/Export Transaction Practice		Mr. Tin Maung Win and other resource persons	
Course description and attainment target			
This course aims to provide participants opportunities to become familiar with the import/export documents and business transaction. The course participants are given the basic information on the sales agreement between buyers and sellers and have opportunities to fill the transaction documents by themselves.			
Course content			
Time	Organization Theme	Contents	Resource Person/
30 Dec (Mon)	Import/Export Business Flow	- Overall International Trade Business Flow - International Trade Documentary Flow - Documentation on Sales Contract	Mr. Tin Maung Win
3 Jan (Fri)	Importer/Exporter Registration	Documents on Im/Ex Registration - Importer/Exporter Registration - Exporter License/Permit	Mr. Hla Tun, Deputy Director, DOT, MOC
6 Jan (Mon)	Exporter License/ Permit Application	- Exporter License/ Permit Application (Procedures + Documentation - practical filling)	Mr. Soe Win Maung, Deputy Director, DCCA, MOC
8 Jan (Wed)	Importer License/ Permit Application	- Importer License/ Permit Application (Procedures + Documentation - practical filling)	Mr. Soe Lwin, Director, DCCA, MOC
10 Jan (Fri)	FDA Certificate	- System for Food & Drug Importation & Exportation	Dr. Khin Saw Hla, Deputy Director, Ministry of Health
13 Jan (Mon)	Payment (L/C)	- Overall Process of Payment (from L/C application to receipt of payment by exporter's bank) - Opening L/C (Application and needed documents) - Review by importer's bank - Review by exporter's bank	Ms. Win Win Maw, Assistant General Manager, MICB
15 Jan	Declaration ED/ID	- Documentation on ED/ID	Mr. Nyi Nyi Aung, General

(Wed)		Declaration (Manual) - E-Customs Declaration (on Line ACDD) - ED/ID Declaration (Dual System)	Secretary, Myanmar Customs Brokers Association
20 Jan	Shipping Documents	- Shipping Documents *Invoice *Packing List *B/L *Certificate of Origin *Inspection Certificate (if applicable)	Mr. Aung Khin Myint, Chairman, MIFFA

Source: JICA Project Team

(2) Global Marketing Strategy (GMS) for Advanced Course (3rd Batch)

The syllabus of the module “Global Marketing Strategy (GMS)” has been improved in the 3rd batch of Advance Course as shown in the following table.

Table 13-21 Syllabus of Global Marketing Strategy

Name of Subject		Name of Lecturer	
Global Marketing Strategy		TTI, PS Business School, and the JICA Project Team in collaboration with other resource persons	
Course description and attainment target			
<p>This course aims to provide a set of conceptual and analytical tools through theories and case studies for students to successfully apply marketing theory and research methodology in their global marketing planning. On completion of the course, students are required to write a global marketing strategy report (about 10-15 pages) on MS word by conducting market research and making a marketing plan for target export countries or Myanmar. In the case of export marketing, students can select their own target countries or utilize the knowledge and information learned in "Country/Area Investment & Trade Case Study" Course. The report should cover the following aspects:</p> <ul style="list-style-type: none"> - Background and outline of market trend of the selected products/services in target country - Potential of the market for the selected products/services (including competitive advantage of your products/services) - Recommendation on a marketing plan (Ex. 4P: Products, Pricing, Distribution and Promotion Strategies) 			
Course content			Resource Person/ Organization
Time	Theme	Contents	
19 Dec	GMS (1): Course Introduction and Overview	In this first class, the principles of marketing, in particular 4Ps: Product; Place; Promotion and Pricing will be reviewed. Students will be also introduced course overview.	Mr. Takuji Kameyama, JICA
26 Dec	GMS (2): Global Information Systems and Market Research	<ul style="list-style-type: none"> - Information Technology and Business Intelligence - Sources of Market Information - Steps of Market Research - Credit Research 	Mr. Aung Min, MMRD
27 Dec	GMS (3): Segmentation, Targeting, and Positioning	<ul style="list-style-type: none"> - Global Market Segmentation - Assessing Market Potential and Choosing Target Markets or Segments - Product-Market Decisions - Target Market Strategy Options - Positioning 	Mr. Aung Min, MMRD
2 Jan	GMS (4): Global Market Entry Strategies	<ul style="list-style-type: none"> - Licensing - Investment - Global Strategic Partnerships - Cooperative Strategies in Asia 	Mr. Myo Min, PS Business School
3 Jan	GMS Report (How to prepare GMS Report)		Mr. Thein Myint Wai, Assistant Director &

			Mr. Myo Min, CEO, PS Business School
7 Jan	GMS (5): Global Marketing Mix (I): Product and Pricing Decisions	- Basic Product and Branding Concepts - Product Planning and Strategic Alternatives - Basic Pricing Concepts - Global Pricing Strategic Alternatives	Mr. Myo Min, PS Business School
9 Jan	GMS (6): Global Marketing Mix (II): Place and Promotion Decisions	- Basic Concepts of Distribution Channels - Supply Chain and Logistic Management - Basic Concepts of Sales Promotion - Global Sales Promotion Strategic Options	Mr. Myo Min, PS Business School
10 Jan	GMS (7): Strategic Elements of Competitive Advantage	- 5 Forces Influencing Competition - Strategies for Creating Competitive Advantage - Global Competition and National Competitive Advantage	Mr. Tin Zan Kyaw, Device Business Management Agency
14 Jan	GMS (8): Myanmar Products Export (1): Agro & Agro Processing Products	- Overview of Industry - Government Policy - Positioning (Strength and Weakness) - Export Company Case	Dr. Kyaw Nyein Aye Visiting Professor, YTU
16 Jan	GMS (9): Myanmar Products Export (2): Wood & Wood Processing Products	- Overview of Industry - Government Policy - Positioning (Strength and Weakness) - Export Company Case	Mr. Aye Lwin, UMFCCI
28 Jan	GMS (10): Myanmar Products Export (3): Garment Products	- Overview of Industry - Government Policy - Positioning (Strength and Weakness) - Export Company Case	Mr. Khine Khine Nwe, MGMA
25 Feb	GMS (11): Consultation		Mr. Myo Min, CEO, PS Business School
6-Mar	GMS (12): Group presentation by the participants		Dr. Htein Lynn, Mr. Thein Myint Wai, Ms Tin Mar Aye, Ms Sandar Tun

Source: JICA Project Team

(3) International Logistics (IL) for Advanced Course (3rd Batch)

As mentioned above, the module of “International Logistics” has been introduced in the 3rd batch of Advance Course. This module covers international business issues like global supply chains. The syllabus of this module is as set out in below.

Table 13-22 Syllabus of International Logistics

Name of Subject		Name of Lecturer	
International Logistics		TTI, and the JICA Project Team in collaboration with other resource persons	
Course description and attainment target			
<ul style="list-style-type: none"> Logistics encompasses all activities from purchasing materials to delivery of final products or services to the consumer. Logistic management is one of the key areas to reduce business costs and improve service effectiveness. <p>The objective of the course is to make participants understand and become familiar with the important issues of International Logistics to deal with international trade</p>			
Course content			Resource Person/ Organization
Time	Theme	Contents	
20 Mar	Introduction/ International Business	Introduction:	Mr. Aung Khin Myint,

	Review	<ul style="list-style-type: none"> • What is Logistics? • Total Logistic Costs • Globalization Trade & Transport Linkage International Business Review <ul style="list-style-type: none"> • Brush up International Trade Flow Brush up International Trade Documentary Flow and Shipping Documents	Chairman, MIFFA
25 Mar	International Sales & Transport Contract and Incoterms	<ul style="list-style-type: none"> • International Sales Contracts • International Transport Contracts • Incoterms 2000/2010 	Mr. Aung Khin Myint, Chairman, MIFFA
1 Apr	Marine Insurance	<ul style="list-style-type: none"> • Types of Risks Covered by Insurance • Causal Relationship • Claims to Insurance Company 	Mr. Aung Khin Myint, Chairman, MIFFA
2 Apr	Global Supply Chain and Case Study	Global Supply Chain: <ul style="list-style-type: none"> • Concept of Global Supply Chain • Roles of International Forwarders • Importance of Bonded Warehouse Case Study: <ul style="list-style-type: none"> • A Global Forwarder's Case in Myanmar • A Global Automaker's Case in ASEAN 	Mr. Aung Khin Myint, Chairman, MIFFA
4 Apr	Case Study (Special Session)	<ul style="list-style-type: none"> • Nippon Express Global Strategy in Asia 	Mr. Nakata, Nippon Express

Source: JICA Project Team

13.4. Issues of Course Development

The training courses implemented as the improvement plan offered more practical sub-modules such as GMS, IETP and TBP. Although TTI's training program has been improved to some extent, further efforts should be made in order to achieve its original mission of developing human resources for international trade business. The following issues should be further addressed.

- Practical Exercises and Case Studies

Practical exercise and case studies are still not sufficiently offered in both Basic Course and Advanced Course. In particular, for the Basic Course, lectures on import and export documentation practices should be enriched to provide more lectures on how to fill in import/export license applications and shipping documents as well as drafting contracts. For the Advanced Course, more case studies should be offered in order to develop the capability for problem solving in international trade transactions.

- Modularization

With the exception of the GMS, IETP and TBT sub modules, most of the training subjects are still not well-organized. It is desirable to promote further modularization of the subjects by developing modules like international finance modules, logistics modules, ICT modules, and business administration modules. In addition, such modules could meet a wide range of needs for business persons who have limited time for study.

- Guidance/Consultation on Marketing Research

More hands-on guidance and consultation is needed to teach marketing research since participants have limited knowledge and experience in collecting and analyzing market data. In this regard, it is necessary to find appropriate tutors with whom participants can consult.

- Selection Process for Lecturers and Prior Discussions

For some modules like GMS, TTI had prior discussions with lecturers to prepare their lectures. But for most subjects TTI had no prior discussions because the lecturers were appointed by the dispatching organizations at the last moment. In this regard, the lecturer selection process and method should be carefully improved so that TTI can have more time for prior discussions with lecturers.

- Commercial English

Although the JICA Project Team recommended that TTI provide a commercial English module, TTI did not implement that module due to budget constraint and difficulties in finding appropriate lecturers. Fluent English communication capability is critical for international trade business and it is necessary to include a method for improving English capabilities in one way or another.

CHAPTER 14 Training Management Improvement in Trial Implementation

14.1. Implementation structure and schedule

14.1.1. Implementation Structure

At the start of trial implementation of the improvement plan in April 2013, 6 persons were nominated as the members of training management improvement as shown in the table below with Dr. Htein Lynn being the team leader for this trial implementation.

In August 2013, Dr. Htein Lynn was moved to ASEAN Division of Directorate of Trade and new deputy director and officers were assigned to TTI. Thus, the implementation structure was changed as shown in the following table. Under Ms. Thein Nu Khine, the new deputy director, Mr. Thein Myint Wai, assistant director was in charge of overall training management. Ms. Sanda Htun is in charge of course management of Advanced Course and Ms. Win Win San and Ms. Tin Mar Aye were in charge of Basic Course.

Table 14-1 Organization for Training Management Improvement

From April –August 2013

No	Name	Position	Duty
1	Dr. Htein Lynn (Leader)	Deputy Director	Overall supervising of training management Leader of Training management (Basic Course)
2	Mr. Thein Myint Wai (Sub-leader)	Assistant Director	Leader of Training management (Advanced Course)
3	Ms. Tin Mar Aye	Staff Officer	Training management (Basic Course: monitoring)
4	Ms. Khein Mau Kyu	Superintendent	Training Management (Basic Course: preparation)
5	Mr. Phyo Wai	Staff Officer	Training Management (Advanced Course: monitoring)
6	Ms. Yee Yee Soe	Superintendent	Training Management (Advanced Course: preparation)

August 2013 - Present

No	Name	Position	Duty
1	Ms. Thein Nu Khine	Deputy Director	Overall in charge in administrative related management
2	Mr. Thein Myint Wai (Sub-leader)	Assistant Director	Overall in charge in training management (all trade training courses)
3	Ms. Win Win San	Assistant Director	Training Management (Basic Course: Leader (July-August 2013)/ Short Course in Mandalay)
4	Ms. Tin Mar Aye	Staff Officer	Training Management (Basic Course: Leader (August-September 2013))
5	Ms. Thi Thi Swe	Staff Officer	Training Management (Basic Course: Monitoring)
6.	Ms. Sandar Htun	Assistant Director	Training Management (Advanced Course: Leader)
7.	Mr. Aung Kyaw Moe	Assistant Director	Training Management (Workshops/Seminars in TTI: Leader)

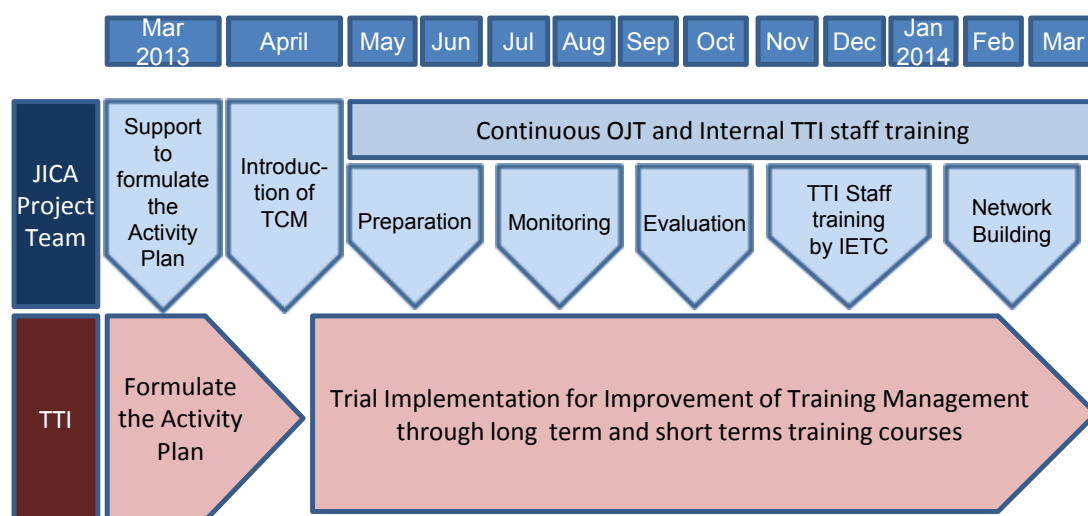
Source: JICA Project Team

14.1.2. Implementation Schedule

In March 2013, The JICA Project Team shared the recommendations of the Improvement Plan with TTI staff. Through discussions by TTI and the JICA Project Team in April and May 2013, TTI prepared an activity plan for improvement of training management as the trial implementation.

During the trial implementation period from May 2013 until March 2014, TTI had improved steadily with their training management procedures with the appropriate and timely advice of the JICA

Project Team. In July 2013, the Indonesia Export Training Center conducted a training program on training management for all TTI staff members.



Source: JICA Project Team

Figure 14-1 Training Management Support during Trial Implementation

14.2. Formulation of Activity Plan of Training Management Improvement

14.2.1. Pre-discussion with TTI

In March 2013, The JICA Project Team had a meeting with TTI and explained the issues for the improvement of training management which had been identified through the first year of the Project. In the first year, the following measures were recommended in the area of training management as an improvement plan.

- Measure 19:** To develop the training management system
- Measure 20:** To periodically collect the training needs data
- Measure 21:** To introduce employment assistance services for participants
- Measure 22:** To organize an alumni association for graduates of the training courses
- Measure 23:** To expand the staff of TTI and provide training on training management and administration
- Measure 24:** To plan an office layout plan for the enhancement of training provision capability
- Measure 25:** To establish an alliance network to enrich the contents of trade training (Categorized in Network & Alliance)
- Measure 26:** To collaborate with the Ministry of Commerce for trade support services (Categorized in Network & Alliance)

In addition, the budget problem was also pointed out as one of issues for training management. The budget of TTI is currently insufficient to prepare the necessary facilities and gain a higher satisfaction by participants.

14.2.2. Formulation of Activity Plan

At the beginning of the second year in May 2013, the JICA Project Team and TTI discussed an activity plan for the improvement of the training management of TTI. The following table shows the results of said discussions with TTI regarding the recommended measures.

Table 14-2 Results of Discussions on Recommended Measures for Training Management

Measure	Results of Discussion
Measure 19: To develop a training management system	TTI/MOC: - Japan: The JICA Project Team supported the introduction of an appropriate training management procedure to TTI in the trial implementation.
Measure 20: To periodically collect the training needs data	TTI/Japan: The JICA Project Team and TTI agreed to collect the training needs from the training participants at the end of training courses under the trial implementation.
Measure 21: To introduce employment assistance services for participants	TTI/Japan: TTI and the JICA Project Team agreed to suspend this measure because the number of TTI members is still limited. TTI/MOC: TTI agreed to put into an announcement board if they received an inquiry of recruitment.
Measure 22: To organize an alumni association for graduates of training courses	TTI/MOC: TTI and the JICA Project Team agreed that this measure will not be included in the trial implementation because the number of TTI graduates is still limited. But both parties recognized the importance of organizing an alumni association.
Measure 23: To expand the staff of TTI and provide training of training management and administration	TTI/MOC: MOC decided to expand the number of managers and staff of TTI by July 2013. The number of staff members will be around 20 to 30 persons. Japan: The JICA Project Team decided to transfer necessary knowledge and skills on training management to TTI in the trial implementation.
Measure 24: To plan an office layout plan for the enhancement of training provision capability	TTI/MOC: TTI planned to expand their facility for class rooms. Japan: While TTI requested the JICA Project Team to support the establishment of a library, JICA explained that it is difficult to do under this Project due to the regulations on how to use the budget.
Measure 25: To establish an alliance network to enrich the contents of trade training	TTI/MOC: TTI had strong willingness to expand cooperation network with the private sector and international organizations. Japan: The JICA Project Team agreed to support the activity in the trial implementation.
Measure 26: To collaborate with the Ministry of Commerce for trade support services	TTI/Japan: TTI and the JICA Project Team agreed to implement this by developing a short course on trade promotion.
Additional Measure: To expand a budget of TTI for necessary facilities and higher satisfaction from participants	TTI/MOC: TTI confirmed to JICA that a routine budget will be allocated at the beginning of FY 2013 in additions to training fees from participants.

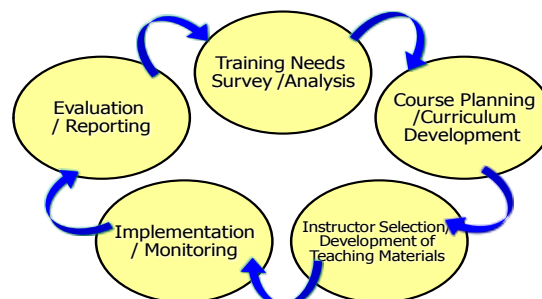
Source: JICA Project Team

As a result, the JICA Project Team and TTI agreed to conduct the following activities for improving the training management system of TTI in the trial implementation.

- Improvement of training management based on OJT through the implementation of training courses (from preparation, implementation/monitoring, evaluation, and communication with instructors through a cooperation network)
- Implementation of training for the capacity development of TTI staff members on training management; and
- Preparation of a draft manual on training management

As of May 2013, the number of staff assigned to training management was only around 10 people. Therefore, the JICA Project Team decided to start OJT training for monitoring and evaluation tasks and suggested TTI conduct a weekly evaluation meeting.

The JICA Project Team decided to introduce the concept of “Training Cycle Management” to promote the understanding of TTI staff about the basic training management procedures. The “Training Cycle Management” is an application of PDCA (Plan /Do/ Check /Action) cycle in the field of training management services consisting of five steps: i) implementation of needs survey and analysis; ii) course planning and curriculum development; iii) instructor selection and development of teaching materials; iv) training implementation and monitoring; and v) evaluation and reporting.



Source: JICA Project Team

Figure 14-2 Concept of Training Cycle Management

After detailed discussions with TTI staff members on the current situation of TTI training management, the JICA Project Team and TTI staff members agreed to give priority to the following issues.

- Strengthening **cooperation network** with other organizations/ agencies both domestically and internally.
- Keeping **close communication with instructors** and arrange pre-discussions with them to confirm teaching contents.
- Developing **detailed preparatory schedules** and share its progress among the TTI staff members periodically.
- Introducing a **proper way for monitoring and evaluation** in conducting training programs.

14.3. Capacity Development of TTI on Training Management

14.3.1. OJT through the Implementation of TTI Training Courses

(1) Monitoring of Training Courses by TTI

The JICA Project Team formulated a checklist²⁰ for the preparation and monitoring of training courses and distributed it to the persons in charge of both Basic Course and Advanced Course. The JICA Project Team emphasized the importance of communication and relationships based on trust with participants for smooth implementation and monitoring of training courses.

Two JICA local consultants attended every class of the Basic Course and Advanced Course to support the monitoring of the actual lectures.

(2) Evaluation of Training Courses by TTI

TTI, jointly with the JICA Project Team, prepared an evaluation sheet²¹ for the subject/lecture. TTI distributed the evaluation sheets to the participants and collected their evaluations at each lecture.

²⁰ See Appendix 8.

²¹ See Appendix 9.

The evaluation sheet consisted of four categories: i) overall evaluation; ii) evaluation of instructor; iii) evaluation of teaching materials; and iv) evaluation on training management. The evaluation was made by choosing one of four answers: “strongly agree”, “agree”, “disagree” and “strongly disagree.” Participants could write their comments in a remarks column.

A summary sheet of the evaluation was made for each lecture by aggregating the evaluations sheets.

(3) Weekly Evaluation Meeting

TTI and the JICA Project Team agreed that TTI holds an evaluation meeting every Tuesday afternoon. At every meeting, members reviewed summary evaluation sheets for the lectures of the previous week. TTI also discussed issues for training management and decided upon necessary actions. The weekly evaluation meeting was held 11 times during the period from June to September 2013 (see Appendix 9).

In the beginning stage of weekly evaluation meeting in June 2013, the JICA Project Team explained to TTI how to manage the weekly evaluation meeting by leading discussions on the evaluation results, causes of low marks, necessary actions and persons in charge to improve training. During the period of trial implementation, TTI managers and staff gradually took the initiative in the weekly evaluation meetings. The JICA Project Team still partly supports the weekly evaluation meeting, for example, by making minutes of the evaluation meeting. The format of the minutes for the evaluation meeting is shown in Appendix 9.



(4) Strengthening of Cooperation Networks for Lecturers

During the trial implementation of the improvement plan, TTI invited lecturers from international organizations and foreign governments by developing a cooperation network with them. The following table documents the lectures from international organizations and foreign governments.

Table 14-3 Records of Lectures by International Organizations

Instructor	Topic	Date (Course)
1. Japan External Trade Organization (JETRO)		
Mr. Masaki Takahara, Executive Managing Director JETRO Yangon Office	Trade & Investment relationship between Japan & Myanmar	- July 26, 2013/ TTI Yangon (Business Talk) - Aug 8, 2013 / MOC HQ in Nay Pyi Taw (Workshop on Trade Promotion in Myanmar) - Sept 23, 2013/ MRCCI, Mandalay Forum on Economic Development through Trade
2. Malaysia External Trade Development Corporation (MATARDE)		
Mr. Rajah Trade Director, MATRADE Yangon	Case study of TPO: MATRADE	Aug 6, 2013/ MOC HQ in Nay Pyi Daw (Workshop on Trade Promotion in Myanmar)
Ms. L.S. Wong CEO of MATRADE	Importance of Trade Fair	Sep 5, 2013 in Yangon (Showcase Malaysia)

3. Embassy of Australia		
Mr. Mark Wood, Trade Commissioner	Country Area Study: Australia	Aug 30, 2013/ TTI Yangon Business Talk
4. Hinrich Foundation		
Mr. Alexander Boom Program Director	Effective Export Marketing	July 25, 2013/ TTI Yangon (Business Talk)
5. Bangkok Training International		
Dr. Surapit Promsit, President of BTI	Country Area Study: Thailand	Aug 2, 2013/ TTI Yangon (Business Talk)
6. JICA Expert (Custom Department)		
Mr. Shuhei Ueno, JICA Expert	Custom Clearance Services & National Single Window in Japan	Aug 23, 2013/ TTI Yangon (Business Talk)

Source: JICA Project Team

On September 5, 30 participants of Basic Course and Advanced Course visited an exhibition “Showcase Malaysia” organized by MATARDE (September 5 – 8, 2013) with the purpose of learning the role of international trade exhibitions and how the government agency conducts the exhibitions.

The participants attended two lectures: “The importance of Trade Fair” by Ms. L.S. Wong CEO of MATRADE and “Management of Trade Fair” by Mr. Myo Thet, an organizer of the exhibition.



Discussion with a Malaysian Exporter



Lecture by CEO of MATRADE

(5) Building of Communication Networks with Instructors

In the process of designing and preparing the modules “Import Export Transaction Practice” and “Trade Business Practice,” TTI and the JICA Project Team invited two experienced lectures as shown in the following table. TTI and the JICA Project Team explained the objectives of the modules and asked their opinions and advice. The two instructors provided their advice from their experience and also gave the lectures for the modules.

Table 14-4 List of instructors who cooperated to develop TTI’s case study

No.	Name	Position	Expertise subject
1	Mr. Thein Lwin	General Manger (Ret.) MOC	➢ International Sales & Transactional Contract ➢ L/C opening
2	Mr. Tin Maung Win	Director (Ret.) of Directorate of Trade, MOC	➢ International Trade Flow ➢ INCOTERMS ➢ Business correspondence
3.	Mr. Myo Min	CEO, PS Business School	➢ Global Marketing Strategy
4.	Mr. Aung Khin Myint	Chairman, MIFFA	➢ Shipping documents ➢ International Logistics

Source: TTI

A pre-meeting with a lecturer is important to improving the contents of a lecture. Therefore, TTI staff members tried to arrange a pre-meeting with an instructor prior to his/her lecture. However, in most cases they failed to realize the pre-meetings with instructors from government organizations because those lecturers were decided upon just two or three days before the lectures. Some lecturers tend to avoid a pre-meeting partly because they are afraid of being forced to change the teaching contents.

(6) Introduction of PERT Chart for Smooth Training Management

In order to make necessary preparations effectively and efficiently, the JICA Project Team has introduced a PERT (Program Evaluation and Review Technique) chart, which is a project management tool to manage the scheduling and monitoring of progress of tasks, to TTI. TTI prepared a PERT chart for the short course ‘‘Forum on Economic Development through Trade’’ and operated the course using the PERT chart (see Appendix 7).

No.	Name of Activity	Date of Start	Date of Completion	Period of Activity	Person in Charge

Source: JICA Project Team

Figure 14-3 Form of PERT Chart

14.3.2. Capacity Development for TTI Staff Members on Training Management

For the capacity development of TTI managers and staff on training management, the JICA Project Team arranged a workshop by inviting instructors from the Indonesia Export Training Center (IETC). The JICA Project Team carried out a training program ‘Basic Procedures for Planning and Implementing Trade Training’’ over 4 days from July 23 until July 26 2013.²²

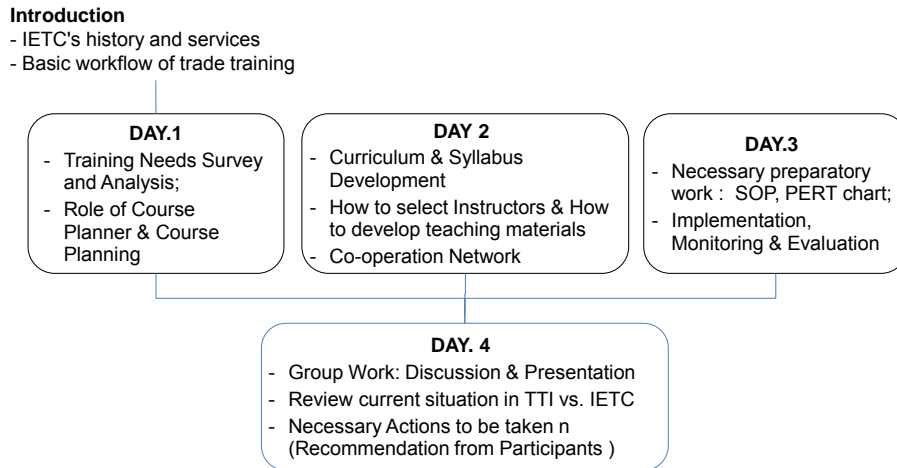
Objective

The objective is to teach IETC’s know-how on trade training management according to a management cycle: planning, implementation, monitoring, evaluation and improvement.

Schedule

The schedule and contents of training programs is shown in the following figure.

²² See Appendix 11.



Source: JICA Project Team

Figure 14-4 Major course outline of 4-day IETC training program

Instructors

IETC dispatched the following two instructors who had experience in teaching training management in trade training institutes in other countries:

- Ms. Dra Handaya Retno: Instructor, IETC
- Ms. Santi Setiastuti: Head of training implementation division, IETC

Participants

A total of 21 MOC participants (15 from TTI- Yangon, 3 from the Department of Commerce & Consumer Affairs, Yangon and the rest from Directorate of Commerce, MOC in Nay Pyi Taw, accordingly) participated in the training program, by IETC.

Results of Training

The instructors explained the training management of IETC and management procedures according to the steps of Training Cycle Management. The



Group Discussion by the Participants



Lecture by the instructor from IETC

The

instructors introduced their actual experience by explaining how IETC had made solutions toward issues they had faced. The JICA Project Team facilitated the communication between the instructors and participants.

On the last day, a group discussion was conducted to identify the current issues of TTI and discuss necessary actions to be taken. The participants were divided into four groups: Group A: training needs survey/analysis and course planning, Group B: preparation of training courses, Group C: implementation, monitoring and evaluation and Group D: training management systems. After the discussion, each group made a presentation to share the results of the discussion with other group members. At the end of session, wrap-up discussion was conducted with all the participants.

14.3.3. Preparing Manual for Training Management

The JICA Project Team prepared a draft of the “TTI Training Management Manual” based on the results and existing problems in trade training management during the period of the trial improvements. The TTI Training Manual is expected to be used by TTI in order to manage trade training in a systematic manner.

14.3.4. Improvement of Library of TTI

In August 2013, TTI established a library and four staff members have been allocated to the library. The JICA Project Team provided advice on how to manage the library and supported the preparation of rules for library utilization by visitors.

TTI Library was formally opened on December 11, 2013. The current rules for the TTI Library which were announced on December 10, 2013 through the notice boards of MOC are as follows:

- 1) Opening hours are from 10:00 am to 3:00 pm on Mondays, Wednesdays, and Fridays.
- 2) A person who wants to borrow books must be registered as a member by submitting an application with a registration card and one photo at the library.
- 3) Any member who fails to return a book as per library rule shall be liable to a fine of 100 Kyats for each extra day.
- 4) In case any of borrowed items is lost, damaged, or destroyed, the person who borrowed is charged.

14.3.5. Review of Job Description of TTI Staff Members

The current organizational structure formed in August 2013 still needs improvement in order to realize more effective training management. The JICA Project Team and TTI conducted interviews²³ with TTI staff members on their job descriptions as assigned by MOC and their actual work in order to identify appropriate work allocation as a trade training institute.

14.4. Achievement and Issues of Trial Implementation for Improvement of Training Management

14.4.1. Achievement on Trial Implementation

As of the end of February 2014, the achievements of trial implementation of improvement plan can be summarized as follows.

Measure 19: Develop a training management system

²³ See Appendix 14 for the detail.

TTI managers and staff have understood the importance of a systematic working procedure and its basic concept in training management. It is expected that TTI will continue to establish a systematic training management system and appropriate working procedures hereafter.

The training by the instructors from IETC offered TTI managers and staff a good opportunity to understand the concept of basic work procedures for training management such as planning, preparing, implementing and evaluating. As a result of the instructors' teaching based on actual experience and group discussions, TTI managers and staff realized the gap of training management system between IETC and TTI and understand the necessity of introducing a systematic training management procedure.

During the period from October 2013 to February 2014, TTI course managers of both basic and advance courses have provided their staff with necessary instructions to improve their training management. As a result, good team work has been created among managers and staff.

Close Communication with Instructors:

During the trial implementation TTI held pre-meetings with some instructors from the private sector, but failed to hold pre-meetings with instructors of government officials because they were nominated as lecturers just a few days before the lectures. In those cases, TTI contacted lecturers and explained purposes of their lectures.

TTI has involved several experienced instructors for such topics as export/import procedures, trade contract, global marketing strategy and international logistics as advisors for curriculum development of those modules.

Detailed Preparatory Work:

TTI had managed trade training without a detailed implementation plan and schedule before the trial implementation. The JICA Project Team introduced a PERT chart and TTI used the PERT chart for the training program in Mandalay in September 2013.

However, TTI needs further guidance in order to establish a more complete system for preparation of training programs.

Proper Way of Monitoring:

Persons-in-charge of TTI sometimes did not attend lectures due to other assignments and their monitoring capability had been weakened. During the trial implementation, TTI continued to monitor the lectures of the training programs according to a check list with the assistance of the JICA Project Team. TTI collected evaluation sheets for each lecture from the participants with active communication with them. Through active communication with participants, TTI has become able to respond more promptly to requests raised by participants during lectures.

Proper Way of Evaluation:

TTI had conducted the evaluation of participants only at the end of the course. During the trial implementation, TTI periodically held internal evaluation meetings and gave feedback on the evaluation to each lecturer to further training implementation. TTI identified that this evaluation method was effective and decided it to continue in the future training courses.

Since September 2013, TTI has begun to analyze the evaluation sheets collected from participants and prepared an evaluation report with advice from the JICA Project Team.

Meanwhile, TTI's capability for analysing and reporting still has a room for improvement. It is necessary for TTI to continue to improve its capability for conducting the evaluation in a proper way.

Measure 20: Periodically collect the training needs data

TTI has become aware of the importance of a needs survey through the trial implementation. Although TTI has not implemented a needs survey independently, TTI collected the needs data of the participants through daily communication during the lectures and conducted a questionnaire survey at the end of the training courses. TTI also collects training needs data through discussions with related ministries and business associations on an ad-hoc basis.

Measure 21: Introduce employment assistance services for participants

TTI provides information on job opportunities on an ad-hoc basis when an enquiry is received and disseminates the enquiry on the announcement board. The problem is that TTI does not have enough information sources for job opportunities.

Measure 22: Organize an alumni association for graduates of the training courses

TTI has contacted the alumni of past training programs in order to give information for seminars and events. TTI sometimes has a meeting with some of the graduates if a need arises. However, an association of alumni has not been established although there are voices requesting such an association.

Measure 23: Expand the staff of TTI and provide training on training management and administration

At TTI, staff members had previously just followed managers' instructions. One of the reasons was their lack of capacity. While the assistant directors play a key role and responsibility for training management, several staff members have gradually increased their contribution as they have accumulated knowledge and skills during the trial implementation.

Since most of TTI managers and staff were newly assigned in August and September 2013, the JICA Project Team has provided capacity building on training management and administration since September 2013. As a result, managers and staff have acquired basic level knowledge and skills on training management.

Measure 24: Draft an office layout plan for the enhancement of training provision capabilities

TTI has renewed the equipment in classrooms such as sound systems and furniture. TTI has modified the office layout, for example, moving all facilities to 4th floor, and the creation of new working rooms for new staff.

TTI established a library in August 2013 and it commenced service in December 2013. Most books in the library are old and the number of books is still limited. TTI plans to increase the number of new books by receiving support from MOC and donors.

Measure 25: Establish an alliance network to enrich the contents of trade training (Categorized in Network & Alliance)

During the trial implementation, TTI has taken the initiative to invite new lecturers from the private sector such as UMFCCI, MRCCI, Myanmar Logistic Association, and business schools and overseas trade organizations such as Thailand and Australia. The third country visit organized by the JICA Project Team contributed to the establishment of a network with MATRADE and IETC. The JICA Project Team also supported a network of Japanese lecturers such as JETRO, a JICA expert dispatched to the Customs Department and a Japanese logistic company.

Measure 26: Collaborate with the Ministry of Commerce for trade support services (Categorized in Network & Alliance)

The Trade Promotion Department currently plans to establish the International Trade Promotion and Information Center (ITPIC) at the Yangon Office of MOC. The collaboration of TTI and ITPIC will be formalized and trade promotion service will be realized in an integrated manner.

Additional Measure: Expand a budget of TTI for necessary facility and higher satisfaction of participants.

In the first half of FY2013/14, no routine budget from MOC was allocated to TTI even though MOC admitted special budgets for some training and office renovation works. Thus, TTI had to manage training courses with only the training fees collected from the participants. MOC currently plans to allocate a routine budget from FY 2014/15. As such, TTI plans to stop collecting training fees because they have concerns about procedures for their handling within the government accounts.

In conclusion, it can be concluded that the capacity development of trade training management in the trial implementation has achieved its objectives as planned for the understanding of the importance of systematic trade training and accumulation of basic capability of monitoring and evaluation. On the other hand, TTI still has much work to do for curriculum development and the management of lecturers.

14.4.2. Issues for the Improvement in Training Management

The remaining issues of training management for further improvement can be summarized as below.

(1) Training Management System

Organizational structure and staff allocation

- The current organizational structure of TTI was designed before the trial implementation. Therefore, the function and duties of units are not properly designed to implement training according to the training management cycle. There exists a gap between job-descriptions prepared by MOC and the current work of TTI staff members.

Training Management System

- Job descriptions and standard operation procedures (SOPs) for training management have yet to be formulated and compiled as documents.
- A good team work atmosphere has not been built among TTI managers and staff as more than half of them has recently been assigned to TTI.
- While a good team work atmosphere has been built gradually among TTI managers and staff, it is necessary to strengthen their team work.

Budget Allocation

- MOC currently plans to allocate a routine budget from FY 2014/15. Instead, TTI plans to stop collecting training fees according to the accounting policy of MOC. This has concerns from the viewpoints of cost recovery for public services and the financial sustainability of TTI.

Cooperation Network

- TTI has started to build cooperation networks with donors and NGOs but still is weak in terms of cooperation networks with other domestic and international organizations.
- TTI has not established an alumni association for TTI.
- TTI has not built a cooperation network with the private sector to provide information on job opportunities to the participants.

Facility

- The library which has been newly set up still lacks basic facilities and equipment such as new textbooks and statistics, PCs and internet. As a result TTI still fails to provide basic library services to participants.
- TTI is currently conducting renovation work for classrooms and staff rooms.

Human Resource Development

- TTI has not formulated a human resource development (HRD) plan for its staff.
- Systematic and regular staff training is not implemented.
- It is desirable to make a training management manual for TTI staff and periodically update it if required.
- It is necessary to develop internal lecturers who can teach basic contents or contents related to MOC's policies and procedures such as export/ import procedures and Myanmar's laws and regulations related to exports and imports so that TTI can implement training courses including short courses more flexibly.

(2) Training Management Procedures

Training Needs Survey

- TTI has never conducted a training needs survey to understand the real needs of the private sector in a systematic manner. It is necessary to consider implementing a needs survey targeting the private sector such as associations and individual businesses.

Training Needs Analysis

- TTI staff has poor knowledge of needs analysis, even though they have received basic knowledge on the training conducted by the instructors from IETC.

Course Planning and Curriculum Development

- The key managers of TTI have planned and developed training programs and curriculums. TTI staff has poor knowledge of course planning and curriculum development.
- It is necessary to set up an advisory committee for curriculum development consisting of professionals in international trade to strengthen the curriculum development of TTI.
- The variety of training courses is still limited and various short courses are recommended for development.
- Curriculum development of practical contents is still weak.
- It is necessary to expand resources for potential lecturers with business experience who can support curriculum development.

Selection of Instructors

- TTI manager and staff must increase their capability for judging the qualifications of lecturers for planned subjects.
- It is necessary to establish a mechanism under which TTI can choose appropriate lecturers of government officials.
- TTI must establish a mechanism for ensuring pre-meetings with a lecturer and/or trial presentation by a lecturer.

Development of Teaching Materials

- TTI occasionally fails to receive teaching materials before lectures.
- TTI does not check the teaching materials received from lecturers nor ask them to revise them even if it is necessary.
- TTI does not have appropriate criteria to evaluate teaching materials.

Preparatory Work

- TTI does not make a schedule (PERT chart) to monitor and share the progress of preparation work as a routine activity.

Implementation/Monitoring

- TTI has not prepared a trouble-shooting manual.
- Responses to technical problem are still weak due to limited human resources.
- There is no clear scope of work and job allocation among TTI staff in implementing training programs.
- A check list for training implementation has not been formulated.

Evaluation Reporting

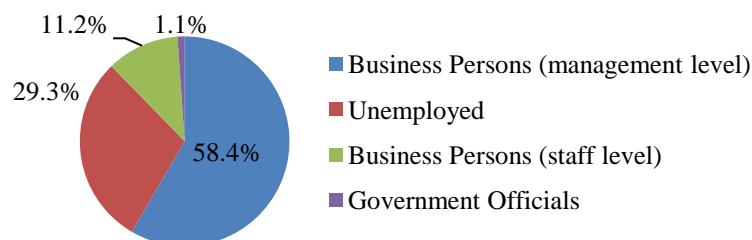
- The format for the lecture evaluation sheet needs to be simplified.
- TTI should establish a systematic system for reporting the results of periodic evaluations.
- TTI should make a clear report format for periodic management reports.

CHAPTER 15 Results of Training Courses for Trial Implementation

15.1. Participants of Training Courses for Trial Implementation

15.1.1. Participants of Third Basic Course

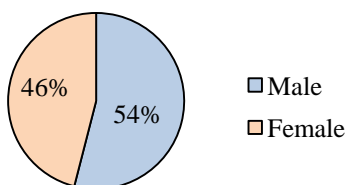
Nearly 70% of the participants were business persons, followed by the unemployed and government officials. The share of business persons at the management level and staff level in the third Basic Course was 58% and 11%, respectively. The share of government officials was only 1%.



Source: TTI

Figure 15-1 Breakdown of Participants for third Basic Course by Occupation

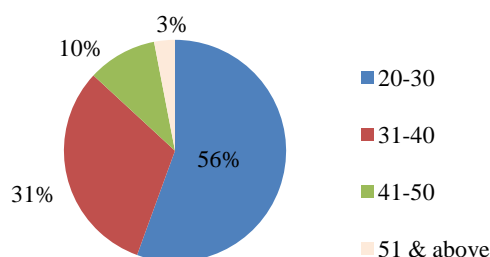
Male participants occupied 54% of the total, slightly more than female participants.



Source: TTI

Figure 15-2 Breakdown of Participants of 3rd Basic Course by Gender

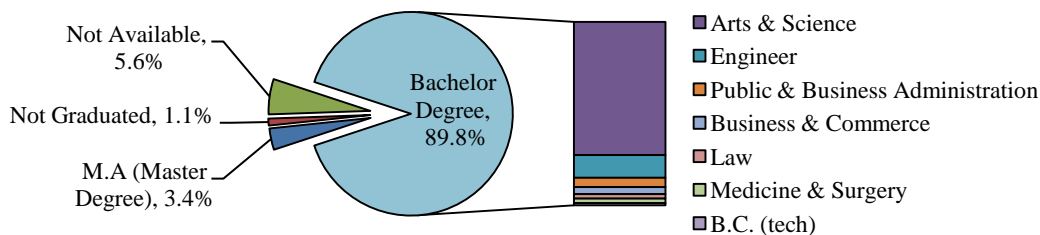
The majority of the participants were aged from 20-30, followed by those aged 31-40.



Source: TTI

Figure 15-3 Breakdown of Participants of 3rd Basic Course by Age

The following figure shows the breakdown of participants by educational background for the third Basic Course. Most participants possessed a bachelor degree mainly in arts and science. The number of participants who had a bachelor degree in business and/or commerce was relatively small.

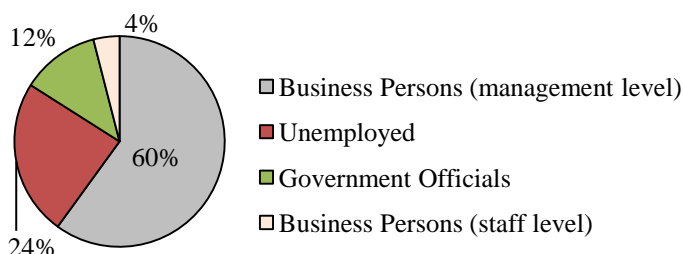


Source: TTI

Figure 15-4 Breakdown of Participants of 3rd Basic Course by Academic Background

15.1.2. Participants of Second Advanced Course

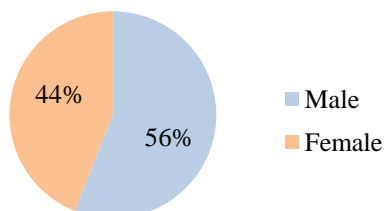
Among participants, 60% were managers, followed by the unemployed (24%), government officials (12%), and business persons of staff level (4%).



Source: TTI

Figure 15-5 Breakdown of Participants of 2nd Advanced Course by Occupation

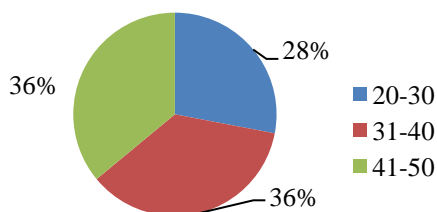
Male participants accounted for 56% of the total and the rest were female.



Source: TTI

Figure 15-6 Breakdown of Participants of 2nd Advanced Course by Gender

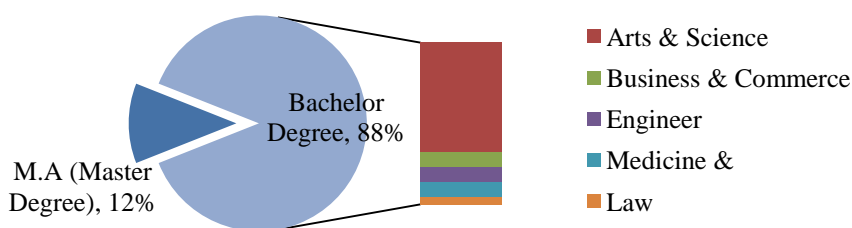
The participants were roughly equally divided into the age groups of 20-30, 31-40, and 41-50 years old.



Source: TTI

Figure 15-7 Breakdown of Participants of 2nd Advanced Course by Age

Most participants possessed a bachelor degree mainly in arts and science. The number of participants having a bachelor degree in business and/or commerce was small. PhD holders did not attend the second batch of Advanced Course although some PhD holders participated in the first batch.

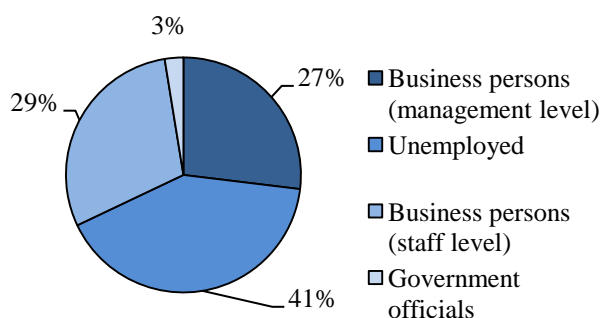


Source: TTI

Figure 15-8 Breakdown of Participants of 2nd Advanced Course by Education

15.1.3. Participants of Fourth Basic Course

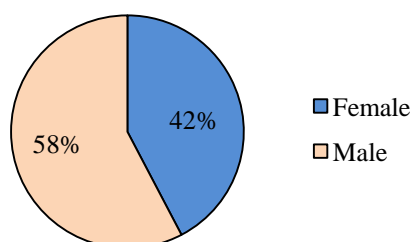
Unlike the previous batch of the Basic Course, the share of the unemployed was more than 40% in the 4th basic course. The share of business persons at management level and staff level in the 4th Basic Course was 27% and 29%, respectively. The share of the government officials was only 3%.



Source: TTI

Figure 15-9 Breakdown of Participants for 4th Basic Course by Occupation

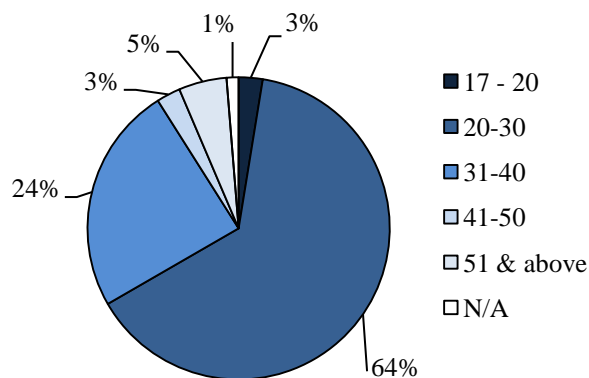
Male participants occupied 58% of the total, which is a similar trend as the previous Basic Course.



Source: TTI

Figure 15-10 Breakdown of Participants of 4th Basic Course by Gender

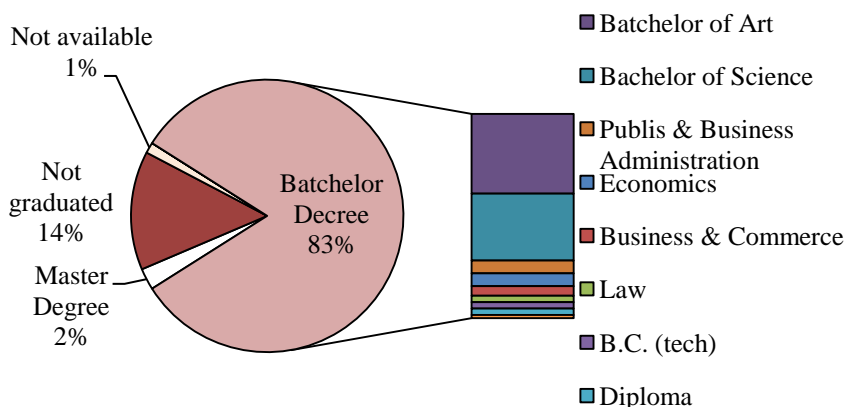
The majority of the participants were aged from 20-30 years old, followed by those aged 31 - 40. Unlike the previous batch, there were 3% youth (17-20) in the 4th Basic Course.



Source: TTI

Figure 15-11 Breakdown of Participants of 4th Basic Course by Age

The following figure shows the breakdown of participants by academic background for the 4th Basic Course. Most of participants possessed a bachelor degree mainly in arts and science. The number of participants who had a bachelor degree in business and/or commerce was relatively small.

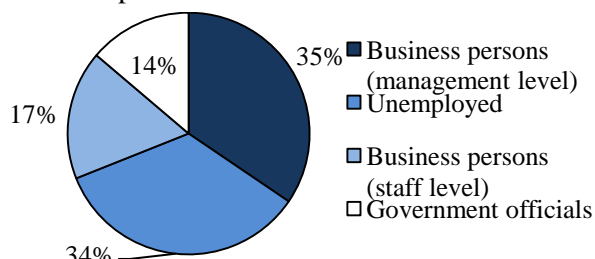


Source: TTI

Figure 15-12 Breakdown of Participants of 4th Basic Course by Academic Background

15.1.4. Participants of Third Advanced Course

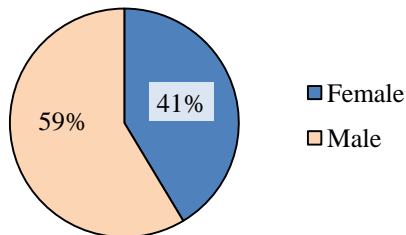
Although the businesspersons at the management level accounted for the largest share, it was only 35% (60% in the previous batch). Instead, the share of business persons at staff level was significant at 34% despite it being only 4% in the previous batch.



Source: TTI

Figure 15-13 Breakdown of Participants for 3rd Advanced Course by Occupation

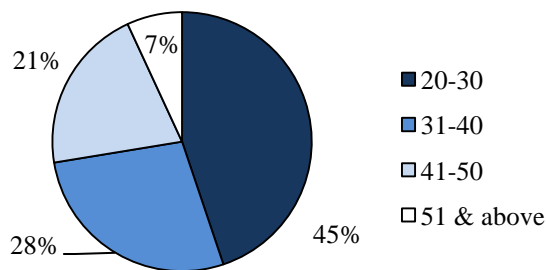
Male participants occupied 59% of the total, which was a similar tend as the previous advanced course.



Source: TTI

Figure 15-14 Breakdown of Participants of 3rd Advanced Course by Gender

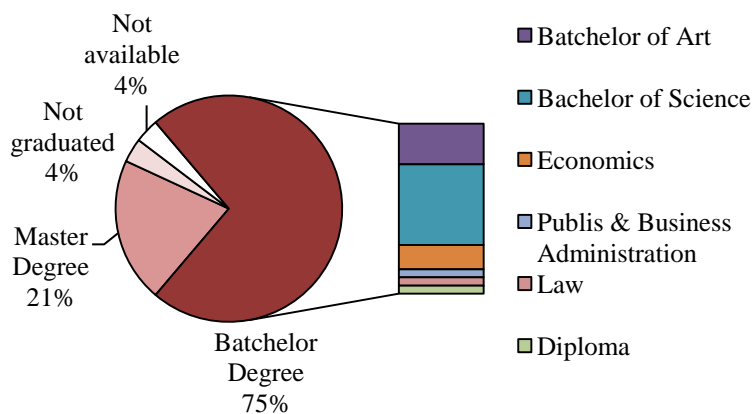
The majority of the participants were aged from 20-30 years old, followed by those aged 31-40 and 41-50.



Source: TTI

Figure 15-15 Breakdown of Participants of 3rd Advanced Course by Age

Most participants possessed a bachelor degree mainly in arts and science. The number of participants having a bachelor degree in business and/or commerce was small. Four percent of the group were non-graduate participants in this advanced course.



Source: TTI

Figure 15-16 Breakdown of Participants of 3rd Advanced Course by Academic Background

15.1.5. Short Course on Trade Promotion in Myanmar

The objective of the course was to train officers of the Ministry of Commerce (MOC) on trade promotion. Therefore, all participants, 48 persons, were from MOC. Ten persons were from the Directorate of Trade, 30 persons from the Department of Trade Promotion, and 8 persons from Department of Commerce and Consumer Affairs. By position, 13 persons were deputy directors, 17 persons were assistant directors and 18 persons were staff officers.

15.1.6. Short Course on Forum on Economic Development through Trade

During the 3-day course, over 100 participants participated from such provinces as Mandalay, Monywa, Myeikhteela, MyinChan, and Pyin Oo Lwin in Mandalay Division and Shan State. Approximately 70% of them were traders. The rest were universities, private business schools, members of the Mandalay Region Chamber of Commerce and Industry (MRCCI) and staff of the Mandalay Division of MOC.

15.1.7. Short Course on Import/Export Procedure (Yangon)

This intensive short course was implemented on February 20 - 21, 2014 and it aimed to provide the course to around 50 participants who were business persons and new university graduates, especially for busy business persons who had no time to take the normal TTI training (3 - 4 months) and limited previous experiences in International Trade but who wanted to acquire the essence of International Trade Practice.

15.1.8. Short Course on Import/Export Procedure (Mandalay)

This intensive short course was implemented on February 27-28, 2014 and it aims to provide the course to 50 participants who are business persons and new university graduates, especially for busy business persons who live outside of Yangon and do not have many opportunities to attend one.

15.2. Evaluation of Training Courses by Participants

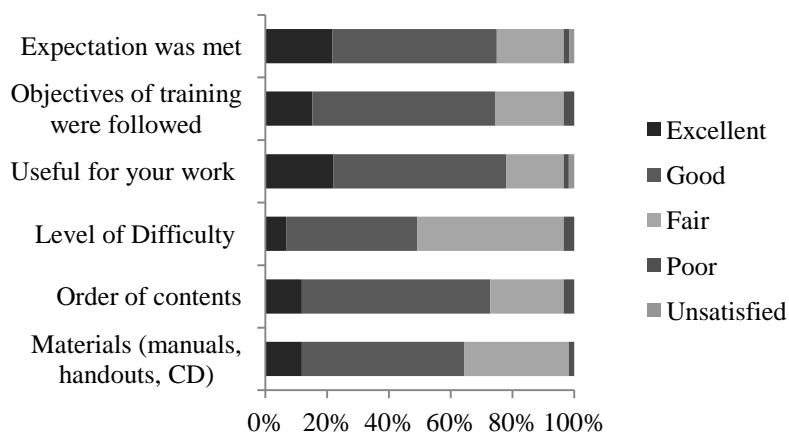
15.2.1. Third Basic Course

With the purpose of evaluating the improvement plan and obtain necessary feedback for further improvement, TTI implemented a questionnaire survey to the participants of the third batch of the Basic Course. The answer sheets were collected from 60 persons out of a total of 89 (response rate of 67%).

(1) Satisfaction Level of Participants

More than 70% of the respondents answered “excellent” or “good” for the questions about “expectation was met (75.0%),” “objectives of training were followed (74.6%),” “useful for your work (78.0%),” and “order of contents (72.9%).”

On the other hand, for the questions about the level of difficulty, less than 50% of the respondents answered “excellent” or “good.” This is a difficult problem because there is a wide difference in the knowledge and experience of participants. It is necessary to examine the level of difficulty and interest of participants carefully when TTI sets the level of curriculum. It is also important to monitor the level of understanding by participants and make necessary adjustments.



Source: JICA Project Team

Figure 15-17 Evaluation of 3rd Basic Course by Participants

The evaluation of 2nd Basic Course is as the following table shows. The evaluation of usefulness was also high at 2nd Basic Course. But, as for the achievement of expectation, the 3rd Basic Course increased the evaluation compared with 70% of 2nd Basic Course. Although the used questionnaires are different and not all the participants replied, it is considered that the improvement of subjects and teaching methods contributed to this improvement.

Table 15-1 Evaluation Results of 2nd Basic Course

	Yes	No
Useful	46 Persons (97.9%)	1 Persons (2.1%)
Achievement of Expectation	30 Persons (69.8%)	13 Persons (30.2%)
Use of What Learnt at Work	36 Persons (76.6%)	11 Persons (23.4%)

Source: JICA Project Team

(2) Evaluation of Subjects of Course

The respondents gave a score from 1 to 5 for each subject. The average of all subjects was 4.06. All subjects except 8 subjects gained a score higher than 4.00. The scores of “HS Code (2.20),” “Customs Valuation (2.69),” and “IETPS (5) Declaration of Export and Import (3.08)” were uniquely low. All 3 of these topics were related to a conceptual and technical knowledge of Customs. The timing provided for all topics was less than 3 hours and it became really difficult for the participants to understand such technical matters within the given time. Also the teaching techniques of the instructors were not enough for the participants to fully follow the lectures.

Table 15-2 Evaluation by Subject (Third Basic Course)

Subject	Score
L/C Opening	4.66
Current Economic Issues	4.54
Business Ethics	4.51
GMS(7) Elements of Competitive Advantage	4.49
International Sales & Transaction Contract	4.46
INCOTERMS	4.42
International Marketing	4.42
Business Strategy	4.41
Foreign Exchange Transaction	4.38
IETPS (4) Payment (L/C)	4.31
Supply Chain Management (Basic)	4.29
IETPS (2) Export License, Permit /Importer/Exporter Registration	4.27
Course Orientation, Importance of Trade	4.25
IETPS (3) Import License, Permit/ FDA Certificate	4.24
Technical barriers to Trade	4.24
How to establish a company	4.22
International Trade Flow	4.19
License & Permit Application and Border Trade	4.17
Commercial Law	4.17
From business enquiry to acceptance of order (Business Correspondence)	4.16
International Trade Theory and Concept	4.14
How stock Market Work?	4.14
IT Application in International Trade	4.10
IETPS (1) Import/Export Business Flow	4.10
Standardization Policy and Regulation	4.10
Trade Settlement (L/C, TT)	4.09
Sea Port/ Air Port Operation	4.07
WTO: SPS Agreements	4.03
Pre-shipment Inspection	4.02
Role and Functions of National Trade Promotion Organizations	4.02
IETPS (6) Shipping Documents	4.02
Investment Law	3.98
SME Development & Industrial Policy of Myanmar	3.93
Inspection on Quality of Crop	3.76
Economic Development	3.69
Market Research and International Marketing	3.39
IETPS (5) Declaration ED/ID	3.08
Customs Valuation	2.69
HS Code	2.20
Average Score	4.06

Source: JICA Project Team

15.2.2. Fourth Basic Course

(1) Satisfaction Level of Participants

As the fourth basic course is still ongoing, the satisfaction level of the participants has not been evaluated. The data will be collected at the end of the course in April by TTI.

(2) Evaluation of Basic Course by Participants (as of February 6, 2014)

The evaluation sheet for the 4th Basic Course has been modified from that used for the 3rd Basic Course. In the new sheet respondents choose a score from 1 to 4 to evaluate each lecture instead of from 1 to 5. In the previous sheet, respondents tended to choose the median “3”.

The average of all subjects (up to February 6, 2014) was 3.19. All subjects except 2 subjects gained a score higher than 3.00. The scores of “Foreign Investment Law & Myanmar Citizens Investment Law, MIC Permit (2.95)” and “Importers/Exporters Registration (2.67)” were particularly low. This is reasonable since the concepts of the two lectures were difficult to understand for participants who are not familiar with the laws and regulations.

Table 15-3 Evaluation by Subject (Fourth Basic Course)

Subject	Score
Importance of Trade & Export Led Growth Model	3.08
IETPS (1): Introduction to Trade/ Mechanism of LC/ Major Points in Sales Contract to be fully aware by Exporters	3.52
IETPS (6): Payment (L/C)	3.50
International Trade & Economic Policies: General Concepts & Trade Procedures of Neighboring Countries INDIA	3.38
Pre-Shipment Inspection	3.33
IETPS (7): Declaration ED/ID	3.31
IETPS (8): Shipping Documents	3.30
IT application in International Trade	3.24
Company Establishment & Registration/Making Company Extension	3.22
Foreign Exchange Transaction	3.22
Main points in Sales Contract (Importers/Exporters)	3.19
IETPS (3): Exporter License/ Permit Application (Procedures/Documentation)	3.16
INCOTERMS	3.14
Standardization Policy & Technical Regulations	3.08
IETPS (4): Importer License/ Permit Application (Procedures/Documentation)	3.07
IETPS (5): System for Food & Drug Importation & Exportation	3.05
Foreign Investment Law & Myanmar Citizens Investment Law, MIC Permit	2.95
IETPS (2): Importers/Exporters Registration	2.67
Average	3.19

Source: JICA Project Team

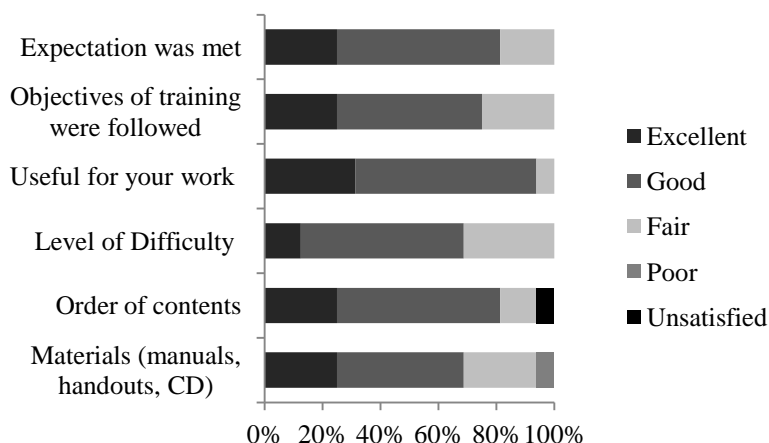
15.2.3. Second Advanced Course

With the purpose of evaluating the improvement plan and obtain necessary feedback for further improvements, TTI implemented a questionnaire survey to the participants of the second batch of Advanced Course. The answer sheets were collected from 16 persons out of a total of 25 (a response rate of 64%).

(1) Satisfaction Level of Participants

More than 90% (93.8%) of the respondents answered “excellent” or “good” for the questions about “useful for your work.” The questions about “expectation was met,” and “objectives of training were followed” were given “excellent” or “good” by 81.3% and 75.0% of the respondents. From this result, it can be concluded that the contents of course was practical to use and met the needs of participants.

Same as the Basic Course, the question about “level of difficulty” gained lower evaluation scores. TTI must pay attention to the management of the levels of the lectures.



Source: JICA Project Team

Figure 15-18 Evaluation of 2nd Advanced Course by Participants

The evaluation of 1st Advanced Course is as the following table shows. The evaluation of usefulness was high even at 1st Advanced Course. But, as for the achievement of expectation, the evaluation at 2nd Advanced Course significantly increased from 44% of 1st Advanced Course. Although the used questionnaires are different and not all the participants replied, it is considered that the increase in practical subjects and modularization had impact on the learning of participants.

Table 15-4 Evaluation Results of 1st Advanced Course

	Yes	No
Useful	17 Persons 89.5%	2 Persons 10.5%
Achievement of Expectation	10 Persons 43.5%	13 Persons 56.5%
Use of What Learnt at Work	10 Persons 52.6%	9 Persons 47.4%

Source: JICA Project Team

(2) Evaluation of Each Lecture Topic

The respondents gave a score from 1 to 5 for each subject. The average for all subjects was 4.28. All subjects except 1 subject gained a score higher than 4.00. Only “How Stock Markets Works” gained a score less than 4.00 (3.82). The teaching technique of lecturers for this subject was weak in terms of giving examples. In addition, it seems that the participants were not familiar with this subject because the Myanmar stock market is still in preparation.

Table 15-5 Evaluation by Subject (Second Advanced Course)

Subject	Score
Incoterms	4.64
Macro Economics	4.55
Supply Chain Management	4.55
Macro Economics	4.45
Standardization policy and regulation	4.36

Subject	Score
WTO & ASEAN regional integration	4.36
Report writing : 3rd country visit sharing	4.36
Risk Management	4.36
TBP (5) L/C	4.36
Human Resource Management	4.36
Business Strategy	4.36
GMS (11): Consultation	4.36
GMS(12): Presentation	4.36
Small Business Management	4.36
TBP (6) Claims	4.36
Corporate Social Responsibility	4.36
Course orientation, Importance of trade	4.27
GMS (1) Course Introduction and Overview	4.27
Trade Promotion Theory & Strategy	4.27
General Concepts: Int'l Trade of Economics Policies/Trade Procedures of Neighboring	4.27
Latest Modified Export/Import & Trade Policy	4.27
TBP (2): Contract Negotiation	4.27
GMS(5) Global Marketing Mix: Product and Pricing	4.27
GMS(6) Global Marketing Mix (2) Place and Promotion	4.27
WTO: SPS Agreements	4.27
GMS (9): Myanmar Products Export (2): Wood & Wood Processing Products	4.27
Country Area Study : ASEAN	4.27
GMS(Additional) Project Cycle Management	4.27
GMS(7) Elements of Competitive Advantage	4.27
GMS (2) Global Information Systems and Market Research	4.18
GMS (4) Global Marketing Entry Strategies	4.18
TBP (4) Condition of Marine Insurance	4.18
Technical barriers to Trade	4.18
TBP (1): Selection of Terms & Conditions of Sales Agreement	4.09
TBP (3) Agency Agreement	4.09
GMS(Additional) Project Cycle Management	4.09
GMS(8) : Myanmar Products Export (1): Agro and Agro Processing Products	4.09
GMS (3) Segmentation, Targeting and Positioning	4.00
GMS (10): Myanmar Products Export (3): Garment Products	4.00
How stock Markets Work?	3.82
Average score	4.28

Source: JICA Project Team

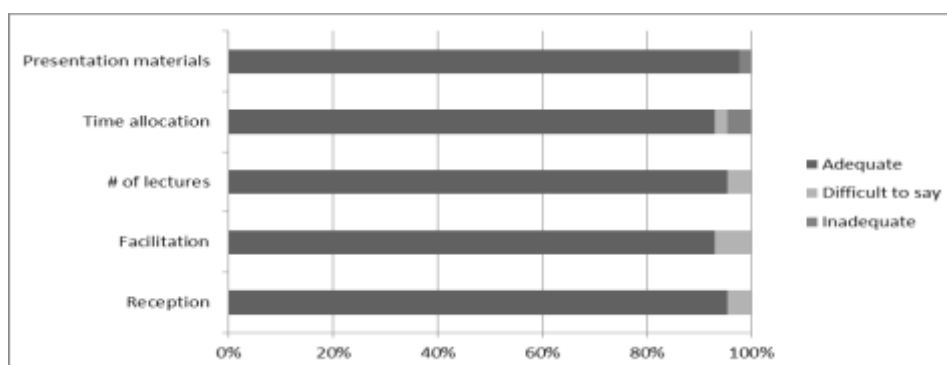
15.2.4. Short Course: Workshop on Trade Promotion in Myanmar (Nay Phi Taw)

(1) Usefulness and Utilization of the Trade Promotion Workshop

As for the usefulness of the workshop, approximately 90% of the respondents provided positive responses on all sessions of the program. Among the total 8 sessions, “Session 3: Trade Promotion Policy and Measures of Myanmar” was evaluated as "very useful by more than 60% of respondents and “Session 4: Role and Function of Trade Promotion Organizations (TPOs)” was evaluated as "very useful by 52% of respondents.

(2) Evaluation on Training Management

Approximately 80% of the respondents answered very positively on the adequacy of training management. Some of participants suggested a problem with time allocation. During the discussion sessions, the participants needed to follow the strict time schedule and some of them had a difficulty in completing the tasks within the given time.



Source: JICA Project Team

Figure 15-19 Evaluation of Management of Workshop on Trade Promotion in Myanmar

15.2.5. Third Advanced Course

(1) Satisfaction Level of Participants

As the 3rd Advanced Course is still ongoing, the satisfaction level of the participants has not been evaluated yet. The data will be collected at the end of the course in April by TTI.

(2) Evaluation of Basic Course by Participants (as of February 6, 2014)

The evaluation sheet has been also modified as the 4th Basic Course. The average of all subjects (up to February 6, 2014) was 3.17. All subjects except 3 subjects gained a score higher than 3.00. The 3 subjects were “GMS (2): Global Information System & Market Research (2.98)”, “GMS (1): Course Introduction/ Overview (2.59)” and “Macroeconomics: an Introduction (2.54)”. The possible reason for this is that these lectures are theoretical.

Table 15-6 Evaluation by Subject (Third Advanced Course)

Subject	Score
Export Led Growth Model	3.20
SMEs Development	3.61
GMS (10): Myanmar Products Export (3): Garment Products	3.50
GMS (4): Global Marketing Entry Strategies	3.47
GMS (6): Global Marketing Mix: Place & Promotion	3.39
International Business Management	3.35
GMS (5): Global Marketing Mix: Product & Pricing	3.33
Rise of China & Its implications for Neighboring Countries	3.25
WTO/SPS Agreement	3.22
Insurance	3.21
Marketing and Management	3.19
GMS (8): Myanmar Products Export (1): Agro & Agro Processing Products	3.18
Risk Management	3.16
GMS (7): Competitive Advantage of the Nations/ Principles of Economics	3.11
GMS (3): Global Marketing Strategy, Segmentation, Targeting & Positioning	3.10
GMS (9): Myanmar Products Export (2): Wood & Wood Processing Products	3.07

Subject	Score
National Export Strategy NES	3.02
GMS (2): Global Information System & Market Research	2.98
GMS (1): Course Introduction/ Overview	2.59
Macroeconomics: an Introduction	2.54
Average	3.17

Source: JICA Project Team

15.2.6. Short Course: Forum on Economic Development through Trade (Mandalay)

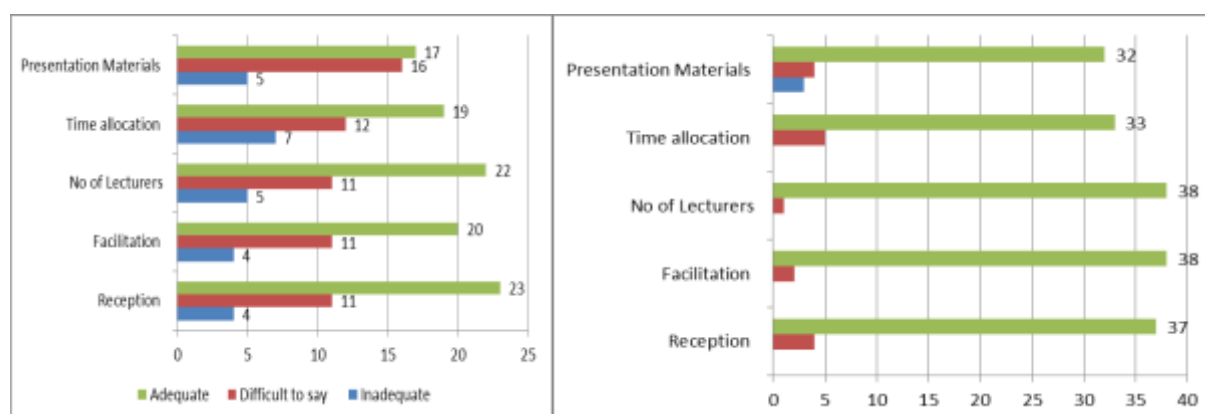
(1) Evaluation of Usefulness

On the first day, there were 2 sessions (public talks) with the topics of "Trade and Human Development" and "Trade and Investment relations between Myanmar and Japan." Twenty seven participants answered that the Forum was "very useful" and nineteen participants answered "useful."

On the second day and third day, that the training was provided and thirty nine participants answered "very useful," and thirteen participants answered "useful."

(2) Evaluation of Training Management

The evaluation of training management on the first day is clearly lower than the second day and third day. On the first day, there rose such problems as late opening ceremonies, sudden technical problem with the projector, no hand-outs for the first session, and limited time for the second speaker.



First Day

Second & Third Day

Source: TTI-JICA project team' questionnaire

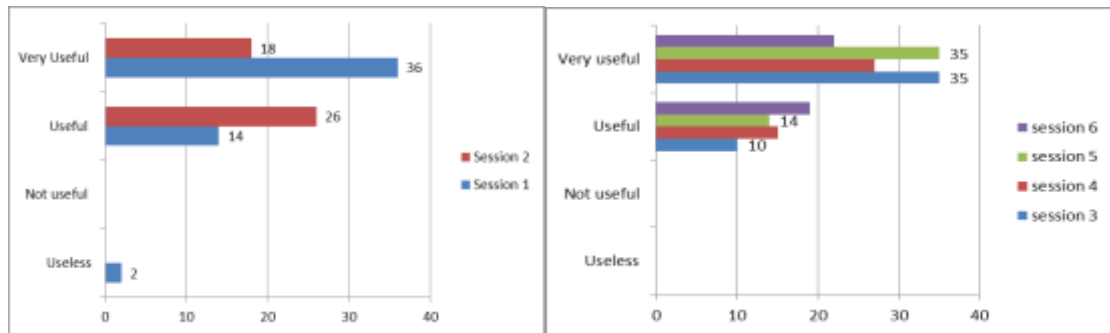
Figure 15-20 Evaluation of Management of Forum on Economic Development through Trade

The participants were traders and potential exporters. They commented that the forum should have allocated sufficient time for discussion and Q&A. They expected to get answers to all of the problems they were facing in real trading business life and because of the location of Mandalay, they do not have sufficient information on business.

(3) Evaluation of Lectures

There were 2 sessions on the first day; "Session 1: Trade and Human Development" and "Session 2: Trade and Investment relations between Myanmar and Japan." On the second day, there were "Session 3: The Role of Trade in Emerging Myanmar," and "Session 4: Public Private Partnership (PPP)," and

on the third day “Session 5: Marketing & International Business Management,” and “Session 6: Current situation of ASEAN Economic Community (AEC): Opportunities & Challenges and How to establish a Company in Myanmar.” The evaluation of lectures is shown in the following figure.



First Day

Second & Third Day

Source: TTI-JICA project team' questionnaire

Figure 15-21 Evaluation of Lecturers of Forum on Economic Development through Trade

CHAPTER 16 Comparative Study in Asian Countries

The Project conducted two studies, Comparative Study with ASEAN Countries and Study Tour in Japan.

16.1. Outline of Comparative Study with ASEAN Countries

16.1.1. Outline of Comparative Study with ASEAN Countries

(1) Background

Because TTI had only experience of less than one year from the restart of trade training, it was considered useful to learn how trade training institutes in other countries are organized and manage training courses, and to draw lessons for TTI from their experiences. The JICA Project Team and TTI decided to conduct a comparative study by visiting trade training institutions and trade promotion organizations in the neighboring ASEAN countries.

(2) Objective

The objective of the Comparative Study in Asian Countries was to study trade training and trade promotion conducted by the neighboring ASEAN countries by visiting trade training institutes and trade promotion organizations in those countries. The major study items were as follows:

- i) Current trade training activities run by the Training Institutes & Organizations.
- ii) Management system/style of the visited Training Institutes
- iii) How to conduct needs assessment (training needs) and how to make development plan for the respective trainings & institutes
- iv) Major learning from successful trade training institutes
- v) Trade Promotion Policies, Strategies, R&D: importance of data collection & getting information
- vi) Current trade promotion activities/programs of the visited institutes
- vii) Gradual changes/developments and the success stories of the visited institutes
- viii) Trade information services including research and development
- ix) Key factors for successful training courses, and
- x) How to link trade training and trade promotion services

The three countries, namely Thailand, Indonesia and Malaysia were selected as target countries. The study was implemented during the period from May 20 until 29, 2013. The TTI team visited trade training institutes, trade promotion organizations, exhibition halls, etc.

(3) Participants

Five officers selected by TTI and MOC participated in the study. Mr. Akihiko Morinaga, JICA expert, and Mr. Tsutomu Nagae, visiting senior advisor of JICA Head Quarters, accompanied the study.

Table 16-1 List of the Participants

No	Name	Position
1	Mr. Myint Thura	Director of Human Resource Department, Directorate of Trade, MOC
2	Dr. Htein Lynn	Director of Trade Training Institute (TTI), Directorate of Trade, MOC
3	Mr. Thein Myint Wai	Manager of Advanced Course Division, TTI, Directorate of Trade, MOC
4	Mr. Aung Kyaw Moe	Manager of Basic Course Division, TTI, Directorate of Trade, MOC
5	Mr. Tun Tun Aung	Manager of Administration Division, TTI, Directorate of Trade, MOC
6	Mr. Tsutomu Nagae	Visiting Senior Advisor, JICA
7	Mr. Akihiko Morinaga	Deputy Leader for the Project on the Capacity Development of Trade Promotion in Myanmar

(4) Schedule

The third country visit was conducted from 20 to 29 May 2013 in accordance with the schedule as shown in the following table.

Table 16-2 Schedule for the Third Country Visit

Date	Time	Activity	Place of Stay
1 May 20 (Mon)	14:45-16:40	Move from YGN to BKK (TG302)	Bangkok
2 May 21 (Tue)	10:00-12:00	Thailand Knowledge institute of international trade at Ministry of Commerce	Bangkok
	13:30-16:00	Department of International Trade Promotion, Ministry of Commerce Thai Chamber of Commerce	
3 May 22 (Wed)	10:00-13:00	THAIFEX-World of Food Asia	Jakarta
	17:10-20:50	Move from BKK to JKT (GA869)	
4 May 23 (Thu)	9:00-9:30	Courtesy call to Secretariat of DGNED, Ministry of Trade	Jakarta
	10:00-12:00	Directorate of Market Development & Export Information, DGNED	
	14:00-16:00	Indonesia Export Training Center (IETC): Introduction of IETC's activity	
5 May 24 (Fri)	9:00-14:00	IETC: Group Discussion	Jakarta
	15:00-16:00	KADIN (Indonesian Chamber of Commerce & Industry)	
	17:00-17:30	Director General of Standardization and Consumer Protection MOT	
6 May 25 (Sat)	9:00-12:00	Internal discussion/reporting	Kuala Lumpur
	15:45-18:50	Move from JKT to KL (MH720)	
7 May 26 (Sun)		Internal discussion/reporting	Kuala Lumpur
8 May 27 (Mon)	9:00-9:45	MATRADE (Welcoming remarks by CEO MATRADE)	Kuala Lumpur
	9:45-10:45	MATRADE (Sharing best practices in trade promotion)	
	11:00-13:00	MATRADE (Exporters Development Program)	
	14:00-15:00	MATRADE (Malaysia Export Exhibition Center: MEEC)	
	15:00-16:00	MATRADE (Business Information Center: BIC)	
	16:30-17:30	MATRADE (Dialogue and Closing Ceremony)	
9 May 28 (Tue)	10:00-11:00	JETRO KL Office	Kuala Lumpur
	15:00-16:00	National Chamber of Commerce & Industry Malaysia	
10 May 29 (Wed)	10:05-11:15	Move from KL to YGN (MH740)	Yangon

16.1.2. Implementing Procedure

(1) Preparatory Works

The JICA Project Team supported the members of the third country visit to prepare a study plan.

Distribution of materials for pre-study

The JICA Project Team prepared materials which provided an outline and services of each visiting organization and distributed them to the members in the beginning of May 2013 in order for them to review the visiting organizations in advance.

Holding meetings for pre-study

The members held pre-study meetings on May 16 and 17, 2013. They reviewed the objective, expected outcomes, and schedule of third country visit. They prepared questions for each visiting organization by using the materials distributed in advance. They also identified necessary tasks such as presentations, making records and taking pictures and assigned those tasks to the members.

(2) Implementation Work

Visit to organizations

The study team visited and had discussions with the planned organizations. The JICA expert and the visiting senior advisor from JICA Head Quarter provided them with advice and instructions to facilitated discussions between the team members and interviewees.

Daily internal meetings

During the third country visit, the members held internal meetings every morning and evening for the below purposes.

Table 16-3 Purposes of Internal Meetings

Meeting	Purpose
Morning Meeting:	<ul style="list-style-type: none"> ➤ Checking health condition ➤ Confirming schedule of the day ➤ Confirming the visit purpose and role of each participant
Evening Meeting:	<ul style="list-style-type: none"> ➤ Reviewing the activities of the day ➤ Sharing the comments/opinions on each visiting organization ➤ Confirming the schedule of the next day

(3) Compiling Work

Wrap-up meetings of the third country study

After the third country visit, wrap-up meetings were held on May 30 and June 4 to discuss the following topics.

- May 30 (Thu): - Comments from participating members
- Schedule of reporting
- June 4 (Tue): - Compilation of all documents and photos
- Discussion on lessons learned from the third country visit
- Preparation of the report

(4) Holding a workshop to share the lessons learned from the third country visit

The team leader of the study team made the presentation at the Workshop on Trade Promotion on August 7 in Nay Pyi Taw. The purpose of the presentation was to share the lessons learned from third country visit with officers of MOC.

16.1.3. Major Findings

(1) Thailand

Department of International Trade Promotion (DITP), Ministry of Commerce

- DITP is a department of Ministry of Commerce in charge of international trade promotion. The role of DITP is to increase the competitiveness of Thai entrepreneurs, particularly SMEs, in the global market.
- The services of DITP cover trade fairs, trade missions, trade information so that the target SMEs will successfully penetrate into international market.
- All trade promotion activities such as trade shows, trade fairs & exhibitions are planned and conducted according to Thai's trade promotion strategy.
- As a part of SMEs' competitiveness development, DITP provides support for the development of products and services. The purposes of support are increase added value, brand creation, innovation, and environmental-friendly creativity in line with global trade trends. The Office of Fashion & Life Style supports SMEs by promoting OTOP (One Town One Product).
- DITP supports logistics of Thai exporters to reduce logistics cost.
- Currently DITP focuses on increasing the share of matured markets and expanding trade in emerging markets, by utilizing benefits gained from free-trade agreements (FTAs), and ASEAN Economic Community (AEC).

Knowledge Institute of International Trade (KIIT)

- KIIT is a unit under DITP and provided trade training. Training courses of KIIT are mainly for promotion of SME exporters, especially young entrepreneurs in the area of international trade, based on the trade promotion policy of Thailand.
- KIIT conducts around 50 training courses each year. The subjects of the training courses and are not only international trade but also overseas investment.
- Most of the training courses are short courses (1 – 2 days) on the latest overseas market information. The short term training courses are provided by commercial attaches dispatched abroad. KIIT also provides a training program (AEC Week) to teach how to prepare for the AEC.
- A long term (4 month) training courses, the so called "Smart Exporters", are conducted for young entrepreneurs in international trade. In the course, a third country visit is also conducted.
- KIIT conducts training programs for CMLV countries at the request of the Ministry of Foreign Affairs (MOFA), Thailand.

- All training courses except “Smart Exporters” are free of charge. “Smart Exporters” collects training fees from the participants.
- KIIT provides a completion certificate to participants of the courses. KIIT does not have a diploma course since the purpose of KIIT is to provide practical knowledge on trade business.
- Every training course is evaluated using a questionnaire sheet for participants. The Ministry of Commerce holds a monthly meeting with various business associations to hear training needs.
- KIIT has supported the graduates of the course in various ways (e.g., formulation of business development plans, product development and participation in overseas exhibitions).

The Thai Chamber of Commerce

- The Thai Chamber of Commerce has established the Thai Entrepreneurship Development Institute with the purpose of strengthening SMEs’ competitiveness in the domestic market and international market.
- Thai Entrepreneurship Development Institute mainly provides short term training programs on practical topics and teaching contents that will be directly useful for SMEs through its training programs. The training fee for a short course is around USD 300 per day.

(2) Indonesia

Directorate General for National Export Development (DGNEED)

- Directorate of Market Development and Export Information is in charge of market information services for exporters.
- Building the mind for customer oriented services among staff members is a key factor to become successful in trade promotion and information organization.
- The Directorate emphasizes the online provision of market information. It has recently introduces “Membership Services” on the website. The existing information database of Indonesian exporter, “Virtual Exhibition,” will be integrated into “Membership Service.”
- Market information is collected and updated from the Indonesia Trade Promotion Centers (ITPCs) and commercial attaches overseas. The Directorate also periodically implements market research by themselves.
- DGNEED has established the Customer Service Center (CSC) to provide consultation, matchmaking and other services. The Permanent Trade Display for Indonesian export products was established together with CSC in the building of MOT.
- DGNEED supports a publishing company to publish a directory titled “Directory of Indonesians Exporters 2013.” Directories of exporters are good information sources for overseas buyers.

Indonesia Export Training Center (IETC)

- The Indonesia Export Training Center (IETC) provides education and training programs for exporters. IETC is composed of 5 major divisions.
- IETC trained 47,000 persons during the period from 1990 until 2010. Around 40% of them have come to be exporters as a result of their practical training.

- IETC conducts around 135 training programs annually. Around 60% of the programs (80 programs) were open outside of IETC.
- Training programs of IETC are mostly short-course training programs (2 - 3 days or 4 - 5 days). The existing programs consist of four major fields, “Developing Export Strategies;” “Developing Export Propositions;” “Negotiating Export Processes;” and “Supporting the Export Process.” One characteristic program is a simulation training program on export/import management. Participants can learn actual working procedures through role-playing as exporters, importers, advising banks, customs and shipping companies.
- IETC currently conducts a long-term course (2 months) for beginners in export. The number of participants is limited to 20 persons maximum and the training schedule is from Monday to Friday (9:00 - 16:00).
- IETC has developed a coaching program with the cooperation of CBI-Netherlands. This program gives a series of support, training, consultations and monitoring to SMEs. Some success stories of export business have been reported and IETC has considered continuing this program as one of their main activities.
- Through the past experience, IETC has accumulated a lot of teaching aid materials. For practical and effective training, TTI needs to regularly review and update its training curriculums by changing the contents, removing unnecessary parts, and adding useful content.
- The training evaluation is done continuously for each training program by distributing a questionnaire to participants. IETC also conducts a periodic needs survey targeting the private sector.
- IETC formulates an implementing team to conduct each training program. A team basically consists of a team leader, a coordinator, administrative staff and technical staff.
- Each training course is assisted by government budget (60%) and collected tuition fees (40%) from participants. The training fee for short courses is between Rp.100,000 and Rp. 800,000 per participant, and the fees for a long term course is Rp. 4,000, 000.
- To improve the quality of education and training programs, IETC cooperates with international institution such as Trade Facilitation Office Canada, CBI-Netherlands and JICA Japan.
- The former head of IETC commented that the JICA Project significantly contributed to the improvement of training programs at IETC. The JICA Project started with the discussion of the mission of IETC and possible training, and then the introduction of systematic training management systems followed. IETC’s managers and staff could learn from JICA experts on the importance of schedule management and good team work.
- Former head of IETC also pointed out those theoretical or academic contents are not useful and practical contents should be provided. The key points of trade training are fee collection, and selection of instructors, detailed preparation, and monitoring and evaluation.

Indonesia Chamber of Commerce & Industry (KADIN)

- KADIN provided member companies with such services as dissemination of new regulations related to business and trade, and the implementation of trade missions and fairs. KADIN conducts workshops and seminars periodically.

- KADIN also holds various kinds of meetings on policy advocacy with the relating government ministries/agencies including DGNED.
- Vice Chairman of KADIN had just visited Myanmar to discuss with UMFCCI on potential of international trade between Indonesia and Myanmar.
- KADIN established a Business Support Desk for providing a wide range of services including matchmaking between Indonesian and foreign parties, policy research, and development of strategic partnership with key government agencies.

(3) Malaysia

Malaysia External Trade Development Corporation (MATRADE)

- MATRADE is a public trade promotion organization of Malaysia. The major aim of MATRADE's export promotion is to contribute to the private sector development.

Export Promotion Services except Trade Training

- MATRADE provides various assistance programs to Malaysian exporters under the Exporters Development Program which consists of Malaysia exporter registry, training program, development program for companies run by women, trade advisory, business information center, and other development programs. Foreign buyers can access the list of Malaysian exporters through the website of the exporter registry.
- Malaysia Export Exhibition Center (MEEC) is a display space. More than 511 companies from 30 industries display their industrial products such as automobile parts, metal based products, building and construction materials, and home display areas.
- The Business Information Center (BIS) has a wide selection of reference sources from country profiles and market reports to tariff schedules. All publications of MATARDE such as magazines, directories, brochures and guidebooks are distributed at BIS. Visitors to BIS can access on-line trade information through PCs set up in BIS.

Trade Training

- In 2012, MATRADE conducted 250 training programs, 116 of which were programs on the latest market information and the remaining 84 were for capacity development of exporters such as trade documentation and product packaging.
- The training programs were designed in order to address the needs of private entrepreneurs who face challenges in their business.
- Most of the training programs are short-term programs (0.5 - 1 day) and focus on practical information. Most instructors are businessmen, including from overseas, and invited from outside of MATARDE.

Suggestions from CEO of MATRADE on Successful TPO

- The serious issues at the initial stage of MATRADE were human resource development and efficient allocation of limited budget. In particular, the most challenging issue was how to build a customer-oriented mind-set as a service provider. The organizational development through clear strategic policy and strong leadership was also important.

- Success stories of Malaysian exporters gave significant impetus to other potential exporters
- Trade promotion programs and trade training should be practical and effective based on the needs of the private sector.
- Categorization of target exporters is essential for effective provision of programs. Examples of categories are upcoming exporters, potential exporters, experienced exporters, successful exporters and failed exporters.
- The speed of business has accelerated today and quick response is needed in international trade. IT literacy of MATRADE staff is a current issue for quick and timely provision of information services. MATRADE hires IT engineers to set up necessary IT equipment for online service and to train MATRADE staff. Daily collection of trade information is also important to cope with rapid changes to the business environment. MATRADE has built cooperation relationships with other TPOs including JETRO. As part of international cooperation, MATRADE can consider sending instructors to TTI for training.

National Chamber of Commerce and Industry Malaysia (NCCIM)

- NCCIM consists of five major business associations (i.e., i) Malay Chamber of Commerce of Malaysia, ii) Associated Chinese Chambers of Commerce and Industry of Malaysia, iii) Malaysia Associated Indian Chambers of Commerce and Industry, iv) Malaysia International Chamber of Commerce and Industry and v) Federation of Malaysian Manufacturers).
- NCCIM office has been moved to the building of MATRADE based on the strong requests from the Ministry of International Trade and Industry (MITI).
- NCCIM and the Malaysian government keep active communication and cooperation under the strong initiative of Malaysian government initiative. NCCIM have periodic meetings with MITI and MATARDE to discuss trade policy and strategy, necessary support for exporters and other related matters.

16.1.4. Lessons Learned from the Comparative Study

(1) Trade Promotion

The lessons regarding trade promotion are as follows.

- 1) National trade policy is a base for trade promotion and trade training.
- 2) **Organizational functions and roles** should be properly formulated for effective and efficient trade promotion.
- 3) **The latest market information** through information centers (library), websites, news magazines and seminars should be provided to the private sector in a timely manner.
- 4) **Market surveys and analysis** are important for the provision of information that is useful to the private sector.
- 5) It is useful to set up a **space displaying potential export products**, such as the display place of DGNED and the Malaysia Export Exhibition Center of MATRADE.
- 6) It is necessary to formulate **standard operational procedures (SOPs)**²⁴ for trade promotion

²⁴ A standard operation procedure (SOP) is an operational guideline showing the working procedures in a sequential order and the roles of each division and persons-in-charge. DGNED including IETC have developed SOPs as job instructions.

services. They are used for a better understanding of work procedures and useful especially for newly-assigned staff.

- 7) It is necessary to establish **cooperation networks with trade promotion organizations (TPOs)** in other countries for effective trade promotion.
- 8) **A combination of support programs** is effective for developing the private sector. Such support programs as training, workshops, trade information provision, trade fairs, business matching and consultation can be provided in an integrated way.

(2) Trade Training

The lessons for trade training are as follows.

- 1) **The formulation of clear organizational functions and job descriptions** is necessary for the effective operation of trade training as well as trade promotion services.
- 2) **Short courses (2 - 5 days) on practical themes** are commonly implemented to meet a wide variety of needs of the private sector. Most courses provided by visited institutions are short courses. They choose practical topics responding to the needs of the private sector.
- 3) A **systematic training management**, including standard operation procedures (SOP), should be introduced to TTI. IETC of Indonesia has realized good management of training by establishing SOPs.
- 4) It is necessary to conduct **a needs survey** and detailed analysis of the results of survey. The identification of real needs for target sectors/the private sector is indispensable to the development of the right training courses.
- 5) It is necessary to formulate **a detailed roadmap** in advance. Good training management course can be realized with a comprehensive and well-prepared plan.
- 6) **Evaluation** through a questionnaire and interview is very important for the continuous improvement of training courses.
- 7) It is important for TTI to expand **cooperation networks with domestic and international organizations** in order to recruit participants, find instructors and secure financial sources.



Team members of the third country visit



Pre-discussion before departure



Daily internal meeting during the trip



Presentation of the study result at the workshop

16.2. Study Tour in Japan

16.2.1. Outline of Study Tour in Japan

(1) Background

MOC has started to promote Myanmar's trade as a main task of the Department of Trade Promotion (DTP) since its establishment on April 2013. MOC currently makes efforts to provide several trade promotion services. At a national level, MOC has undertaken the tasks of formulating Myanmar's trade policy and strategy, in particular designing the Trade Master Plan, the National Export Strategies.

(2) Objective

The purpose of the Study Tour in Japan was to learn Japan's experiences as good practices of trade promotion policies and services so that MOC can use good practices in formulating trade promotion policies and services in Myanmar. In addition, it was expected that the participants would perceive public and private needs in Japan to be a good trade partner of Japan and establish the cooperation network with Japanese counterpart organizations.

The major items to be studied were as follows:

- i) Japan's experiences on trade promotion in past and present
- ii) Role and function of government organizations on trade promotion
- iii) Role and function of Trade Promotion Organizations (TPOs)
- iv) Role and function of trade finance and insurance
- v) Role and function of trade training institute
- vi) Role and function of trade promotion services
- vii) Operational structure of trade related institutions/organizations
- viii) Needs and constraints in the Japan's private sector to expand trade with Myanmar

(3) Participants

Five officers selected by MOC participated in the Study Tour. In addition to these five participants, Mr. Min Zaw Oo, the economic attaché of Embassy of the Republic of the Union of Myanmar in Japan participated in the Study Tour. The JICA experts, Mr. Kazuo Mishima, Ms. Maiko Ohtsuru and Mr. Teishi Fujiwara, accompanied the Study Tour and also the person in charge of the Project in JICA, Mr. Masahiro Moriya, joined partly.

Table 16-4 List of the Participants

No	Name	Position
1	Dr. Maung Aung	Advisor, Union Minister's Office, MOC
2	Mr. Toe Aung Myint	Director General, Department of Trade Promotion (DTP), MOC
3	Ms. Daw Naw Mutakapaw	Director, International Trade Promotion Division, DTP, MOC
4	Mr. Myint Lwin	Director, Domestic Trade Promotion Division, DTP, MOC
5	Mr. Tehin Myint Wai	Assistant Director, Trade Training Institute (TTI), MOC
6	Mr. Min Zaw Oo	Economic Attaché, Embassy of the Republic of the Union of Myanmar
7	Mr. Masahiro Moriya	Deputy Director, Industrial Development and Public Policy Department, JICA
8	Mr. Kazuo Mishima	Team Leader for the Project on the Capacity Development of Trade Promotion in Myanmar
9	Ms. Maiko Ohtsuru	JICA expert for the Project on the Capacity Development of Trade Promotion in Myanmar
10	Ms. Teishi Fujiwara	JICA expert for the Project on the Capacity Development of Trade Promotion in Myanmar

Source: JICA Project Team

(4) Schedule

The Study Tour in Japan was conducted from 13 to 18 January 2014 in accordance with the schedule as shown in the following table.

Table 16-5 Schedule for the Study Tour in Japan

	Date	Time	Activity	Place of Stay
1	January 13 (Mon)	06:45	Arrive at Narita from Yangon (NH914)	Tokyo
2	January 14 (Tue)	10:00-10:45 11:00-12:00 13:50-14:50 15:00-16:00	Orientation JICA (Japan International Cooperation Agency) RIETI (The Research Institute of Economy, Trade and Industry) METI (Ministry of Economy, Trade and Industry of Japan)	Tokyo
3	January 15 (Wed)	10:00-12:00 14:00-16:00	JETRO (Japan External Trade Organization) JBIC (Japan Bank for International Cooperation)	Tokyo
4	January 16 (Thu)	10:00-11:30 14:00-15:30 16:00-17.30	NEXI (Nippon Export and Investment Insurance) JMA (Japan Management Association) SME Fair Tokyo	Tokyo
5	January 17 (Fri)	10:00-12:00 14:00-15:00 15:00-16:00	Keidanren (Japan Business Federation) Internal meeting Wrap up meeting	Tokyo
6	January 18 (Sat)	11:45-17:15	Move from Narita to Yangon (NH913)	Yangon

Source: JICA Project Team

16.2.2. Implementing Procedure

(1) Planning and Preparation

The participants and JICA Project Team firstly made a brief plan including the purpose of the study, organizations to visit and schedule. JICA Project Team also consulted with JICA Headquarters on the plan and gave feedback to the participants before finalizing the study plan.

Before starting the visit, the participants received brief materials of each organization. Additionally, the first day of the Tour, the JICA Project Team held an orientation meeting to reconfirm the study plan, the target of each visit, detailed schedule. During the orientation, the participants could reaffirm their visit clearly.

(2) Implementation and Wrap-Up

Throughout the entire schedule, all the participants actively took part in the study tour and could join the tour without any health matter. The participants not only acquired information from visited organizations, but also explained the recent activities of MOC on trade promotion to visited organizations. Each organization had lively discussion with the study mission, and gave willing consent to further cooperation.

In the afternoon of January 17, the participants had a wrap up session with JICA Headquarters to present what they found out during the Study Tour and what would be the next steps for them by using a brief presentation material.

16.2.3. Major Findings

Ministry of Economy, Trade and Industry of Japan (METI)

- METI has a responsibility for policy planning and implementation of Japan's international trade policy and industrial policy in the Government of Japan.
- In the history of Japan's export promotion, METI had been making efforts on national branding of Japan, providing safety and security for the export products, and providing market information through JETRO.
- Especially for the support to the private sector, METI puts focuses on grasping private business needs to provide appropriate policy and support for the better business environment.

The Research Institute of Economy, Trade and Industry (RIETI)

- RIETI is a research institute focused on policy studies and policy recommendation on economy, trade and industry in Japan. METI is a responsible ministry of RIETI.
- To create a grand design for putting the Japanese economy on a growth path is the first prioritized research initiative for this med-term plan up to 2015.
- RIETI provides its research outputs for public through holding seminars, symposium and brown bag lunch meetings. Research papers and publications are also disclosed at RIET's website.

Japan External Trade Organization (JETRO)

- JETRO is a government-related Trade Promotion Organization (TPO) under METI. JETRO was firstly established in 1951 as a non-profit organization mainly for provision market information to the private sector and re-organized as a current structure in 1958.
- JETRO has four major tasks; foreign economic and market research and publication, export and import promotion, investment promotion, LDC support and close connections with national and local governments and business.

- Current major objectives of JETRO are support for Japanese companies, particularly SMEs to expand business overseas, promote inward foreign investment, and contribute to enhancement of economic partnership.
- JETRO is a member of Asian Trade Promotion Forum (ATPF) which is a gathering of TPOs in Asia. Currently ATPF has 24 members. The main targets of ATPF are to enhance trade in the region through information exchange, implementation of cooperative projects and strengthening networks among ATPF members.

Japan Bank for International Cooperation (JBIC)

- JBIC is an Export Credit Agency (ECA) capitalized by the Government of Japan.
- Major functions of JBIC are export-import finance, investment finance, project finance, bridge loan, related research activities, etc.
- Related to Myanmar, JBIC has been providing project finances since 1950s focusing on transportation, construction and plant projects and sifted to the development of gas fields and resource exploitation after 1990s.
- JBIC conducts an annual questionnaire survey on business development around the world for Japanese companies. Recently Myanmar has been pushed up year by year as a prospective target country for business development, especially it reached as the Top 8 country in 2013. This is also showing that Japanese companies have high expectations to Myanmar as a business partner.

Nippon Export and Investment Insurance (NEXI)

- Role and functions of the trade financial institutions differ from country by country. In Japan, JBIC focuses on trade finance and NEXI provides trade insurance. METI is a responsible Ministry of NEXI.
- The benefit of applying trade insurance by NEXI is that commercial banks are able to reduce risks on loans for private sector. Therefore, trade insurance can be a tool for trade promotion.
- Currently, the country risk of Myanmar is categorized in the lowest group by OECD. NEXI suggested to the participants to improve business environment with transparency and openness to meet international standard and requirements which are necessary for trade promotion.

Japan Management Association (JMA)

- JMA has contributed to Japan's industrial development mainly by focusing on productivity improvement. Currently, JMA also provides marketing, management, research, human resource development.
- In addition, to hold international exhibitions and trade fairs is one of the services provided by JMA. Holding international exhibitions and trade fairs has significant direct and indirect effect on trade promotion.
- To support SMEs to join such exhibitions and trade fairs, central and local governments have financial support to encourage SMEs in participating in the event.

SME Fair in Tokyo

- The SME Fair held at Tokyo Big Sight from January 15 to 17 was organized by the Organization for SMEs and Regional Innovation Japan (SMRJ). METI is the competent Ministry of SMRJ.
- SMRJ provides various supports for SMEs in Japan including international marketing, business matching, international convention/business fairs. Regarding the business matching, SMRJ coordinates the Business to Business (B2B) event between Myanmar and Japan.
- To organize an international convention, SMRJ cooperates with specialized companies. For instance, SMRJ works with companies specialized in food hygiene, sanitation and fire protection for a food exhibition to make the event with safety and security.

Japan Business Federation (Keidanren)

- Through the discussions with about 30 noted Japanese companies at Keidanren, Japanese companies showed their high interest in doing business in and with Myanmar.
- In particular, Japanese companies have considerable concern to trade liberalization in Myanmar such as trade embargo, export/import permit products, export tax, etc.
- Investment environment is also highly paid attentions by Japanese companies. The participants watch the progress of Foreign Investment Law and its rules and regulations in Myanmar.

16.2.4. Lessons Learned from the Study Tour in Japan

(1) Trade Promotion (Policy and Measure)

The lessons from the study tour in Japan regarding trade promotion are as follows.

- 1) To be a trade promotion organization, it is expected to enrich its role and functions of the Department of Trade Promotion in MOC to be able to provide market information, trade consultation and trainings on trade promotion.
- 2) Especially for export promotion, the private sector development is important to survive severe international competition to meet international standard and requirement, and which would be contribute to achieve national branding of Myanmar in the global market.
- 3) To foster SMEs in Myanmar, it is important to promote not only trade but also investment, therefore, it is expected to MOC to work closely with Myanmar Investment Committee and other investment-related institutions to improve business environment in Myanmar.
- 4) As an emerging market, Myanmar has got much attention in the world. To meet the high expectations, it is important to drive forward MOC's effort on trade promotion, trade liberalization and trade facilitation.
- 5) To strengthen its role and functions, the Department of Trade Promotion can utilize ATPF network which is a gathering of TPOs in Asia.

(2) Trade Promotion Services

- 1) It is essential to have a clear target of promoted sectors and promoted business partners to provide trade promotion services successfully through grasping needs of the private sector.

- 2) International exhibitions and trade fairs would be effective on trade promotion directly and indirectly.

(3) Trade Finance and Insurance

- 1) To start preparation of establishing the first financial institution for Trade Finance in Myanmar, it is important to study expected role and functions of such institute through a comparative study of advanced practices including Japan.
- 2) Since Myanmar has only recently opened its economy, it is crucial to achieve transparency and openness in financial activities to meet international standard and requirement to promote trade activities between Myanmar and foreign countries.

16.2.5. Next Actions

At the wrap up session, the participants presented next actions which they would tackle as the Department of Trade Promotion and TTI after returning to Myanmar. The participants presented that the following actions should be taken by MOC.

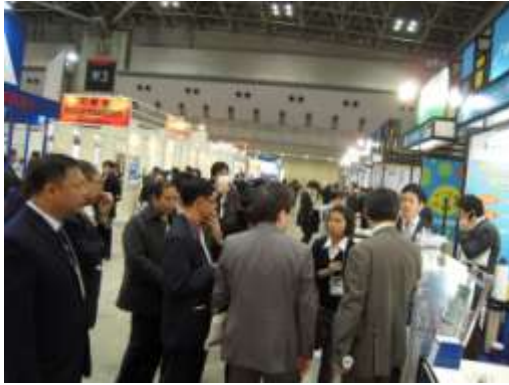
- 1) To support the private sector through the International Trade Promotion and Information Centre by establishing nation-wide network.
- 2) To enhance trade education by upgrading TTI.
- 3) To improve the trade promotion policy by examining the lessons learned from the Study Tour in Japan.
- 4) To expand the collaboration with Japanese trade-related organizations in order to build effective functions for the implementation of the Master Plan for Trade Promotion.



Discussion at JETRO



Visit to JETRO Library



Visit to SME Fair



Wrap up session

CHAPTER 17 Recommendations for Future Directions of Improvements

17.1. Issues after the Implementation of the Improvement Plan

During the second year of Project, the JICA Project Team provided technical transfer to TTI's trial implementation of the Improvement Plan. The results of the trial implementation were reviewed in the previous chapters. The table below summarizes the results of trial implementation of the Improvement Plan, and the necessary actions which must be taken hereafter.

It is recommended that TTI continues to implement the Improvement Plan. Among the recommended measures, there are important actions which must be further addressed. The JICA Project Team highlights the recommendations for important actions for the future improvement of TTI's training in the subsequent sections (17.2 – 17.4). Therefore, the recommendations can be the guidance when MOC, especially TTI, strive for further improvement.

Table 17-1 Results of Trial Implementation and Necessary Action

Measure	Result of Trial Implementation	Necessary Action in Future
Needs of Myanmar's Economy and Export Sector		
1	To prioritize trade training, training on international business, and socialization of trade liberalization and trade facilitation	<p>Basic and Advanced Courses targeted human resource development in the area of international trade. Short courses of introduction of trade procedures were conducted. Training of officers was conducted on trade promotion.</p> <p>✓</p>
		<p>The development for new training courses, especially short courses, should be continued by identifying the needs of private sector.</p> <p>The need of training government officials in the area of trade policy and trade promotion services was identified. It is necessary to enrich the training of government officials.</p>
Needs of Business Sector		
2	To dedicate to the development of professionals of international trade and international business	<p>Trial implementation emphasized the development of subjects which are practical.</p> <p>✓</p>
		<p>Focus on the development of professionals should be maintained.</p>
3	To prepare courses which correspond to the stages of international business	<p>Basic Course targeted beginners of international trade and Advanced Course targeted international trade practitioners with experience. The JICA Project Team tried to differentiate the two courses according to targets.</p> <p>✓</p>
		<p>In order to meet the various needs for training, it is necessary to prepare short-courses on relevant issues, and to prepare modules in which a participant can participate separately.</p>
4	To target companies which are ready to export or import	<p>Types of participants were various. There are unemployed participants and participants from non-trade companies.</p>
		<p>It is useful to plan a training course that supports the start-up of international trade. A training program accompanied by trade promotion support is an effective measure to develop potential exporters/importers.</p>

5	To develop courses according to type and position of target participants	✓	Basic Course targeted to beginners in international trade and Advanced Course targeted to international trade practitioners with experience. The JICA Project Team tried to differentiate between two courses according to targets.	It is necessary to set target participants for each course, decide the contents and level of training, and develop the course.
6	To collaborate with other trade promotion services		Basic Course and Advance Course introduces Government's trade promotion policy and measures in the lectures. TTI offered training to MOC officials on trade promotion. However, specific trade promotion services are not provided targeting the participants' companies.	The collaboration of TTI and Department of Trade Promotion should be initiated to develop exporters and promote their exports. The combination of trade training and trade promotion measures is an effective way of exporter development.
Issues of TTI's Training Courses				
7	To understand the importance of developing practical courses	✓	Some practical subjects such as the modules of Global Marketing Strategy (GMS), Import & Export Transaction Practices (IETP), and Trade Business Practice (TBP) were added.	TTI has sufficiently understood the importance of practical courses. TTI should continue to plan and implement new practical subjects.
8	To modify the Basic Course by adding know-how and practical skill training such as documentation	✓	Training of trade documentation was added as the module of Import/Export Transaction Practice.	It is necessary to improve the contents of the modules by developing sample documents.
9	To modify the Advanced Course by adding practical subjects	✓	Practical modules such as Trade Business Practice and Global Marketing Strategy were added.	It is necessary to make the subjects of Advanced Course more practical.
10	To reorganize the subjects of training courses (modularization)	✓	The module of Import/Export Transaction Practice was introduced to Basic Course and modules of Trade Business Practice and Global Marketing Strategy to Advanced Course.	It is recommended to promote further the modularization of subjects.
11	To adopt teaching methods of interactive teaching and practice	✓	In the module of Global Marketing Strategy, interactive teaching was conducted by guiding market reports.	The introduction of interactive teaching should be promoted further.
12	To prepare detailed course guidance and provide enough orientation	✓	TTI and the JICA Project Team have started to prepare syllabi of Basic and Advanced Courses.	TTI plans to make syllabi of courses for the next courses.
13	To make a standard textbook, especially on trade practice, in order to standardize lectures	✓	TTI and the JICA Project Team started to make reference materials (sample trade documents).	TTI must make a standard textbook for the modules.
14	To establish a study room with library	✓	TTI has set up a library and currently collects relevant books and other trade information for the library.	TTI plans to start the operation by the end of 2013. TTI needs to find a contributor of personal computers and other equipment for e-library.

15	To provide individual tutoring and counseling to participants	✓	TTI's lecturers responded to this needs, but to a limited extent.	It is necessary to set up a system of individual tutoring and counseling.
16	To invite more international business professionals with experience by expanding resource for lecturers	✓	TTI invited external lecturers as needed basis. The JICA Project Team supported TTI to establish the collaboration with new organization such as JETRO, MATRADE, Japanese companies, JICA experts, etc.	TTI needs to look for further lecturers with business experience.
17	To develop and implement short-term training	✓	TTI implemented a short-course for the private sector in Mandalay and a short-course for MOC officials in Nay Pyi Taw.	TTI must implement a short course on basic trade practice on a trial basis and develop it as a regular course.
18	To re-examine the duration and time of training courses	✓	TTI and the JICA Project Team examined the duration and time of short courses. As for Basic Course and Advanced Course, no specific change was made.	It is necessary to examine the duration and time of the short courses.
Issues of TTI's Training Management				
19	To develop training management system	✓	TTI and the JICA Project Team have started to prepare a training management manual.	TTI must start to use the training management manual and establish a good management system.
20	To periodically collect the needs of training		TTI periodically monitored the evaluation by participants. But a training needs survey was not implemented.	TTI must conduct a training needs survey.
21	To introduce employment assistance service for participants		No action was made.	It is useful as participant support to give advice on carrier development.
22	To organize an alumni association of graduates of training courses		TTI examined a plan of establishing an alumni association. TTI invited graduates to Business Talks.	It is necessary to elaborate a plan and start actions of organizing an alumni association, for example, alumni meetings and issuance of TTI news.
23	To expand the staff of TTI and provide training of training management and administration	✓	The number of managers and staff of TTI were increased to 23 as of September 2013. The JICA Project Team invited instructors from IETC (Indonesia) to train TTI staff on training management.	It is necessary to establish an internal system of training the managers and staff of TTI.
24	To plan an office layout plan for the enhancement of training provision capability	✓	TTI modified office layout to move the classroom for the Basic Course from 2nd floor to 4th floor in order to gather all facilities on the 4th floor. TTI also made rooms for the increased staff.	It is necessary to monitor the use of office and periodically review the best layout for office.
Necessity of Network and Alliance				
25	To establish an alliance network to enrich the content of trade training	✓	TTI newly invited lecturers from JETRO, MATRADE, Australian Embassy, etc.	TTI must continue to expand the alliance network.
26	To collaborate with the Ministry of Commerce for trade support services		TTI invited MOC officials as lecturers. The trade support services, especially trade promotion	It is necessary to enhance the collaboration between trade training and trade promotion. The trade promotion services of

			services, are still weak.	MOC should be enhanced in order to support Myanmar exporters including graduates of TTI.
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Note: “✓” indicates that a relevant measure was carried out in the trial implementation.

Source: JICA Project Team

17.2. Recommendation on Training Course Development

Under the guidance of the JICA Project Team, the latest Basic and Advanced Courses increased the portion of practical training by introducing new modules such as Global Marketing Strategy (GMS), Import & Export Transaction Practices (IETP), and Trade Business Practice (TBP). In addition, the new short courses on trade promotion for MOC officers and on international trade business for the private sector were implemented on a trial basis. The later short course was designed to meet the demand of intensive introductory training programs. However, there still exist major issues of training course development which should be addressed by TTI.

Recommendation 1: It is recommended to modularize the curriculums of trade training, particularly for advanced participants.

Since Basic Course participants have very limited knowledge and experience on international trade at the start of course, they appreciate the current course design which focuses on broad theoretical knowledge. However, Advanced Course participants expect knowledge and skills which can be immediately applied to real international trade business. Accordingly, the current course design of the Advanced Course which consists of many segmented subjects does not sufficiently match the participants’ expectation. In this regard, it is recommended to prepare several core modules and compose a long-term course, such as the Advanced Course, with those modules. Those modules include global marketing, finance, logistics, trade business procedure and international trade theory.

In addition, a respective module should be offered as an independent course to meet various needs for potential participants. Many potential participants may have difficulty attending a long-term course of 4 months because they have time constraints due to their business or other reasons. Those who have basic knowledge and experience on international trade may have an interest in a specific module with the purpose of deepening their knowledge on that subject.

Basic Course can consist of the following modules.

Table 17-2 Modules of Basic Course (Example)

No.	Module
1	International Trade Business Related Theory & Policy
2	International Trade Administration Procedure and Document Practice
3	Marketing Research Practice and Country Study
4	Commercial English

Advanced Course can be composed of the following modules.

Table 17-3 Modules of Advanced Course (Example)

No.	Module
1	Global Marketing
2	Financial Management
3	Logistics Management
4	Trade Business Procedure
5	International Trade & Investment Theory

The detailed recommendation of module-based curriculums for Basic Course and Advanced Course is attached in Appendix 12.

Recommendation 2: It is necessary to add more hands-on training.

In the trial implementation of the improvement plan, practical subjects were increased in both Basic Course and Advanced Course. But TTI needs to develop more hands-on subjects for real business practices such as trade documentation, marketing research, and the drafting contracts. The number of lecturers who can give hands-on training based on their business experiences is insufficient.

It is necessary for TTI to understand participants' needs, widen its network of lecturers, and develop training materials in order to develop hands-on training subjects.

For example, participants of both Basic Course and Advanced Course have limited knowledge and experience in data analysis and marketing research. It is necessary to provide the subjects of statistics and marketing research with more hands-on guidance and consultation. For these subjects, it is effective to allocate a tutor or a research assistant so that participants can consult with him/she.

Recommendation 3: It is necessary to include a module of English communication.

In the trial implementation of improvement plan, TTI planned to provide a commercial English module. However, TTI could not find proper lecturers in addition to the problem of budget constraint.

In the following batches, it is necessary to add a commercial English module at least for Basic Course. Because the English level of participants of Basic Course is generally insufficient for international trade. Lecturers of TTI who give a lecture regarding international trade in English can be candidates of lecturers of commercial English for the time being if it is difficult to invite professional instructors of English.

Recommendation 4: It is recommended to design a training course accompanied by trade promotion supports.

Some trade training institutes in the neighbouring countries implement a training program under which participants can receive various types of trade promotion supports such as trade information, trade fair, business matching and consultation. Some examples are the Exporter Development Program

by MATRADE (Malaysia) and the Coaching Program by IETC (Indonesia). These programs are effective to support the start-up of exports by SMEs.

It is recommended to develop and implement this kind of course on a trial basis in collaboration with the Department of Trade Promotion and associations such as UMFCCI.

Recommendation 5: It is necessary to develop training contents considering knowledge, skills, and competencies required by type of international trade practitioner.

Knowledge, skills, and competencies required for international business practitioners differ according to their type of business and their position.

The level and contents of subjects must be decided and designed in order to meet the training needs of target participants. For example, the contents of a subject “international marketing” of Basic Course and Advanced Course are different in its level, necessary time and teaching method.

Recommendation 6: It is necessary to collect and analyze training needs periodically.

The needs of trade training change in response to the change in international business environment, global competition and progress of internationalization of business.

It is necessary to monitor the needs of private sector and modify or develop training courses through periodical discussions with private sector and interviews with course participants. Needs analysis is important to plan a seminar or workshop on hot issues of international trade.

Recommendation 7: It is recommended to organize an advisory committee for curriculum development.

When JICA Project Team supported the curriculum development for Basic Course during the trial implementation, TTI invited two lectures with long experience of trade training as advisors for a module of trade practice. They provide valuable advice from their experience.

It is considered useful to establish an advisory committee for curriculum development which discusses and decides concept, contents, syllabi, candidate lecturers and training materials of training course. Advisors to the committee will be invited from experienced lecturers, trade practitioners, associations, etc.

Recommendation 8: Planning capability of training course should be strengthened in order to develop a variety of training courses.

Responding to a wide variety of needs from the private sector, TTI is required to develop a variety of training programs. However, a few managers engage in planning and implementation of training programs.

When TTI increases training courses with various topics, it is necessary to develop staff’s planning capability of training implementation.

17.3. Recommendation on Training Management

Through the implementation of improvement plan, TTI's training management and officers' capability have been considerably improved. They have acquired basic capability of implementing training. However, there is room for further improvement. The recommendations for TTI progressing to the next step are made.

Recommendation 1: It is necessary to establish standard procedures of training implementation based on training cycle management from the preparation until post evaluation for efficient implementation.

As of September 2013, the planned allocation of managers and staff from MOC has been mostly completed. The organizational structure of TTI has been reorganized into three units: i) training of trade course units; ii) seminars/ workshop supporting and administration unit; and iii) library and finance unit.

Persons-in-charge of TTI implement training based in their own style. The procedures of training implementation are not systematic and standardized.

The current job-descriptions of TTI consist of general responsibilities and duties of managers and staff by units and positions of TTI. It is recommended to formulate the standard operation procedures (SOPs) of training management and include them in the job descriptions. The SOPs can be referred by TTI managers and staff when they carry out tasks for trade training.

Recommendation 2: The training management manual should be periodically updated by TTI.

Based on the results of the trial improvement of TTI training management, the JICA Project Team has prepared a training management manual. The manual is expected to be utilized by TTI as a guideline for training management.

The manual needs to be reviewed, improved and revised by TTI based on the experiences of training, newly-identified training needs, introduction of new training courses and other development. This should be done so that the manual becomes more applicable and more comprehensive.

It is also desirable to introduce a time management tool such as a pert-chart. A pert-chart was used in the short course implementation during the trial implementation of improvement plan. It enables timely monitoring of progress and promotes a good teamwork culture of organization.

Recommendation 3: Promotion materials for introducing TTI are needed to be prepared.

Although TTI places the emphasis on cooperation networks with other organizations, the existing PR materials of TTI are insufficient for good promotion of TTI. Therefore, TTI should develop promotion materials such as brochure, pamphlet and training course guideline for the promotion of cooperation network and efficient recruitment.

JICA Project Team and TTI have prepared a course guideline²⁵ which introduces objectives, syllabi and teaching contents of training course. It is advisable for TTI to utilize the guideline for Basic and Advanced Courses for the promotion of next batches.

Recommendation 4: It is necessary to establish a good management system of data and information.

TTI currently prepares lists of instructors and participants for each training course. This data is individually held with a limited number of staff able to use the softcopy database. As such, TTI fails to be able to search for necessary information in a timely manner.

The establishment of data management system is necessary for smooth training management of TTI. For instance, the list of participants may be utilized not only for daily communication during the training, but also for alumni activities. Furthermore, the data of graduates provides possible candidates for trade promotion support, such as trade exhibitions and business matching, by MOC, and in particular for the Trade Promotion Department.

It is necessary to establish a good database management system and train staff on how to use such databases.

Recommendation 5: It is necessary to make well preparation for lectures, especially through preliminary meetings with lecturers.

Some lectures during the trial implementation did not match the planned contents of subject due to the lack of a preliminary meeting to confirm the contents of the lecture with some instructors delivering training materials on the day of the lecture. As such TTI does not actually examine training materials received from instructors in advance. As for lecturers from MOC, MOC often nominates a lecturer just a few days before the lecture and TTI failed to hold a preliminary meeting with such instructors.

It is necessary for TTI to confirm the purpose, planned contents and training materials with a lecturer prior to his/her lecture. It is also important to ask MOC to select lecturers well in advance and secure enough time for preliminary discussion with such lecturer. TTI may nominate candidate lecturers in early stages from their past records and ask those lectures in advance.

Recommendation 6: Self-revenue is important, in addition to budget allocation from MOC, for the sustainable operation and development of training courses.

MOC will allocate a routine budget for operation to TTI from the fiscal year 2014/15. TTI discussed a plan to stop collecting tuition fees from participants because of the complexity of budget accounting procedures of MOC.

TTI has already obtained approvals for Basic Course and Advanced Course. In addition, it is necessary to obtain an approval from the Cabinet if TTI collects participation fee for a new course including a short course, workshop, seminar, etc.

²⁵ See Appendix 15.

However, JICA Project Team considers that TTI should continue to collect tuition fees from participants from the private sector due to the following reasons:

- It is important to have own source of revenue for the sustainable operation of TTI. Public trade training institutes in other countries usually collect tuition fees from participants to cover some portion of operating expenses under the budget constraint.
- It is necessary to avoid pressure to private business in the area of trade training. Free training is justifiable under specific policy objective. However, it is desirable to charge some portion of expense for usual trade training provided by TTI.
- Participants eagerly attend lectures and seriously evaluate contents of lectures when they pay fees for training course.

In the case of IETC in Indonesia, 40% of budget is from the training fee. Self-income enables IETC to purchase equipment and renovate the building (refer to Chapter 14).

It is necessary for TTI and MOC to discuss and decide a policy for the collection of fees in order to increase the sustainability of TTI.

As for an amount of fee, policy-oriented incentive may be introduced when MOC intends to utilize TTI' training as a policy measure, for example, people out of employment or an entrepreneur.

In addition, a training course with sponsorship by searching for the collaboration with donors, private companies, etc. is a solution for budget restraint.

Recommendation 7: Function of TTI's library should be strengthened and operational procedures of the library are needed to be prepared.

MOC has been modifying the office layout of the Yangon Office in the fiscal year 2013/14. The office space of TTI has rearranged due to the increase in staff and the relocation of the classroom for Basic Course from the second floor to the fourth floor. One room on the fourth floor has been modified to a library room. This is the response to participants' need for a library where they can study by themselves and carry out research work.

TTI plans to start the operation by the end of 2013. However, there are several issues to be settled before the operation of library:

- To collect data and information from other related ministries, foreign embassies, foreign trade promotion organizations, etc.
- To equip the library with personal computers, internet routers, etc. for e-library service which enables participants to access websites for data search.
- To develop management policies and operation procedures of the library.
- To modify the layout of Library in order to make work space for Library staff by partitions or walls and to secure enough space for users of Library. The Library staff currently work at the desks for users reading and studying.

Recommendation 8: It is useful to organize an alumni association of graduates of training courses.

TTI has accumulated a list of graduates and remains in contact with some graduates, yet it has not organized an alumni association.

It is recommended that an alumni association for graduates of TTI training courses be organized in order to encourage information exchange, and collaboration among graduates. Alumni members can also be targeted to support by trade promotion services of MOC. It is also expected that some alumni members will become TTI training course instructors.

Recommendation 9: Advice such as job guidance should be offered to participants out of employment.

In the past TTI training courses, there are the certain numbers of participants who look for job opportunity in trade-related businesses. Those participants consider that TTI training courses are a measure to obtain qualification for their career.

It is suggested that TTI provide participants out of employment with job guidance and advice on carrier development.

Recommendation 10: Cooperation networks with other domestic and international organizations should be expanded.

In the course of implementing the trial implementation of the improvement plan, TTI invited new lecturers from outside organizations such as JETRO and MATRADE. It is necessary for TTI to find new lectures with experience in international business and with expertise in specific areas.

TTI needs to establish a good network of collaboration with both domestic and international organizations such as business associations, universities, business schools, trade promotion organizations, embassies, and so forth. These networks will be a key source of trade information and lecturers as well as joint organizers for workshops and seminars.

Recommendation 11: Capacity development on training management is required for newly-assigned staff.

In the fiscal year 2013/14, MOC has been significantly increasing the staff of TTI; and as of September 2013, there were 23 managers and staff in TTI. More than half of them were assigned to TTI in August and September of 2013. As such, they had not participated in the trial implementation of the improvement plan and not received any technical transfers from the JICA Project Team. Even though TTI staff who participated in the trial implementation understood how to set up the necessary equipment, manage time schedules, and quickly request a participant or an instructor, their experience has not been shared with new staff.

It is necessary for TTI to carry out capacity development for new staff through OJT by using the training management manual and standardized procedures.

Recommendation 12: It is necessary to improve the capabilities of evaluating training and of taking necessary countermeasures.

TTI collected evaluations for each lecturer from the participants of the recent training courses of the trial implementation. They held an evaluation meeting every week with the goal of monitoring and evaluating lecturers. However, their capacity for analyzing the evaluation results and taking countermeasures needs to be improved.

It is necessary to develop analytical skills of the results of the participants' evaluation, understanding how to improve lectures, and communication skills with lecturers. It is desirable that at least one staff attend each lecture to monitor the performance of the lecturer and responses from participants. If considered necessary, TTI should have additional interviews with participants.

17.4. Recommendations on Function of TTI

When TTI was established, the draft "Establishment of Trade Training Institute (TTI)" had been formulated and submitted to MOC. However, the actual current organization and management are different from that draft proposal.

The objective, vision and mission described in the draft can be summarized as follows:

- TTI has two functions, training and research. TTI aims to be a training institute for international trade and business and a center for trade policy research at the highest standard.
- Training programs of TTI are to enhance knowledge on trade and business for both the government and the private sector.

However, the major activity of TTI was trade training to the private sector as of the start of this Study.

Recommendation 1: It is recommended to establish a clear decision-making mechanism.

The line of authority of TTI management is not clear because there are two such lines. One line is for the planning and development of training courses and the other is the administration of TTI. It is felt that this situation will be problematic to the consistent and effective management of TTI as the training courses of TTI increase.

In the draft "Establishment of Trade Training Institute (TTI)", three committees were proposed, namely: i) Supervising Committee; ii) Working Group Committee; and iii) Course Assistance Working Group Committee. However, these committees do not supervise TTI and there is no decision-making body regarding the management of TTI.

It is necessary to define a clear line of authority and decision-making by establishing a mechanism which enables consolidated decisions for both administration issues and course development. There are several options to establish such a clear line of authority and good management for TTI.

Option 1: Create the position of principal (head) of TTI

A principal would be responsible for planning, management, administration and course development as well as report to higher levels of MOC in accordance with the hierarchy.

Option 2: Create the position of principal of TTI and a course development committee

Same as Option 1, a principal would be responsible for planning, management, administration and course development as well as report to higher levels of MOC in accordance with the

MOC hierarchy. A course development committee would then support the principal by developing and proposing training courses.

Option 3: Set up a supervisory board for TTI

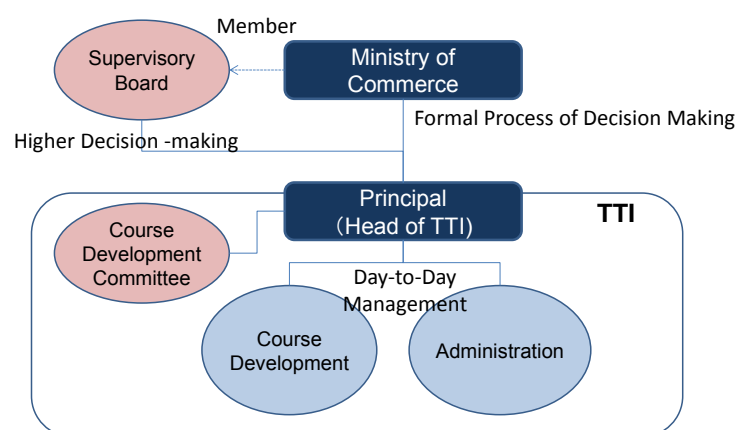
A supervisory board would discuss and decide issues relating to the planning, management, administration and course development of TTI. In such case, a supervisory board would have to hold decision-making meetings regularly in order to deal with not only strategic decisions but also the day-to-day operations of TTI.

Table 17-4 Characteristics of Options

	Principal (Head of TTI)	Course Development Committee	Supervisory Board
Merits	TTI can be managed in an integrated way. Quick decision-making can be done. The development and implementation of short courses are possible.	Course development committee is useful for the development of training courses, especially longer courses such as the Basic Course and Advance Course.	Good discussion on future directions and strategy of TTI is possible by inviting members from the private sector. As a supervisory board makes higher-level decisions, TTI can take action immediately.
Demerits	A principal is required to have sufficient knowledge on course development.	A course development committee may not deal with short courses when TTI implements many short courses.	Quick decision-making is difficult. It is not suitable for the management of daily operations.

Source: JICA Project Team

An appropriate mechanism for TTI is different according to the scope (number and variety) of training courses and size of the organization. Considering the merits and demerits of the options, the future management organization will be a combination of options when TTI expands the number and variety of training courses and other activities.



Source: JICA Project Team

Figure 17-1 Decision-Making Mechanism of Future TTI

Recommendation 2: It is recommended to formulate a mid-term plan for TTI.

TTI have not formulated a mid-term management plan. A mid-term management plan is necessary for the organized sustainable development of TTI.

A mid-term management plan must include the following points:

- Redefined mission for TTI;
- Training needs which TTI should respond to;
- Training courses to be developed and implemented;
- Enhancement of training management;
- Necessary personnel, equipment and budget;
- Suitable organizational structure;
- Time schedules; etc.

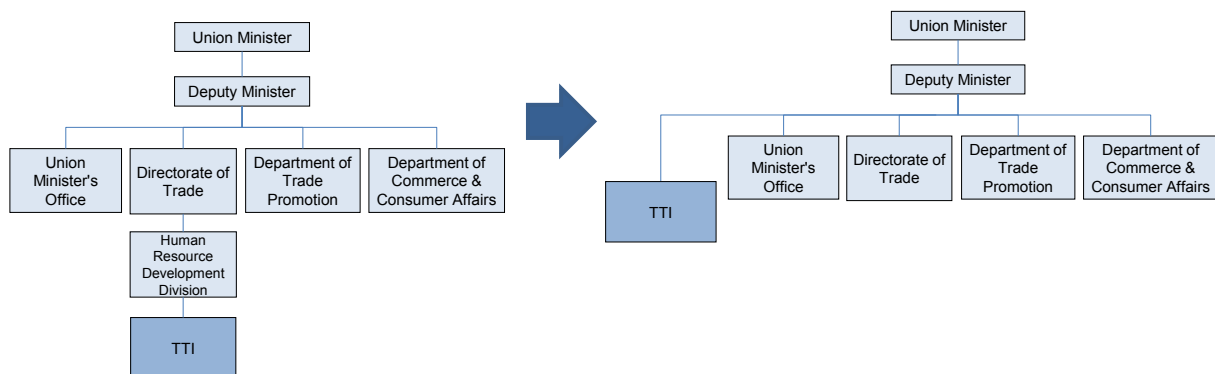
Recommendation 3: It is recommended to upgrade the organizational position of TTI or give TTI an independent status.

In addition to the function of training for the private sector, TTI provides training for MOC officers not only in the area of trade policy but also in the areas of trade promotion and export/import control. TTI actually provides education and training on subjects related to the whole of MOC.

It is considered desirable to upgrade the status of TTI to be a department or a sub-department or give it independent status since;

- TTI provides MOC officers with education and training regarding policy issues of MOC;
- TTI is to be engaged in research and study activities regarding policy issues of MOC; and
- The status of more independent institutions, like the Commodity Testing and Quality Management (CTQM), is suitable for the management of trade training since TTI provides services on fee basis and the participation of private sector is encouraged.

Training of government officials in the area of trade policy, trade liberalization and trade facilitation must be an important role for TTI.



Source: JICA Project Team

Figure 17-2 Reorganization of Status of TTI

Recommendation 4: It is recommended to consider the reorganization of TTI.

The current organization structure of TTI is very simple (referred to Figure 7 1). TTI’s organization consists of a Basic Course and Advanced Course unit, a unit for short courses/business talks and administration and a unit for accounting and library. The current organization has been formed through the process of development of TTI from the start. TTI started Basic Course with very limited managers and staff in April 2012. They were divided into two groups; a group for course development and a group for administration. Due to this historical origin, under the current organization, the duties of managers and staff are not clearly defined. The current organization seems to be temporarily formed based on convenience. One of the reasons for this is that one unit is responsible for short courses and administration.

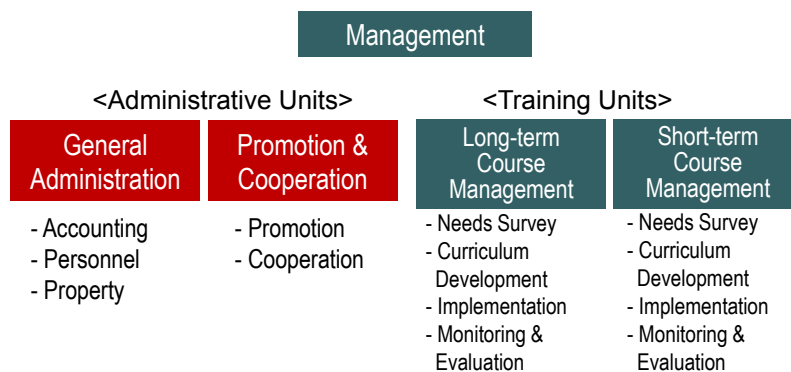
It is necessary to consider the reorganization of TTI so that TTI’s training courses can be developed and implemented in a more organized and effective manner to meet the needs of the private sector.

There are several types of training organizations. Typical types are the following two types:

Type 1: An organization in charge of training divided by type of training (Organization by Training Course). Under this organization, a course manager is responsible for the whole process of training from planning and implementation.

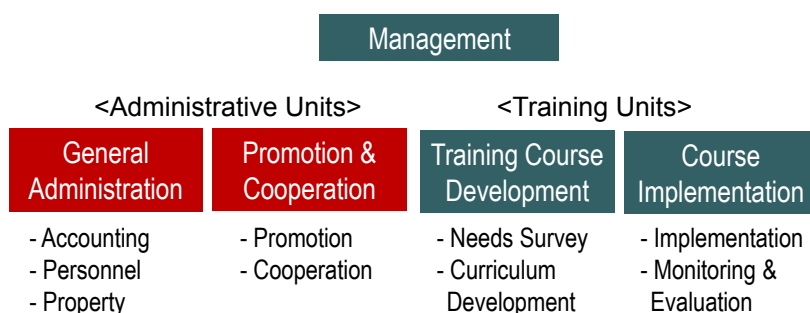
Type 2: An organization in charge of training is divided by function (Organization by Function). Under this organization, a training course is planned and implemented by a number of units by apportioning tasks.

The above is the classification how training management is conducted. Both organizations have functional units of administration such as accounting and personnel.



Source: JICA Project Team

Figure 17-3 Example of Organization by Training Course



Source: JICA Project Team

Figure 17-4 Example of Organization by Function

The characteristics of two types are as follows:

Table 17-5 Characteristics of Options

Type	Characteristics
Organization by Training Course	<p>A unit is responsible for a training course from planning, implementation until evaluation.</p> <p>This organization is suitable for longer-term training courses such as Basic Course and Advance Course because a course manager must monitor the progress of course and make necessary modification of course and the course manager must care for participants by monitoring participants and providing consultation accordingly.</p> <p>Under this organization, one course manager must handle all events of a course. Therefore, a team work for a course or with a supporting unit is necessary.</p>
Organization by Function	<p>A number of units, more specifically, a unit of course development and a unit of implementation are responsible for the training cycle o by apportioning roles to units.</p> <p>The division of labor is realized for efficient implementation of training courses. For example, one unit is in charge of course development and another unit implements the course.</p> <p>This organization is suitable for the provision of a large number of short courses.</p> <p>This organization requires clear job descriptions for each unit and good communication between units. Otherwise, mistakes or confusion may occur due to miscommunication.</p> <p>In the case of longer-term training such as Basic Course and Advance Course, a number of units must jointly take care of the course from the training period until the end.</p>

Source: JICA Project Team

In light of the above, the following considerations are important for the future organization of TTI.

- 1) A combination of the two types of organization is appropriate for the existing training courses of TTI.

An organization by training course is more suitable for Basic Course and Advance Course because it is necessary to monitor the progress of the course and modify the course contents if necessary. And for long-term courses like Basic Course and Advance Course, it is also necessary to monitor the learning levels of participants and provide consultation accordingly. Therefore, a course manager or chief instructor must manage the whole process of course. As such the course development function and implementation function must work together closely throughout the course. In addition, the sequentiality and good linkage without unnecessary overlap between Basic Course and Advance Course should be ensured. In this organization, course managers can coordinate two courses more effectively. The training management cycle from needs survey, planning, implementation until monitoring & evaluation is implemented within one unit. Even though an organization by function can manage longer-term trainings, close communication and coordination between units are required in this case.

On the other hand, when TTI increases the number of short courses, an efficient system of training management should be developed. Under a unit for short courses, a sub-unit of course development and sub-unit of implementation can be set up for a division of labor. In this case, the training management cycle is apportioned to two sub-units.

- 2) Consider the reorganization or modification of the organization when TTI adds new functions or service.

The following table shows the functions that a training institute usually has. Currently TTI does not have all the functions partly because TTI does not see the necessity of it and partly due to the fact that TTI is understaffed.

It is recommended that TTI develop and add new functions necessary for enhancing the functions of TTI. For example, functions for instructor development, teaching material development and website are important.

Table 17-6 Functions of Training Institute

Functions	Activities
Functions Related to Training Management	
Course Development	Needs Survey, Course Planning, Curriculum Development
Teaching Management	Guidance to Participants, Consultation for Participants, Monitoring and Evaluation of Training
Training Administration	Implementation of Training (Printing of Teaching Materials, Arrangement of Classroom)
Lecturer Relations	Identification of Potential Lecturers, Communication with Lecturers about Lecture Schedule, Teaching Materials, etc.
Instructor Development	Development of internal instructors
Administrative Functions	
General Administration	Accounting, Personnel, Procurement, Property Management
Public Relation and Promotion	Promotion of participants, Publication, Website, Alumni Association, Library, Employment Assistance to Participants
Information & Data Management	Information System, Database of Participants, Database of Lecturers
Cooperation Development	Development of Collaboration with Associations, Education Institutions, Donors, etc.

Source: JICA Project Team

Recommendation 5: It is recommended to increase training of government officers.

MOC needs to prepare appropriate trade policies for the establishment of good partnership with trade partners. In preparation for AEC, MOC has promoted trade liberalization and trade facilitation. Officials of Ministry of Commerce must have the knowledge required for the negotiations of trade agreements. The knowledge and understanding of government officers is currently insufficient, as an example, in international trade negotiations.

Under these circumstances, TTI has provided government officials with training on international trade policy issues, sometimes with the collaboration of donors. This training should be continued for at least in the certain years required for preparing necessary trade policies and trade agreements. TTI can have an important role in the training of government officials, especially officials of MOC, in the areas of policies and policy measures of international trade by further developing its existing training capacity.

The TTI subjects for government officials include: i) international economics, ii) policy issues for international trade including AEC, WTO and FTA, iii) policy and policy measures of trade liberalization, iv) policies and policy measures for trade of trade facilitation, v) policy and policy measures for trade promotion, etc.

Each directorate or department of MOC independently carries out training on its officers. It is considered desirable to concentrate training on MOC officials to one location for the following reasons:

- The capacity for planning and designing training programs can be upgraded.
- The training program experiences can be compiled and accumulated in one location. This information can be referred to when a training program is planned.
- The information of lecturers and their areas of specialty can be collected and evaluated.
- It is more effective to concentrate the functions of planning and managing training.

Recommendation 6: It is recommended to add a research function.

The directorate and departments of MOC have a planning and statistics unit but they do not have a research unit that engages in policy research and policy advocacy. Currently MOC needs to address various policy issues and policy measures. It would be advantageous for MOC to set up a research function which engages in research activities and provides MOC with policy advice including advice on actual policy measures. It is also recommended that TTI has a research function for the following reasons:

- TTI currently teaches subjects relating to trade policies and policy measures;
- TTI has a network of scholars and researches in the area of trade policies and policy measures;
- TTI can understand the latest research to teach latest information to the participants; and
- TTI can create a synergy between research and teaching in the area of trade policies and policy measures.

The areas of research will be as set out below. They will be focused on trade policy and international cooperation in the first stage, and then be expanded to policies related domestic issues.

- Policy research, policy recommendations, and the monitoring and evaluation of trade policy, trade promotion, trade facilitation, port/import procedures, service trade, etc.
- Policy research, policy recommendation, and the monitoring and evaluation of multilateral, regional and bilateral cooperation of international trade, etc.
- Policy research, policy recommendation, and the monitoring and evaluation of domestic trade, logistics, standardization, consumer protection, etc.

Government officials, local and foreign scholars, researchers of local and foreign research institutes, and others will be invited to TTI for the study of specific topics for a limited period, for example, several months. TTI can collaborate with foreign universities, foreign research institutes and donors in implementing research activities.

Recommendation 7: It is necessary to reinforce the education function and satisfy necessary conditions if TTI starts a diploma course.

TTI considered starting a diploma course. A diploma course would aim to develop human resource in the field of international business, especially the manager level. A diploma course can be regarded as trade education because it needs a longer-term program to develop the wide range of professional knowledge, skills and competencies of a manager, and it may offer an academic title. For example, among the certificates accredited by the International Association of Trade Training Organizations (IATTO), the level of Diploma in International Trade Management is defined as “effective export/import managers.”

It is necessary to satisfy certain conditions when TTI operates trade education including a diploma course. The major conditions are as follows:

- It is necessary to develop the organization and capacity for academic education.
- It is necessary to prepare a sufficient number of qualified lecturers.
- A diploma course would adopt a module system. It is necessary to develop and combine the well-planned modules required for a higher level of teaching.
- It is necessary for TTI to be accredited by the Ministry of Education (Myanmar), or an accredited school/university/organization in order to provide a degree. When obtaining an accreditation status according to a new Education Law, it is necessary to meet the requirement of curriculum, facility and budget.
- It is necessary to differentiate the role of TTI from public and private universities and other schools in the majors of economics, business administration, and so forth and establish its *raison d'être*. Although, in Japan, the Institute for International Studies and Training (IIST) used to provide long-term training in international trade, IIST stopped the training courses due to the globalization of Japanese companies and increased opportunities of education on international trade provided by domestic and overseas universities.

At this moment it can be said that TTI is not ready for a Diploma Course. After satisfying the above conditions, TTI may start trade training with a graduate diploma course or post-graduate diploma, followed by a bachelor's degree, in the areas of international trade and international business.

Table 17-7 Types of Certificate of International Association of Trade Training Organizations (IATTO)

Type of Certificate	Level
Diploma in International Trade Management	Effective export/import managers
Advanced Certificate in International Trade	Export marketing and/or international purchasing staff
Certificate in International Trade Administration	Export and/or import assistants

Source: IATTO

Recommendation 8: It is necessary to enhance trade promotion activities in order to realize the collaboration of trade training and trade promotion.

Trade training is activity of trade promotion. Most trade promotion organizations have a unit for trade training within its organization. As recommended above, it is important to provide various support in an integrated way, this means not only training but also various trade promotion services, when developing exporters. The concept of integrated trade promotion services is as shown in the following figure,

However, the current trade promotion services are weak and insufficient for fully supporting Myanmar exporters.



Source: JICA Project Team

Figure 17-5 Collaboration of Trade Training and Trade Promotion

Under the current organization of MOC, the international trade promotion division under the Department of Trade Promotion is responsible for activities in export and import promotion. This division has established the one stop window, of the International Trade Promotion and Information Center, in the Yangon Office. MOC has considered establishing a trade promotion organization, and one of the functions of a trade promotion organization is the training of exporters.

A trade promotion organization, in general, has the following functions.

- Export Market Information:** Collection, processing and dissemination of trade information in the form of market research, domestic exporters and overseas buyers database, etc. and implementation of market intelligence with the purpose of market development in the overseas markets
- Advisory and Consultation:** Provision of trade advice to exporters and overseas buyers, and consultations on how to start an exporting and how to access overseas markets
- Business Matching:** Receipt of trade inquiries from overseas buyers and introductions to local exporters
- Promotional Activity:** Organization and participation of domestic and overseas trade fairs and trade missions, establishment of permanent displays, and the promotion of national branding
- Product Development:** Support to product adaptation/ development for entry into export markets, and support for quality improvements
- Trade Training:** Training on export & import procedures, international marketing, international business, management, quality improvement, etc.

It is necessary to design an organizational structure that realizes the collaboration of trade training and trade promotion so that exporters and importers can enjoy the services in a coordinated way.

The Department of Trade Promotion (DPT) was established in April 2013 within MOC and DPT plans to develop trade promotion services according to the Trade Promotion Master Plan (refer to Chapter 4). However, the trade promotion services provided by DTP are still very limited and the services of the International Trade Promotion and Information Center (ITPIC) will be soon started. Although it is expected to be a one-stop service center for both Myanmar exporters and overseas buyers, the number of experienced staff is very limited. Trade promotion of Myanmar currently has many issues including limited budget, insufficient experience in trade promotion, lack of trade promotion

tools, insufficient trade information, lack of standard operation procedures of trade promotion services, as well as other matters.

For the enhancement of trade promotion, MOC is recommended to take the following measures:

- Examine the most appropriate organization for export promotion including the establishment of an independent trade promotion organization (TPO) (provisionally-entitled “Myantrade”).
The current organization of DTP includes domestic trade promotion and R&D and technology extensions. Therefore it is necessary to review all the functions of DTP and examine the reorganization of DTP in order to create a suitable organization/unit for export promotion.
- The existing organization of DTP includes the Division of Domestic Trade and the R&D and Technology Extension Division. The review of organizational structure will touch on whether it is necessary to separate export promotion functions from MOC or not.
- In the consideration of a TPO status, a ministry department, an autonomous statutory body or other options, it is necessary to consider such factors as regulation for public organizations, employment regulations of government officials, budget mechanisms, possibility of recruiting from the private sector, etc. The major difference between a ministry unit and statutory body is shown in the table below.
- Develop the capability of managers and staff of MOC in trade promotion. As mentioned, MOC’s staff has limited knowledge and experience in trade promotion services, especially for providing them in an integrated way. It is recommended that intensive training of managers and staff be given.
- Decide core activities of trade promotion services and design job flows and standard operating procedures.
- Develop information management systems for trade information. ITPIC will play a key role on trade information. It is recommended that a plan, organization and management system be formulated for total trade information management. The provision of necessary equipment and management system software will also be necessary. It is also necessary to re-design the website for trade promotion and implement periodic updates.
- Establish cooperation mechanisms and information flows with ITPIC and state/regions offices.
- Create action plans for export promotion and information under the National Export Strategy (NES). MOC is in the process of formulating NES with the collaboration of ITC. After the completion of NES, DTP should formulate concrete actions for functional topics, trade information & promotion, and implement them.

Table 17-8 Comparison of Status of TPO - Unit of Ministry and Statutory Organization

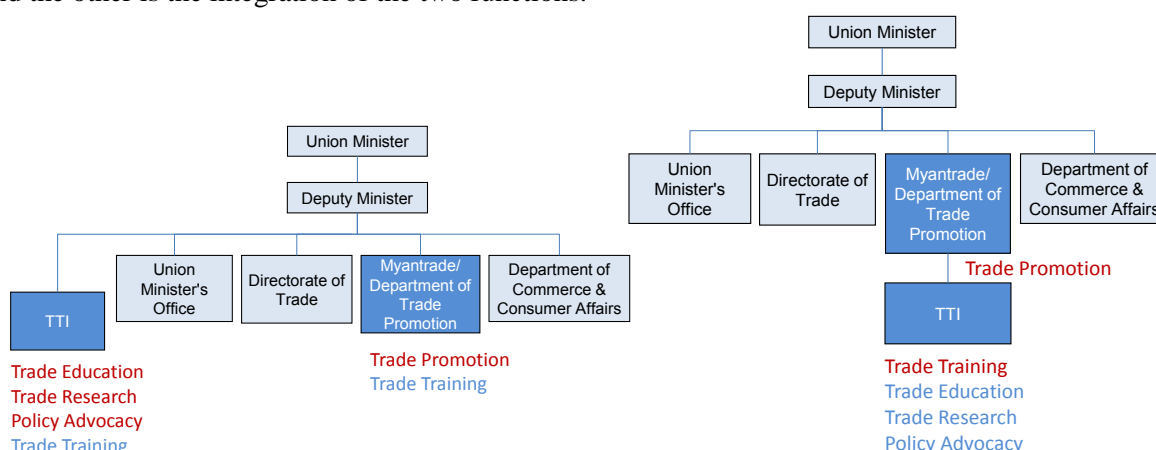
	Unit of Ministry	Statutory Organization
Status	A unit of the ministry having jurisdiction over international trade	A statutory status as a service implementation agency independent from the supervising ministry
General	It is easy to set up by using the existing regulations and systems of the relevant ministry.	Larger autonomy is given but it is necessary to perform its duty with clear accountability and responsibility.
Regulatory Law	Law regarding the ministry	Law regarding the establishment of organizations

	Unit of Ministry	Statutory Organization
Management	The head of the unit manages and reports to his/her superior and/or minister.	A management board is usually established. It prepares seats from the private sector
Personnel Management	Personnel management and recruitment of the ministry is applied.	Discretion over personnel management and recruitment is given.
Recruitment from Private Sector	Recruitment from the private sector is very limited.	Mid-career recruitment from the private sector is given priority. The head of the organization is recruited from the private sector in some cases.
Revenue	It depends on the budget of ministry.	Statutory TPOs have their own revenue sources although the size of its own revenue is still limited in most cases.
Charging for Service	In some cases, charging by ministry is restricted.	Discretion over the charging for services is often given.
Service Development	Service is developed according to instruction and authority from the ministry.	Discretion over development of services and programs is given.
Accountability	Accountability is requested according to the rules of ministry.	Larger accountability for performance and budget is required.
Management	Management systems of government officers are applied.	A personnel evaluation system is usually adopted.
Organization Culture	It is difficult to eradicate the bureaucratic culture of a ministry.	It is easier to build a customer-oriented culture as a service provider.

Source: JICA Project Team

Recommendation 9: It is necessary to establish the harmonization of the trade training function of TTI and the trade promotion function of MOC.

When MOC establishes a trade promotion organization (TPO) as currently planned, issues on how to coordinate the trade training function and trade promotion function will occur in the future according to international business environment and needs for human resource development. There are two major organization structure options for the two functions. One is the coexistence of the two units and the other is the integration of the two functions.



Source: JICA Project Team

Figure 17-6 Coexistence of TTI and TPO Figure 17-7 Integration of TTI and TPO

Both types of organizational setups exist in neighbouring Asian countries. The examples of these organizational setups are shown in the below table.

Table 17-9 TPOs and Trade Training Organizations in Major Asian Countries

	Type		Country	TPO and Trade Training Organization
	TPO	Trade Training Organization		
Coexistence	Unit of Ministry	Independent	Philippines	TPO: BETP Trade Training: PTTC
			Bangladesh	TPO: EPB Trade Training: PITTD
	Statutory Organization	Independent	India	TPO: ITPO Trade Training: IIFT
			Pakistan	TPO: TDAP Trade Training: BFTI
Integration	Unit of Ministry	Within TPO	Indonesia	TPO: DGNED Trade Training: IETC
			Thailand	TPO: DITP Trade Training: KIIT
	Statutory Organization	None	Malaysia	TPO: MATRADE Trade Training: No
			Vietnam	TPO: VIETRADE Trade Training: None

Source: JICA Project Team

The two options have the following characteristics.

Coexistence:

- Both trade promotion and trade training can exert its specialized activities. The trade promotion organization develops its customer-oriented culture targeting exporters and overseas buyers. The trade training organization seeks specialization in trade training, education and research activities for policy issues.
- A trade training function is separated from trade promotion activities of the trade promotion organization.
- Total investment and operating cost are larger due to the operation of two organizations.
- Linkage between trade promotion and trade training tended to be weaker due to geographical and physical distance. The adverse effects of sectionalism sometimes occur.

Integration:

- Trade training will be clearly positioned as one of the trade promotion supports.
- Close communication and information sharing is possible between trade promotion and trade training.
 - Total investment costs and operating costs are relatively small.
 - Less importance tends to be given to trade education and research activities because the weight of activities is placed on services to exporters and overseas buyers.

Both types have its merits and demerits as mentioned above. It is necessary to examine the following points to plan the future direction of TTI.

- To monitor the trend of needs for TTI from the private sector, individuals and government officers.

- To monitor changes in the business environment of international trade and domestic human resource development for international business personnel.
- To examine the appropriate functions of trade training provided as a measure of trade promotion when planning the establishment of a trade promotion organization.
- To examine the financial capacity of MOC to operate trade promotion and trade training.
- To monitor and examine the capability of TTI to develop human resource and conduct high-quality research activities.

APPENDIX

Appendix 1

Functions of Directorate/Department of Ministry of Commerce

Appendix 1 Functions of Directorate/Department of Ministry of Commerce

Duties and Responsibilities of Domestic Trade Promotion Division

1. Trade promotion of each crop, market/price research and private sector development
2. Explanation and discussion with traders, trading companies, departments and organization for their thorough understanding of trade policy for the purpose of trade promotion
3. To increase production of each product
4. To improve farm management by setting up the groups and zones depending on the type of crops and region
5. To monitor conditions of production, consumption, excess and export promotion of six agricultural crops
6. To reduce production cost and servicing cost of each crop
7. To monitor prices of domestic agricultural food crops, consumer goods and construction materials for market stability
8. To monitor agricultural crops and basic foods' price changes and flow in the domestic market
9. To promote the establishment of rice and bean specialized companies and commodity exchange centers in respective Region/State
10. Study profitability of farmer, broker, merchant and exporter along the whole supply chain based on each six crops; Explore and distribute means of production cost reduction of crops to Regions/States
11. Negotiation between the selling price (abroad) and buying price (inside the country) of exporter
12. Long-term development starting from production up to export
13. To conduct workshops on crops supply chain, export promotion and commodities improvement
14. To monitor demand & supply situations of global countries
15. To participate in seminars and workshops held abroad
16. To implement Private Public Partnership for private sector development
17. To promote large-scale production with modernized machineries and production technologies; Production and distribution of those technologies
18. To promote standardized quality production of import-substitution enterprises
19. To monitor the development of private rice and bean mills
20. Improve specification and standardization of crops with the comparative study of international, regional, national association and company-wise specification and standard to produce quality agro products
21. Development of rural small-scale production
22. To achieve technology, capital and market to develop "One Village One Product" and "Many Villages One Product"

Duties and Responsibilities of International Trade Promotion Division

1. Supervise internal/external trade fairs, international marketing and cooperation with international trade promotion organizations
2. To promote traders' participation in local and international trade fairs
3. To display export products internally and externally
4. Cooperate with international and regional trade organizations, and every trade partner country
5. Explore domestic products, which can be exported to international market
6. Explore possibility to produce the products, which are traded broadly in the international market, in our country
7. Advance finding of potential effects on Myanmar's economy and trade based on daily observation of global economic situations; Give advice on solutions
8. Give advice on methodologies, which should be effectively applied, based on the study of global FTAs and Myanmar-inclusive FTAs

9. Provide traders with information; cooperate and coordinate on the necessity for export promotion of Myanmar products
10. Seek ways to network with end users from global market for export
11. Search, collect and distribute information to traders for their awareness of export market access
12. Study and explore means of trade promotion in connection with external organizations
13. Release trade news after analysis on market trend of products in international market and our export products
14. Monthly publication of trade news paper
15. Document and present country profiles including the countries' social, politics, trade, etc.
16. Find out means of trade promotion in connection with embassies
17. Upbringing for the improvement of international trade relation habits
18. Collect and maintain export information
19. Trade relations, meeting arrangement, exchange visits of delegations between trade partner countries and regionally
20. Draft trip schedules of external delegations; ask for Calls; act as relation officer
21. Doing the jobs of WTO Resource Center

Duties and Responsibilities of Research Development and Technology Extension Division

1. Laboratory testing of export crops' quality and release of certification to exporters; Checking export crops' quantity
2. To promote the use of modern technology for continuous improvement of laboratory technology
3. Capacity building of respective staff and performance improvement of laboratory materials to expand existing laboratory test working places
4. Cooperation with crops associations for stability of market and price of export crops
5. Outreach of research findings to crops producers through Regions/States' PTAC staff
6. To monitor consumer protection issues such as food safety and SPS in connection with agricultural crops
7. Educate to reduce waste in post-harvest maintenance of crops
8. To monitor internal and external technologies and apply those suitable for our country's water, land and nature
9. Quality control and finding out the causes of hurting the crop quality
10. Production and export of quality crops
11. To promote systematic use of pesticide and maintenance of its residuals
12. Distribution of regional market information through Commerce Journal
13. Liaison with FAO, JICA, KOICA, IRRI, MASHAV (Israel), etc. to receive technical support of international organizations
14. Cooperate with organizations and external trainings to gain continuous awareness of international changed/improved post-harvest technology
15. Monitoring market information and research teams
16. Form and assign organizations for necessary cooperation and coordination to stabilize prices
17. Edit news on agricultural products sent for Commerce journal publication
18. Meeting technology needs and difficulties facing crops producers
19. To promote the use of more modernized machines in harvesting, threshing, drying, storage, milling, packaging and transportation
20. Educate to promote quality of the products and reduce the cost with the use of internally and externally manufactured machineries with higher performance and suitable value
21. Research, invention, production and distribution of modernized machineries and production technologies
22. Feasibility study, design, estimation and implementation of construction projects of rice mill, bran oil mill, bean mill and storage building

(JICA Project Team modify the English translation of data from the Ministry of Commerce)

Appendix 2

List of International Trade Fairs

Appendix 2-1 List of International Trade Fairs in Myanmar (Apr 2013 - Jan 2014)

No	Title	Period	Venue in Myanmar	Types of Products	No. of Companies	Organizer
1	Third Myanmar Food Exhibition 2013	17-5-2013 to 19-5-2013	Tatmataw Hall, Yangon	Food stuff	NA	Myanmar Food Association
2	Ho Chi Minh City Expo 2013	6-6-2013 to 10-6-2013	Tatmataw Hall, Yangon	Clothing, foot wares, foodstuff, consumer goods, electrical goods, 4 motorbikes	19	NA
3	Thailand Trade Exhibition Business Matching and Business Forum	8-6-2013 to 12-6-2013	UMFCCI	Foodstuff, consumer goods, clothing, gift products	24	NA
4	Global Engineering Myanmar 2013 (GEM 13)	13-6-2013 to 15-6-2013	Tatmataw Hall, Yangon	Technology-related goods, gift items	21	NA
5	Indo Asian Trade & Cultural Expo 2013	12-7-2013 to 22-7-2013	Myanmar Convention Center (MCC), Yangon	Indian consumer goods, clothing, cosmetics, fancy jewelleryes, carpets, kitchen goods	24	Smart Business + Global Moring
6	Electrical Motor Machinery Auto Parts (EMMA) Fair Myanmar 2013	12-7-2013 to 15-7-2013	Tatmataw Hall, Yangon	Electrical goods, hydraulic and pneumatic equipments, motors and pumps, machineries, motor vehicle spare parts, motorbike spare parts, gift items	120	MIA, Care Freight Co.,
7	Korea Expo 2013	26-7-2013 to 29-7-2013	Tatmataw Hall, Yangon	Products made in Korea	56	Logic Myanmar Blue Ocean
8	Malaysia Showcase 2013	5-9-2013 to 8-9-2013	Tatmataw Hall, Yangon	Food stuff, cosmetics, mechanical goods, healthcare goods, electronic goods, electrical goods, building materials	13	NMT Co. Ltd
9	The 2nd ILDEX Myanmar 2013	12-9-2013 to 14-9-2013	Tatmataw Hall, Yangon	Veterinary medicines, animal feeds, veterinary equipments, livestock and fishery technologies	4	NMT Co., Ltd
10	The 2nd Building Material Exhibition 2013	16-9-2013 to 19-9-2013	UMFCCI, Yangon	Construction materials from Thailand	30	DVR Total Piling Service Co., Ltd
11	Singapore International Trade Show (Build-Con Myanmar 2013)	25-9-2013 to 27-9-2013	Myanmar Convention Center (MCC), Yangon	Construction materials, consumer goods, household goods, building materials, electronic and electrical goods, mechanical	9	NMT Co., Ltd

No	Title	Period	Venue in Myanmar	Types of Products	No. of Companies	Organizer
				goods		
12	Medical Myanmar 2013	3-10-2013 to 5-10-2013	Tatmataw Hall, Yangon	Hospital-use equipments & accessories	11	NMT Co., Ltd
13	Intermach Myanmar 2013 and Myanmar Water 2013	24-10-2013 to 26-10-2013	Tatmataw Hall, Yangon	Machine tools, welding equipments, pumps, valves, plastic & rubber processing machines & accessories, gift items	33	Care Freight Services Ltd.
14	2013 (Myanmar) China Industry Expo	30-10-2013 to 1-11-2013	Tatmataw Hall, Yangon	Agriculture-use machineries & accessories, generators, motor vehicle spare parts, motorbike spare parts and accessories, construction materials, industrial machineries, food & beverage, textile and garment products	16	MRC and NMT Co., Ltd.
15	The International Construction, Power & Mining Exhibition 2013	31-10-2013 to 2-11-2013	Tatmataw Hall, Yangon	Industrial equipments, engines, transformers, electronic digital meter	22	Information Matric Co., Ltd.
16	Myan Food 2013/Myan Hotel 2013/Food Tec Myanmar 2013	6-11-2013 to 8-11-2013	Tatmataw Hall, Yangon	Food & beverage, equipment and supplies for hotels and restaurants, food processing machineries & accessories, gift items	122	Care Freight Services Ltd.
17	Agro Myanmar 2013	7-11-2013 to 8-11-2013	Tatmataw Hall, Yangon	Rice mill spare parts & accessories	1	International Exhibition Management Services Co., Ltd.
18	Myanmar Int'l Textile & Garment Industry Exhibition (MTG)	8-11-2013 to 12-11-2013	Myanmar Convention Center (MCC), Yangon	Garment industrial machineries and gift items	100	NMT Co., Ltd
19	2nd China-ASEAN (Myanmar Commodities Exhibition) (Shandong Trade Fair)	12-11-2013 to 14-11-2013	Tatmataw Hall, Yangon	Stationeries, tiles, engines, emergency electric lamps, household goods, child-use 3-wheel bicycles, consumer goods, solar-powered lamps, food & beverage	28	NMT Co., Ltd
20	Myanmar Int'l Machinery Industrial Fair (MIMF)	15-11-2013 to 18-11-2013	Myanmar Convention Center (MCC), Yangon	Wood products, plastic products, printing materials, agricultural equipments, food processing machineries, energy & hydro-power related equipments	69	NMT Co., Ltd
21	Myan Auto 2013	20-11-2013 to	Tatmataw Hall, Yangon	Automotive parts and accessories, car	3	Care Freight Services

No	Title	Period	Venue in Myanmar	Types of Products	No. of Companies	Organizer
		22-11-2013		servicing equipments and accessories		Ltd.
22	Myan Build 2013/Myan Energy 2013/Myan Water 2013	26-11-2013 to 28-11-2013	Tatmataw Hall, Yangon	Building and construction materials, equipment and machinery, electrical engineering materials and products, power generation equipment and machinery, water supply and wastewater management equipment, technology, supplies and accessories, gift items	53	Care Freight Services Ltd.
23	Agrilivestock Myanmar 2013	2-12-2013 to 4-12-2013	Tatmataw Hall, Yangon	Agriculture equipment & supplies, livestock farm equipment, animal healthcare products, feed milling equipment & accessories	11	Care Freight Services Ltd.
24	Vietnam Expo in Myanmar 2013	12-12-2013 to 15-12-2013	Tatmataw Hall, Yangon	Wine, food & beverage, drugs, plant medical products, cosmetics, electrical goods, garment products and footwear	16	NMT Co., Ltd
25	Yangon International Expo 2014	3-1-2014 to 6-1-2014	Tatmataw Hall, Yangon	Consumer goods such as Aluminium picnic table, garment products, footwear	7	Smart Business Group Co., Ltd.
26	Enterprise India Show 2014	16-1-2014 to 18-1-2014	Tatmataw Hall, Yangon	Agricultural machineries, power tiller spare parts, small industrial products	19	Smart Business Group Co., Ltd.
27	India Product Show 2014	17-1-2014 to 19-1-2014	Mandalay City Hall	Garment products, kitchen goods, industry-use chemical products, food & beverage, cosmetics, agricultural handicrafts, pottery, industrial products	26	Business HUB, Myanmar and Global Moving & Storage Ltd.
28	Livestock Myanmar 2014 Expo Food Processing and Packaging Myanmar	23-1-2014 to 25-1-2014	Tatmataw Hall, Yangon	Hygenic products, advertising materials, animal medical products, poultry equipments, household goods	5	Care Freight Services Ltd.

Appendix 2-2 List of Myanmar International Trade Fairs in Other Countries (Apr 2013 - Jan 2014)

No	Name	Period	Country	Types of Products	No. of Companies
1	Task & Chiang Rai Province 2013	5-4-2013 to 9-4-2013	Chiang Rai, Thailand	Cane products, Gems and jewellerys, gift products	5
2	20th Malaysia International Jewellery Festival 2013	19-4-2013 to 22-4-2013	Kuala Lumpur, Malaysia	Silver wears, Gems and jewellerys made up of gold and silver, stone-decorated pictures	3
3	Bangkok International House ware Fair 2013 (BIG & BHG)	19-4-2013 to 23-4-2013	Bangkok, Thailand	Fashion design samples, design papers	18 Entrepreneur designers
4	Watch Gold & Diamond Expo 2013	25-4-2013 to 28-4-2013	Muscet, Omen	Gems and jewellerys made up of gold and silver, stone-decorated pictures, jade sculptures	4
5	International Horticulture Goyang Korea 2013	25-4-2013 to 30-4-2013	Korea	NA	Observer U Win Than (Deputy Director)
6	Interior Lifestyle 2013	5-6-2013 to 7-6-2013	Tokyo, Japan	Myanmar products	5 companies and Trade Promotion Officer U Hla Wai (Assistant Director)
7	21st China Kunming Import & Export Commodities Fair and 1st China South Asia Expo 2013	6-6-2013 to 10-6-2013	Kunming, China	Gems and jewellerys, forestry products, furniture, handicrafts, food & beverage	34 companies & 13 cooperatives
8	Singapore International Jewelry Expo 2013	4-7-2013 to 7-7-2013	Singapore	Gems and jewellerys, stone-decorated pictures, jade sculptures	8
9	Hong Kong Jewelry & Gem Fair	25-7-2013 to 29-7-2013	Hong Kong	Pearls from Myanmar	Orient Pearl Co., Ltd
10	FACETS Gems & Jewelry Show Sri Lanka 2013	29-8-2013 to 1-9-2013	Colombo, Sri Lanka	Gems and jewellerys made up of gold and silver, stone-decorated pictures, jade sculptures	9
11	10th China-ASEAN Expo	3-9-2-13 to 6-9-2013	Nanning, China	Handicrafts, dry noodles, wood furniture, Gems and jewellerys	8 associations & 119 companies
12	52 th Bangkok Gems & Jewelry Fair 2013	5-9-2013 to 9-9-2013	Bangkok, Thailand	Gems and jewellerys made up of gold and silver, stone-decorated pictures, jade sculptures	8
13	Parboiled Rice-Htein Chone Border Trade Exhibition	1-10-2013 to 5-10-2013	Htein Chone, China	NA	Kachin State Government team & Regional business people

14	The 28 th Trade Expo Indonesia 2013	14-10-2013 to 20-10-2013	Jakarta, Indonesia	NA	Myanmar Women Entrepreneurs Association
15	Design Global Philippines	17-10-2013 to 20-10-2013	Manila, Philippines	Myanmar handicrafts	1
16	ASEAN Expo 2013 Business Matching	26-10-2013 to 30-10-2013	Bandar Seri Begawan, Brunei	Gems and jewelleryes made up of gold and silver, stone-decorated pictures, jade sculptures	3
17	Hong Kong Jewellery and Gem Fair	27-10-2013 to 31-10-2013	Hong Kong, China	Myanmar Pearls	1
18	The 10 th Wuzhou International Jewellery Festival	1-11-2013 to 4-11-2013	Quan Shi Kyunt Autonomous Region, Wuzhou, China	Gems and jewelleryes	2
19	India International Trade Fair 2013	14-11-2013 to 27-11-2013	New Delhi, India	Gems and jewelleryes made up of gold and silver, stone-decorated pictures, jade sculptures	14
20	Sangai Festival 2013	20-11-2013 to 30-11-2013	Infar, India	Lacquered wears, guitars, longyis for men & women	3
21	China International Gold, Jewellery & Gem Fair	23-11-2013 to 25-11-2013	Hong Kong, China	Myanmar Pearls	1
22	13 th China-Myanmar Trade Fair	6-12-2013 to 8-12-2013	Kyei Gaung, China	Processed wood products, furniture, gems and jewelleryes made up of gold and silver,	1
23	China-ASEAN New Year Festival	15-1-2014 to 19-1-2014	Nanning, China	Gems and jewelleryes	3

Appendix 3

Questionnaire of Needs Survey

Appendix 3 Questionnaire of Need Survey

Questionnaire Sheet No.

26 December, 2012

Needs Survey for the Support Services of Trading Business for JICA Fast Track Project on the Capacity Development of Trade Promotion in Myanmar

Data Collection Instrument: Questionnaire for Needs Survey

Project undertaken for
Japan International Cooperation Agency (JICA)

The Ministry of Commerce (MOC) established the Trade Training Institute (TTI) on the site of Yangon Region Office of the Directorate of Trade, Ministry of Commerce to provide training programs to business persons in private companies for capacity development of trade business as well as practical trainings to the government officials for the enhancement of the capacity for planning trade policies for the purpose of promoting trade activities of private sector. Therefore, Japan International Cooperation Agency (JICA), a Japanese donor in charge of Official Development Assistance, has decided to support to develop the curriculum of training programs. At this backdrop, JICA awarded the joint venture of KRI International Corp. (KRI) and Mitsubishi UFJ Research and Consulting Co., Ltd (MURC) to conduct a Needs Survey (the Survey) to identify and analyze the needs of the private sector on support services especially international trading business training. Myanmar Marketing Research & Development Co., Ltd. (MMRD) conducts the Survey in collaboration with the joint venture.

In this questionnaire, you are requested to provide your organization's profiles and needs regarding the subject. The information will be much useful to improve and reinforce training programs at TTI. This questionnaire is simple and will not take much time. We would highly appreciate if you kindly share with us the relevant information we are looking in the Survey. We would like to assure that the information acquired by the Survey is for sole use for the JICA's future assistance project formulation purpose, and the individual

If you face any difficulty in filling in the questionnaire or have any additional query, please contact with-

Phyo Kyaw Thu, Survey Managaer
Myanmar Marketing Research & Development Co., Ltd.
Phone: 01-200-326 E-mail: pkyawthu17@gmail.com

1. Company Profile:

(1) Name of the Organization:
(2) Address :
(3) Name and designation of respondent/contact person:
(4) Phone number :
(5) E-mail :
(6) Year of establishment :
(7) Amount of latest paid-up capital:

(8) No. of employees

No. of employees	Check
1) 1~4	
2) 5~9	
3) 10~49	
4) 50~	

(9) Ownership structure

Ownership structure	Check
1) Foreign owned company (Foreign share: 100%)	
2) Joint venture (Foreign share: 50 ~ 99.99%)	
3) Joint venture (Foreign share: 0.01 ~ 49.99%)	
4) Domestic company (Foreign share: 0%)	

(10) Business sector (Single choice: Please choose the business sector where its product shows the highest contribution to the company's sales).

Business sector	Check
1) Agri business	
2) Fishery business	

3) Forestry business (wood working, timber, etc.)		
4) Mining business (including jewelry)		
5) Manufacturing business (garment, food processing, beverage, shoe, furniture, handcraft, etc.)		
6) Others (Please specify)		
Name of main export product(s)	a.	
	b.	
	c.	
Name of main import material/product(s)	a.	
	b.	
	c.	

(11) Trade performance

1) How many years of experiences in international trading does your company have?
_____ years (If “0”, go to “2. Trade Information Source”)

2) Export and import ratio in the 2012 or 2011 (for export : % of turnover; for import: % of purchase excluding the machineries cost)	A. Export ratio	Check (%)	B. Import ratio	Check (%)
	a) 100%		a) 100%	
	b) 75 ~ 99.99 %		b) 75 - 99.99%	
	c) 25 ~ 74.99%		c) 25 - 74.99%	
	d) 0.01 ~ 24.99%		d) 0.01% - 24.99%	
	e) 0%		e) 0%	
3) Export/import destination	Major export/import countries			Volume (%)
A. Choose major <u>export destination</u> countries (up to 3 destinations) and write % of volume to the total export, if any	a) ASEAN countries			
	b) Japan			
	c) China (including Hong Kong)			
	d) US			
	e) EU			
	f) Others (Please specify the name of country/countries:			

B. Choose major <u>import origin</u> countries (up to 3 destinations) and write % of volume to the total import, if any	a) ASEAN countries	
	b) Japan	
	c) China (including Hong Kong)	
	d) US	
	e) EU	
	f) Others (Please specify the name of country/countries:)	

(12) Experience of participation in Trade Training Institute (TTI)'s training programs

Have you or your company's employees participated TTI's training programs?

Yes No

2. Trade Information Source

How did you get necessary market (buyers/suppliers) information needed to start export/import activities? (Multiple choice)

Information Source	Check
1) Relevant Website	
2) Trade fair/exhibition	
3) Government institutions (Please specify the name:)	
4) Private institutions (Please specify the name:)	
5) Friends/relatives	
6) Others (Please specify:)	

3. Trade Business Environment

Please evaluate the trade business environment in Myanmar. Please check each item by four criteria: A: Excellent; B: Good; C: Fair; D: Bad (Single choice in each category)

Item	Content	A Excellent	B Good	C Fair	D Bad	Not Applicable/ don't know
(1) Trade Policy & Regulations	1) Free trade regime (AFTA, etc)					
	2) Import policy					
	3) Export policy					
	4) Transparency					
(2) Trade Administrative	1) Import tariff					
	2) Export tariff					

Item	Content	A Excellent	B Good	C Fair	D Bad	Not Applicable/ don't know
Procedure	3) Customs clearance					
	4) Trade general license					
	5) Import license/permit					
	6) Export license/permit					
	7) Bonded warehouse license					
	8) Transparency					
(3) Logistic	1) Ocean freight service					
	2) Air freight service					
	3) Land transport service					
	4) Railways service					
	5) River based transport service					
(4) Trade finance	1) Fund settlement (L/C, etc.)					
	2) Export/import credit					
(5) Trade related insurance	1) Trade insurance					
	2) Ocean freight insurance					
(6) Others	1) (Specify :.....)					

4. Area of Problems to Expand International Trading Business Activities

What kind of problems should be improved to expand your international trading business activities? (Multiple choice)

Area of constraints	Check
1) Market access/Sales promotion	
2) Finance (export/import credit, L/C, export insurance, etc.)	
3) Production Technology/Quality Control	
4) Training (Human Resource Development)	
5) Legal matters (contract drafting, contract negotiation, etc.)	
6) Communication (English communication skills, etc.)	
7) Logistic (transportation, customs clearance, warehouse, etc.)	
8) Information Communication Technology (ICT)	
9) Infrastructure (road, electricity, gas, water, etc.)	
10) Others (Please specify	

Please describe the above problems (especially the most serious problem) in detail.

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5. Trade Related Knowledge and Learning

How do employees of your company learn international trading business? (Multiple choice)

Means of Acquiring Knowledge and Learning	Check
1) On the job training / On their own	
2) Taking a training course implemented at the company	
3) Taking a training course implemented by governmental institutions (Please specify the name: Ex. MOC.....)	
4) Taking a training course implemented by non-governmental/private organizations (Please specify the name: Ex. UMFCCI.....)	
5) Attending a seminar on a specific topic organized by governmental organizations (Please specify the name:)	
6) Attending a seminar on a specific topic organized by non-governmental /private organizations (Please specify the name:)	
7) Others (Please specify)	

Note: MOC: Ministry of Commerce; UMFCCI: Union of Myanmar Federation Chamber of Commerce and Industry

6. Needs of Training for International Trading Business

What does your company expect from training institutions?

(1) Level of training programs (Multiple choice)

Level of training programs	Check
1) Beginners	
2) Intermediate	
3) Advanced	

(2) Topics of a course in general (Multiple choice)

	Contents	For beginners	For intermediates	For advanced
1)	Theoretical topics			

2)	Practical topics			
3)	Theoretical + practical topics			
4)	Case studies			
5)	Language course (specify: _____)			
6)	Other(specify: _____)			

(3) Specific topics (Multiple choice)

	Contents	For beginners	For intermediates	For advanced
1)	International trade theory and concept			
2)	Standardization			
3)	Trading business and trade procedure			
4)	Trade business laws			
5)	Trade related logistics			
6)	Regional and international trade organization			
7)	Business ethic			
8)	Trade promotion strategies			
9)	Trade related IT application (e-trade, e-commerce)			
10)	Macroeconomics and international economics			
11)	International business management and risk management			
12)	Trade promotion policies and strategies			
13)	Corporate social responsibility (CSR)			
14)	Trade and business seminar, workshop, roundtable and talk (Case studies)			
15)	Others, specify (_____)			

(4) Duration of a course (Multiple choice)

	• Target participants	For beginners	For intermediates	For advanced
1)	Less than 7 days			
2)	Between 7 and 14days			
3)	Between 14 and 30 days			

4) More than 30 days				
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(5) Timing of a course (Multiple choice)

Preferred time zone	For beginners	For intermediates	For advanced
1) Early morning (7:00-9:00)			
2) Morning (9:30-12:30)			
3) Afternoon (13:00-15:00)			
4) Evening (17:30-19:30)			

(6) Frequency of a class (Multiple choice)

Frequency of a class	For beginners	For intermediates	For advanced
1) Once a week			
2) 2-3 times a week			
3) everyday (intensive)			
4) Other (specify: _____)			

(7) Training fee

① Is your company willing to pay the training fee of international trading business for its employees?

Yes No I do not know

② If the above answer is “Yes”, how much portion of the above training fee is the company willing to pay? (Single choice)

Payable portion of training fee by the company	Check
1) Up to 25%	
2) Between 25 and 50%	
3) Between 50 and 100%	
4) 100%	

(8) What types of lecturers would your company like to have in the training? (Multiple choice)

	Type of lecturers	Check
1)	Government officials	
2)	Government/Private professionals in universities/research Institutions	
3)	Private company management level engaged in trading business	

4)	Other, specify (_____)	
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Please describe the reason for the above favorable lecturers in detail. (Ex. I want to know practical and concrete business experience)

7. Needs of Trade Promotion Supports

What kind of trade promotion supports does your company expect from international trade promotion institutes? (Multiple choice)

	Contents	Check
1)	Trade information (specify, media _____)	
2)	Trade consultation	
3)	Exhibition/trade fair	
4)	Business matching service (ex. MOC website)	
5)	Export/import finance	
6)	Training	
7)	Other, specify (_____)	

Please describe the above trade promotion supports (especially the most important support) in detail.

8. About Trade Training Institute (TTI)

TTI has been established in October 2012 by the Ministry of Commerce and it is providing training programs to business persons in private companies for capacity development of international trading business for the purpose of promoting trade activities of private sector.

(1) Have you known the name of TTI and its training activities? Yes No

(2) If the above answer is “Yes”, how did you know about TTI? (Multiple choice)

	Information source	Check
1)	TV	
2)	Newspaper(specify name: _____)	
3)	Journal/magazine (specify name: _____)	
4)	Website	
5)	Government	
6)	Friends/relatives	
7)	Other, specify (_____)	

(3) Is your company interested to send employees to TTI for training purpose?

Yes No I do not know

(4)-1. If your answer in (3) is “Yes”, please specify the reason (especially compared with other training programs offered by private institutions).

(4)-2. If your answer in (3) is “No”, please specify the reason (especially compared with other training programs offered by private institutions).

9. Free comments

Thank you very much for your cooperation.

Your answer to this questionnaire is very valuable for the future design of technical cooperation to international trading business in Myanmar.

Appendix 4

Course Schedule

Appendix 4-1 International Trade First Basic Course (Apr – Aug, 2012)

Date	Subject	Lecturer
Apr 3	Opening Ceremony & Orientation	
	Important of Trade, International Trade Theories and Concepts	Dr, Maung Aung, Ministry of Commerce
Apr 4	Important of Trade, International Trade Theories and Concepts	Dr, Maung Aung, Ministry of Commerce
	Commercial Law	Mr Mg Mg, Directorate of Trade, MOC
Apr 6	Fundamentals Export , Import Contracts	Mr. Thein Lwin,Myanma Agricultural Produce Trading, MOC
	Documentary Credit , LC&TT opening	Mr. Thein Lwin,Myanma Agricultural Produce Trading, MOC
Apr 9	H Introduction for the current procedure	Mr. Thaug Naing, Deputy Director, Department of Border Trade, MOC
Apr 23	Economic changes Age by Age	Mr. Than Aung, Directorate of Trade, MOC
	Registration of Export & Importer	Mr. Than Aung, Directorate of Trade, MOC
Apr 25	Export & Import Procedure	Mr. Than Aung, Directorate of Trade, MOC
Apr 27	Export & Import Procedure	Mr. Than Aung, Directorate of Trade, MOC
	Incoterms, Price calculation, Basic seller's and Buyer's Duties	Mr. Tin Maung Win, Myanma Agricultural Produce Trading
Apr 30	Oversea Import License Application	Ms. Than Than Ei, Directorate of Trade, Import Department, MOC
May 2	H.S Code	Ms. Yadanar, Myanmar Customs Department, Ministry of Finance & Revenue
May 4	Oversea Export License Application	Mr.Kyaw Win Htun, Directorate of Trade, Export Department, MOC
May 7	Oversea Import License Application	Ms. Than Than Ei, Directorate of Trade, Import Department, MOC
May 9	Oversea Export License Application	Mr. Kyaw Win Htun, Directorate of Trade, MOC
May 11	Economic Development	Mr. Kyaw Min Htun, Yangon Institute of Economics
May 14	Shipping Procedure	Mr. Tin Cho Oo , Myanma Agricultural Produce Trading , MOC
	Pre-inspection before Shipping	Mr.Aung Kyaw Htoo, Manager, SGS(M) Ltd
May 16	Documentary Credit & LC, TT Opening	Mr. Thein Lwin, Myanma Agricultural Produce Trading, MOC
	Business Ethics	Ms. Moe Moe Khaing, Department of Management Studies, Meiktila Institute of Economics
May 18	Business Talk, Rise of China and its Implications for Neighboring Countries	Dr. U Myint, Chief, Centre for Economic and Social Development
May 21	Transit Trade	Mr. Kyaw Soe Linn, Department of Border Trade, MOC
	ASEAN Framework Agreement on the Facilitation of Goods in Transit	Mr. Kyaw Soe Linn, Department of Border Trade, MOC
May 23	Custom Procedure Assessment & Single Window Systems in International Trade in Goods	Mr. Than Swe Tint, Myanmar Customs Department, Ministry of Finance and Revenue
	Export , Import clearance Procedures & Post Physical Examination	Mr. Nyi Nyi Aung, Myanmar Customs Broker Association, Ministry of Finance & Revenue
May 25	Participants Knowledge Sharing Session	Mr. Win Myint, Director, MOC
May 28	ASEAN Trade Agreement , Rules of Origin & Certificate of Origin	Ms. Shwe Sin Oo, Directorate of Trade , MOC
May 30	Organizing International Trade	Mr.Myo Thant, UMFCCI
	Competition Policy	Mr.Maung Maung, Directorate of Trade, MOC
June 1	Business Talk, How Can We Get Competitive Advantage in Business	Dr. Sandar, Professor Head, Yangon Institute of Economics
June 4	Consumer Protection Law	Mr. Khin Zaw , Directorate of Trade, MOC

Date	Subject	Lecturer
June 6	AFTA and beyond AFTA	Mr. Maung Maung Yi, Ministry of National Planning and Economic Development
June 8	Business Talk: Export Market of Thailand	Mr. Prajuob (P.J) Supree, Thai Embassy
June 11	Commercial Law	Mr Mg Mg, Directorate of Trade, MOC
June 13	Activities of Myanma Foreign Trade Bank	Ministry of Finance and Revenue, Myanma Foreign Trade Bank
	Asian Currency Union	Ms. Than Than Swe, Central Bank
June 15	Foreign Direct Investment Law & Myanmar Citizens Investment Law	Department of Investment and Company Registration
June 18	Modern Packing and Design	Mr. Aye Lwin, UMFCFI
	Market Research	Mr. Aung Min, Associate Director, MMRD Research Services
June 20	ISO	Mr. Soe Lwin, Manager, SGS (M) Ltd
June 22	Marketing	Dr. Htein Lynn, Union Minister's Office
June 25	Intellectual Property Right & Trade Mark	Ms. Su Su Hlaing, Union Attorney General Office
	The Sets of Account that Firms Should Keep	Ms. Khin Thet Htar, Directorate of Trade, MOC
June 26	Plant Trip to Tilawa Port	
June 27	Market Analysis	Mr. Win Myint, Myanma Agricultural Produce Trading, MOC
June 29	Exam	
July 2	E-Commerce, E-payment , and Export & Import License on-line Payment	Mr. Swe Tint Kyu, Directorate of Trade, MOC
July 4	The Role of the Republic of Union of Myanmar Federation of Chamber of Commerce and Industry in Myanmar Business & International Trade, Association of Specified Companies	Mr. Htay Aung , Retired CEO, UMFCFI
July 6	Business Talk, ASEAN Leadership in Asia	Mr. Khin Maung Nyo , Economist
July 9	Whole Sale Market & Commodity Exchange Center Development	Mr. Kyaw Myint, E-Trade Myanmar Co., Ltd
July 11	Risk Management	Dr. Mg Mg Thein, Myanma Insurance
July 13	Logistics & Supply Change Management	Mr.Aung Khin Myint, Myanmar International Freight Forwarder's Association
July 16	Standardization for Agricultural Product	Myanma Agricultural Produce Trading, MOC
July 18	International Trade Promotion	Mr. Aung Soe, Directorate of Trade, MOC
July 20	Capital Market	Dr. Htein Lynn, Union Minister's Office
July 23	Avoidance of Double Taxation Agreement	Mr. Han Htun, Internal Revenue Department
July 24	Business Talk, Business Strategy	Dr. Aung Htun Thet , Economist
July 25	International Organizations and Trade	Mr. Ko Ko Lay, Directorate of Trade, MOC
July 27	Exam	
July 30	Review About Basic Course	Dr. Maung Aung, Ministry of Commerce
Aug 1	Taxation	Mr. Chit Win, Internal Revenue Department, Ministry of Finance & Revenue
Aug 3	Course Closure	

Appendix 4-2 International Trade Second Basic Course (Oct 2012 – Feb 2013)

Date	Subject	Lecturer
Oct 13	Opening Ceremony & Orientation	
Oct.15	Importance of Trade	Dr. Maung Aung, Ministry of Commerce
Oct 17	International Trade Theories and Concepts	Dr. Maung Aung, Ministry of Commerce
Oct19	How to Set up Company & Company Registration	Ms. Nan Ye Ye Than & Daw San Nwe, DICA
Oct 22	Myanmar Citizen Investment & Foreign Direct Investment	Ms. Ngwe Ni Oo, Directorate of Investment and Company Registration Department.
Oct 24	International Sale Contract	Mr. Thein Lwin, Myanma Agricultural Produce Trading, Ministry of Commerce
Oct 26	INCOTERM	Mr. Tin Maung Win, Myanmar Agricultural Produce Trading
Oct 29	ICC Uniform Customs and Practice of Documentary Credits	Mr. Thein Lwin, Myanma Agricultural Produce Trading, MOC
Oct 31	Business Ethics	Dr. Moe Moe Khine, Yangon Institute of Economics
Nov 2	Business Ethics	Dr. Moe Moe Khine, Yangon Institute of Economics
Nov 5	Registration of Exporter & Importer/ Export & Import Procedures	Mr. Than Aung, Directorate of Trade, MOC
Nov 7	Export & Import Procedures (Overseas/Border/Air)	Mr. Than Aung, Directorate of Trade, MOC
Nov 9	Export & Import Procedures (Overseas/Border/Air)	Mr. Than Aung, Directorate of Trade, MOC
Nov 12	Export & Import License Application (Overseas/Border/Air)	Mr. Than Aung, Directorate of Trade, MOC
Nov 14	ASEAN Trade in Goods Agreement (Rules of Origin, ROO Certificate)	Mr. Than Aung, Directorate of Trade, MOC
Nov 16	Business Talk, Myanmar and the FDI Issue	Dr. U Myint, Chief, Centre for Economic and Development
Nov 19	Competitive Policy	Mr. Thein Myint Wai, Directorate of Trade, MOC
Nov 21	Capital Market and Public Company	Dr. Htein Lynn, Ministry of Commerce, MOC
Nov 23	E Commerce (E payment & Export Import, License Online Application)	Mr. Myo Khine Win, Directorate of Trade
Nov 26	HS Code	Mr. Nyein Chan Aung, Customs Department, Ministry of Finance and Revenue
Nov 28	Full Moonday of Tazaungmone (closed)	
Nov 30	Asian Clearing Union Mechanism	Ms. Nwe Ni Htun, Central Bank, Ministry of Finance and Revenue
Dec 3	Customs Assessment and ASEAN Single Window System in International Trade in Goods	Mr. Khin Maung Linn, Customs Department
Dec 5	Export & Import Customs Clearance Procedure Port Physical Examination in Myanmar & International	Mr. Nyi Nyi Aung, Myanmar Customs Brokers Association
Dec 7	Border Trade Export Import ASEAN Transit-trade Agreement and Myanmar Transit-trade	Mr. San Nwe Win, Directorate of Trade, MOC
Dec 10	Pre-shipment Inspection	Mr. Aung Kyaw Htoo, SGS Myanmar Ltd
Dec 12	Examination	
Dec 14	Standard Specification for Myanmar Agricultural Products	Mr. Soe Win or Mr. Zaw Win , Myanma Agricultural Produce Trading, MOC
Dec 17	About ISO 9001-2008 Quality Management System Implementation for Achievement of ISO Certificate	Systems and Services Certification Department, SGS Myanmar Ltd.
Dec 19	Taxation	Mr.Chit Win, Ministry of Finance and Revenue
Dec 20	Business Talk, Capital Markets , Public Companies & Corporate Governance	Mr. Hla Maw Than, Retired Rector, Yangon Institute of Economics
Dec 21	Excursion	
Dec 24	Transport Logistics and Unitization Vs Containerization	Mr. Aung Khin Myint, Myanmar International Freight Forwarder's Association
Dec 26	Shipping Documents	Mr. Aung Khin Myint , Myanmar International Freight

Date	Subject	Lecturer
		Forwarder's Association
Dec 28	Closed (Dinner)	
Dec 31	Consumer Protection (Intellectual Property Rights and Trademark)	Mr. Khin Zaw , Directorate of Trade, MOC Ms. Myo Myo Htike, Directorate of Trade, MOC
Jan 2	Statistics for Business Association & E-Payment System	Mr. Sein Htwe, Directorate of Trade, MOC
Jan 3	Review of Transport	Mr. Aung Khin Myint, Myanmar International Freight Forwarder's Association
Jan 4	Independence Day (Close)	
Jan 7	Marketing & Market Analysis	Dr. Htein Lynn, Ministry of Commerce
Jan 9	Sanitary and Phytosanitary Agreement Technical Barrier to Trade	Mr. Than Aung Kyaw , Directorate of Trade, MOC
Jan 11	Economic Development Concept and Measures	Mr. Kyaw Min Tun, Yangon Institute of Economics
Jan 14	Market Research	Mr. Aung Min, MMRD Research Services
Jan 16	Export Market to Japan	Mr. Kazuo MISHIMA, Team Leader , JICA Expert
Jan 18	Wholesale Market and Commodity Exchange center Development	Mr. Kyaw Myint, Agricultural Market Information Service , E-Trade Myanmar Co., Ltd
Jan 21	Risk Management	Mr. Lwin Oo, Myanma Insurance, Ministry of Finance and Revenue
Jan 23	Contract Law	Mr. Mg Mg, Directorate of Trade, MOC
Jan 25	Business Talk, Fighting Corruption	Dr. Aung Htun Thet , Economist
Jan 28	The Role of the UMFCCI in Myanmar Business & International Trade, Associations of Specific Companies	Mr. Aye Lwin, Secretary,UMFCCI
Jan 30	International Trade Promotion (Theories Practices)	Mr. Aung Soe, Directorate of Trade, MOC
Feb 1	SME Development	Dr. Maung Aung, Directorate of Trade, MOC
Feb 4	International Trade Promotion Theories and Practice	Mr. Aung Soe, Directorate of Trade
Feb 6	WTO & International Trade	Ms. Naw Mu Tar Ka Phaw, MOC
Feb 8	Examination	
Feb 15	Course Closure	

Appendix 4-3 International Trade Third Basic Course (May – Sep, 2013)

Date	Subject	Lecturer
17May	Course Orientation, Importance of Trade	Dr. Maung Aung, Program Director (TTI)
20May	International Trade Flow	Mr. Tin Maung Win, Director (Directorate of Trade, MOC)
22May	How to establish a company	Ms. Moe Moe Soe, Assistant Director, Department of Investment & Company Registration
27May	INCOTERMS	Mr. Tin Maung Win, Director (Ret.) (DOT, MOC)
29May	L/C Opening	Mr. Thein Lwin, General Manager (Ret.) (MOC)
31May	License & Permit Application and Border Trade	Mr. Yan Naing Tun, Director (Export)/ Mr. Myint Shein, DD (Import), Department of the Commerce and Consumer Affairs (DCCA)
3 Jun	Pre-shipment Inspection	Mr. Aung Kyaw Htoo, Business Manager, SGS(M) Co. Ltd.
5 Jun	HS Code	Mr. Nyein Chan Aung, Staff Officer, Custom Department
7 Jun	Customs Valuation	Mr. Khin Maung Lynn, Staff Officer, Custom Department
10 Jun	Trade Settlement (L/C, TT)	Mr. Saw Yan Naing Oo, Manager, Myanmar Foreign Trade Bank
12 Jun	IT Application in International Trade	Mr. Myo Khine Win, Assistant Director (DOT, MOC)
14 Jun	Supply Chain Management (Basic)	Mr. Aung Khin Myint, Chairman, Myanmar International Freight Forwarders' Association
17 Jun	WTO: SPS Agreements	Mr. Than Aung Kyaw, Director, (DOT, MOC)
19 Jun	Special Talk: Critical Issue in Export Marketing	Mr. Yoichi Matsui, JICA Expert
21 Jun	Business talk: Promoting Private Sector in Myanmar	Dr. Aung Tun Thet, Economist
24 Jun	Sea Port/ Air Port Operation	Mr. Nyi Nyi Aung, General Secretary, Myanmar Customs Brokers Association
26 Jun	International Sales & Transaction Contract	Mr. Thein Lwin, General Manager (Retired) (MOC)
28 Jun	Commercial Law	Mr. Mg Mg, Deputy Director(Law advisor)(MOC)
1 Jul	Foreign Exchange Transaction (Basic)	Dr. Htein Lynn Director, (DOT, MOC)

Date	Subject	Lecturer
3 Jul	Investment Law	Ms. San San Myint, Deputy Director, (DICR)
5 Jul	Business Ethics	Dr. Moe Moe Khine, Professor, Yangon Institute of Economics (YIE)
8 Jul	International Trade Theory and Concept	Dr. Maung Aung, Program Director (TTI)
10 Jul	From business enquiry to acceptance of order (Business Correspondence)	Mr. Tin Maung Win, Director (Ret.) (DOT, MOC)
12 Jul	Mid-Term Test	
15 Jul	Import & Export Transaction Practices (IETPS) (1) Import/Export Business Flow	Mr. Tin Maung Win, Director (Ret.) (DOT, MOC)
17 Jul	IETPS (2) Export License, Permit / Importer/Exporter Registration	Mr. Yan Naing Tun, Director (Export /DCCA, MOC) Mr. Hla Tun, AD(Policy/DOT, MOC)
24 Jul	IETPS (3) Import License, Permit / FDA Certificate	Mr. Myint Kyaw, Director (Import/ DCCA, MOC) Dr. Ohnmar Soe Win(Food Control Officer)
25 Jul	Special Talk: Effective Export Marketing	Mr. Alexander J.Boome, Programme Director, Hinhich foundation
26 Jul	Business talk: Trade and Investment Relationships between Myanmar and Japan	Mr. Masaki Takahara, Executive Managing Director (JETRO)
29 Jul	IETPS (4) Payment (L/C)	Ms. Win Win Maw, AGM, Myanma Investment & Commercial Bank (MICB)
31 Jul	IETPS (5) Export/Import	Mr. Nyi Nyi Aung, General Secretary, MCBA
2 Aug	Special Talk /Country Area Study: Thailand; The New ASEAN Trade and New Roles of Managers	Dr. Surapit Promsit, President of Bangkok Training International, Bangkok Training International (BTR)
5 Aug	Role and Functions of National Trade Promotion Organizations	Mr. Thein Myint Wai, Assistant Director (MOC)
7 Aug	How Stock Market Work?	Mr. Thet Htun Oo, Senior Manager Myanmar Securities Exchange Centre Co., Ltd.
9 Aug	Economic Development	Professor Kyaw Min Htun, Pro-Rector (Retd), YIE
12 Aug	International Marketing	Dr. Htein Lynn, Director, (DOT, MOC)
14 Aug	Market Research and International Marketing	Mr. Aung Min, Research Director, Myanmar Marketing Research and Development (MMRD)
16 Aug	Plant Trip	Rice/Pulse/ Wood/Ice/Garment Factories at Hlaing Tha Yar & Jewelry Factory at Mayangone Township
19 Aug	IETPS (6) Shipping Documents	Mr. Aung Khin Myint Chairman, MIFFA

Date	Subject	Lecturer
20 Aug	GMS(7) Elements of Competitive Advantage	Mr. Tin Zan Kyaw, MD, Device Business Management Agency
21 Aug	Technical barriers to Trade	Mr. Than Aung Kyaw , Director, (DOT, MOC)
23 Aug	Special Talk: Custom Clearance Services & National Single Windows in Japan	Mr. Ueno, JICA Expert, (Custom Dept, JICA)
26 Aug	SME Development & Industrial Policy of Myanmar	Dr. Ei Shwe Sin Tun, AD, Ministry of Industry
28 Aug	Current Economic Issues	Mr. Khin Maung Nyo, Economist
30 Aug	Special Talk: Country Area Study : Australia	Mr. Mark Wood, Trade Commissioner, Embassy of Australia.
2 Sep	Standardization Policy and Regulation	Dr. Phyu Phyu Win, Director, Myanmar Scientific and Technological Research Department, Ministry of Science & Technology
4Sep	Inspection on Quality of Crop	Mr. Maung Maung Myint , AGM, Overseas Merchandise Inspection and Surveying Co., Ltd. (Myanmar)
6 Sep	Business Strategy	Dr. Htein Lynn, Director, (DOT, MOC)
9 Sep	Plant Trip (Thilawa)	
11 Sep	Final Exam	
13 Sep	Business Talk : Resumption of Official Development Assistance (ODA) to Myanmar; Views from Myanmar Perspectives	Dr. Myint, Chief Economic Advisor, The President's Office of Myanmar
14 Sep	Closing Ceremony and Certificate Awarding	

Appendix 4-4 International Trade Fourth Basic Course (Dec 2013 – April 2014)

Date	Subject	Lecturer
16 Dec	Opening ceremony	
18 Dec	Importance of Trade & Export Led Growth Model	Dr. Maung Aung, Program Director, TTI
20 Dec	Company Establishment, Registration & Extension	Ms. Nilar Maw, Deputy Director, DICR
23 Dec	Foreign Investment Law & Myanmar Citizens Investment law, MIC Permit	Ms. San San Myint, Deputy Director & Ms. Sandar, Assistant Director, DICA
27 Dec	INCOTERMS	Mr. Tin Maung Win, Director (Ret.) DOT, MOC
30 Dec	IETPS (1): Introduction to Trade, Mechanism of L/C, Major points in Sales Contracts to be fully aware by Exporters	Mr. Tin Maung Win, Director (Ret.) (DOT, MOC)
3 Jan	IETPS (2): Importer/Exporter Registration (Procedures)	Mr. Hla Tun, Deputy Director, DOT, MOC
6 Jan	IETPS (3): Exporter License/ Permit application (Procedures + Practical filling – documentation)	Mr. Soe Win Maung, Deputy Director, DCCA, MOC
8 Jan	IETPS (4): Importer License/ Permit application (Procedures + Practical filling – documentation)	Mr. Soe Lwin, Director, DCCA, MOC
10 Jan	IETPS (5): System for Food & Drug Importation & Exportation	Dr. Khin Saw Hla, Deputy Director, Ministry of Health
13 Jan	IETPS (6): Payment (L/C)	Ms. Win Win Maw, Assistant General Manager, Myanmar Investment & Commercial Bank, Ministry of Finance
15 Jan	IETPS (7): Documentation (Import/Export Declaration) (Declaration ED/ID)	Mr. Nyi Nyi Aung, General Secretary, MCBA
17 Jan	IT Application in International Trade	Mr. Myo Khine Win, Assist Director. DOT, MOC
20 Jan	IETPS (8): Shipping Documents	Mr. Aung Khin Myint, Chairman, MIFFA
22 Jan	International Trade & Economic Policies: General Concepts	Mr. Thein Myint Wai, Assistant Director, TTI
	Export/Import Procedures: India	

Date	Subject	Lecturer
24 Jan	Business Talk (1): "Macroeconomics Policy Lessons for Myanmar"	Mr. Myint, Chief, Economic Advisory Unit, President's Office & Chief, Center of Economic & Social Development, Myanmar Development Resource Institute
27 Jan	Main points in Sales Contract	Mr. Thein Lwin
29 Jan	Pre-shipment Inspection	Mr. Aung Kyaw Htoo, Business Manager, SGS Co Ltd.
31 Jan	Special session (1): "Towards Successful Implementation of IT Projects"	Dr. Jirapun, Assistant Professor, Assumption University, Thailand
3 Feb	Foreign Exchange Transactions	Dr. Htein Lynn, Director, DOT, MOC
5 Feb	Standardization Policy & Technical Regulation	Dr. War War Moe, MSTRD, Ministry of Science & Technology
7 Feb	Special Session (2): "Export Market of Japan"	Mr. Kazuo Mishima, Team Leader, JICA Project Team
10 Feb	HS Code	Ms. Ohn Mar Win, Superintendent, Custom Department, Ministry of Finance
14 Feb	Custom Valuation	Mr. Khin Maung Lynn, Staff Officer, Custom Department, Ministry of Finance
17 Feb	Mid-term Exam	
19 Feb	Custom Clearing Procedures- Export-Import Clearing Procedures	Mr. Nyi Nyi Aung, MCBA
21 Feb	Field Trip	Yangon: Commodity Exchange Center, Asia World Port, and Hlaing Thar Yar Industrial Zone
24 Feb	SMEs	Dr. Maung Aung, Program Director, TTI
26 Feb	SME Development & Industry Policy of Myanmar	Dr. Ei Shwe Sin Tun, Assistant Director, Ministry of Industry
28 Feb	Business Talk (2): TBA	Dr. Aung Tun Thet OR Mr. Maw Than
3 Mar	International Marketing	Dr. Htein Lynn, Director, MOC
5 Mar	Marketing Research	MMRD
7 Mar	Business Ethics	Dr. Moe Moe Khine, Professor (HOD), Department of Management Studies, Yangon Institute of Economics
10 Mar	Commercial Law	Mr. Mg Mg, Deputy Director, Law Advisor, MOC
12 Mar	Global Economic Issues	Mr. Khin Maung Nyo, Economist
14 Mar	Business Talk (3): "Trade & Investment Relations between Myanmar & Japan" (TBC)	Mr. Masaki Takahara, Executive Managing Director, JETRO
17 Mar	Growth & Development	Professor Kyaw Min Htun, Pro-Rector (Ret), YIE
19 Mar	WTO/SPS agreement	Mr. Than Aung Kyaw, Director, MOC

Date	Subject	Lecturer
21 Mar	Business Talk (4):Trade Facilitation (Customs)	Mr. Syuhei Ueno, JICA Expert, Customs, Ministry of Finance
24 Mar	Legal Contract for International Trading	Dr. Sabei Kyu Maung
26 Mar	Stock Market	Mr. Thet Tun Oo, Senior Manager MSEC
28 Mar	(To be decided)	***
31 Mar	(To be decided)	***
2 Apr	(To be decided)	***
4 Apr	Special Session (3): "Nippon Express Global Strategy in Asia"	Mr. Nakata, Nippon Express (Japanese Forwarding Company)
7 Apr	Final Exam	
9 Apr	Reserved	(TTI preparation for exam results)
10/11 Apr	Closing Ceremony/ Certificate Awarding	

Appendix 4-5 International Trade First Advanced Course (Oct 2012 – Feb 2013)

Date	Subject	Lecturer
Oct 13	Opening Ceremony & Orientation	
Oct 15	Macroeconomics	Mr. Kyaw Min Htun, Yangon Institute of Economics
Oct 17	Macroeconomics	Mr. Kyaw Min Htun, Yangon Institute of Economics
Oct 19	Export-Led Economic Growth	Dr. Maung Aung, Ministry of Commerce
Oct 23	Macroeconomics	Mr. Kyaw Min Htun, Yangon Institute of Economics
Oct 25	Macroeconomics	Mr. Kyaw Min Htun, Yangon Institute of Economics
Oct 26	Trade Procedures of Neighboring Countries: India	Mr. Thein Myint Wai ,Directorate of Trade, MOC
Nov 1	Business Ethics	Dr. Moe Moe Khine, Meikhtila Institute of Economics
Nov 2	International Project Analysis	Dr. Maung Aung, Ministry of Commerce
Nov 6	International Economics	Dr. Cho Cho Thein, Yangon Institute of Economics
Nov 8	International Economics	Dr. Cho Cho Thein, Yangon Institute of Economics
Nov 9	International Project Analysis	Dr. Maung Aung , Ministry of Commerce
Nov 13	Trade Promotion Policy and Strategy	Dr. Cho Cho Thein, Yangon Institute of Economics
Nov 15	Trade Promotion Policy and Strategy	Dr. Cho Cho Thein, Yangon Institute of Economics
Nov 16	Business Talk, Myanmar and the FDI Issue	Mr. Myint , Chief , Centre for Economic & Social Development
Nov 20	Development Economics	Mr. Kyaw Min Htun, Yangon Institute of Economics
Nov 22	Development Economics	Mr. Kyaw Min Htun, Yangon Institute of Economics
Nov 23	International Business Management	Dr. Htein Lynn, Ministry of Commerce
Nov 27	International Business Management	Dr. Htein Lynn, Ministry of Commerce

Nov 29	International Business Management	Dr. Htein Lynn, Ministry of Commerce
Nov 30	International Business Management	Dr. Htein Lynn, Ministry of Commerce
Dec 4	Macroeconomics	Mr. Kyaw Min Htun, Yangon Institute of Economics
Dec 6	Macroeconomics	Mr. Kyaw Min Htun, Yangon Institute of Economics
Dec 7	Macroeconomics	Mr. Kyaw Min Htun, Yangon Institute of Economics
Dec 11	Risk Management	Ms. Hla Hla Mon, Yangon Institute of Economics
Dec 14	Risk Management	Mr. Lwin Oo, Myanmar Insurance
Dec 18	Risk Management	Mr. Lwin Oo, Myanmar Insurance
Dec 20	Business Talk: Capital Markets, Public Companies & Corporate Governance	Retired Professor Mr. Maw Than, Yangon Institute of Economics
Dec 21	Human Resources Management	Professor Htun Aung, Yangon Institute of Economics
Dec 28	Project Management	Dr. Maung Aung, Ministry of Commerce
Jan 1	The Role of the International Banking in the conduct of the Foreign Trade	Mr. Than Lwin, KBZ Bank
Jan 3	Corporate Social Responsibility	Professor Htun Aung, Yangon Institute of Economics
Jan 8	International Business Management	Dr. Htein Lynn, Ministry of Commerce
Jan 10	Small and Medium Enterprises (SMEs)	Dr. Maung Aung, Ministry of Commerce
Jan 11	Global Supply Chain & Value Chain	Dr. Maung Aung, Ministry of Commerce
Jan 15	Principle of Economics	Mr. Thein Myint Wai, Directorate of Trade, MOC
Jan 16	Export Market of Japan	Mr. Kazuo MISHIMA, JICA Expert
Jan 17	Plant Trip	
Jan 18	Small and Medium Enterprises (SMEs)	Ms. Tin Tin Aye, Yangon Institute of Economics
Jan 22	International Business Management	Dr. Htein Lynn, Ministry of Commerce
Jan 24	Current Situations of Logistics	Mr. Aung Khin Myint, Myanmar International Freight Forwarder's Association
Jan 25	Business Talk, Fighting Corruption	Dr. Aung Htun Thet, Economist
Jan 29	International Investment Strategy: Japanese	Mr. Takuji KAMEYAMA, JICA Expert

	Companies' Case Studies in Indonesia and Bangladesh	
Jan 31	Closed	
Feb 1	Business Laws	Dr. Khin Phone Myint Kyuu, Department of Law, University of Yangon
Feb 5	WTO Agreement on Technical Barriers to Trade (TBT)	Mr. Than Aung Kyaw, Director, Ministry of Commerce
Feb 7	Examination	
Feb 15	Closing Ceremony	

Appendix 4-6 International Trade Second Advanced Course (May - Sep, 2013)

Date	Subject	Lecturer
16 May	Course Orientation, Importance of Trade	Dr. Maung Aung, Program Director (TTI)
17 May	Opening Ceremony	
21 May	Standardization Policy and Regulation	Dr. War War Moe, Professor, Ministry of Science and Technology
23 May	WTO and ASEAN Regional Integration	Mr. Ko Lay/ Daw Win Min Phyo Director/ Deputy Director (MOC)
28 May	GMS (1) Course Introduction and Overview	Major Sein Win/Mr. Takuji Kameyama AD/ Expert (JICA)
30 May	Trade Promotion Theory and Strategy	Mr. Aung Soe DDG(MOC)
31 May	Report writing : 3rd country visit sharing	Dr.Htein Lynn/Mr.Thein Myint Wai Director/Asst Director, (MOC)
4 Jun	GMS (2) Global Information Systems and Market Research	Mr.Aung Min Research Director (MMRD)
6 Jun	General Concepts: Int'l Trade of Economics Policies/Trade Procedures of Neighboring Countries: India	Mr. Thein Myint Wai, Assistant Director (MOC)
7 Jun	Latest Modified Export/Import & Trade Policy	Dr. Htein Lynn, Director, (Directorate of Trade, MOC)
11 Jun	GMS (4) Global Marketing Entry Strategies	Mr. Myo Min (PS Business School)
13 Jun	GMS (3) Segmentation, Targeting and Positioning	Mr. Aung Min, Research Director (MMRD)
14 Jun	Incoterms	Mr. Tin Maung Win , Director (Ret.) (Directorate of Trade, MOC)
18 Jun	TBP (1): Selection of Terms & Conditions of Sales Agreement	Dr. Khin Mar Yee, Professor (Department of Law)
19 Jun	Special Talk	Mr. Yoichi Matsui, Consultant (JICA)
20 Jun	TBP (2): Contract Negotiation	Mr. Yoichi Matsui, Consultant (JICA)
21 Jun	Business TALK: Promoting Private Sector in Myanmar	Dr. Aung Tun Thet (Economist)
25 Jun	TBP (3) Agency Agreement	Prof. Dr Khin Phone Myint Kyu, Professor, Department of Law
27 Jun	GMS(5) Global Marketing Mix: Product and Pricing	Mr. Myo Min, CEO (PS Business School)
28 Jun	Risk Management	Mr. Lwin Oo, AGM, Myanma Insurance, Ministry of Finance & Revenue (MFR)
2 Jul	GMS(6) Global Marketing Mix (2) Place and Promotion	Mr. Myo Min, (PS Business School)
4 Jul	TBP (4) Condition of Marine Insurance	Mr. Lwin Oo, AGM(Myanma Insurance, MFR)
5 Jul	TBP (5) L/C	Mr. Kyin Thein, AGM (MFTB)
9 Jul	WTO: SPS Agreements	Mr. Than Aung Kyaw, Director, (DOT, MOC)
11 Jul	GMS (9): Myanmar Products Export (2): Wood & Wood Processing Products	Mr. Aye Lwin, Joint-secretary general (UMFCCI)
12 Jul	Mid-Term EXAM	
16 Jul	How stock Market Work?	Mr. Thet Htun Oo, Senior Manager, Myanmar Securities Exchange Centre Co., Ltd.
18 Jul	GMS(Additional) Project Cycle Management	Dr. Maung Aung, Program Director, (TTI)

Date	Subject	Lecturer
23 Jul	Technical barriers to Trade	Mr. Than Aung Kyaw Director, (DOT, MOC)
25 Jul	Special Talk: Effective Export Marketing	Mr. Alexander J.Boome, Programme Director, Hinhich foundation
26 Jul	Business talk: Trade and Investment Relationships between Myanmar and Japan	Mr. Masaki Takahara, Executive Managing Director (JETRO)
30 Jul	GMS(8) : Myanmar Products Export (1): Agro and Agro Processing Products	Dr. Kyaw Nyein Aye, Visiting Professor, Yangon Technological University
1 Aug	Country Area Study : ASEAN	Mr. Thein Myint Wai, Assistant Director (MOC)
2 Aug	Special Talk /Country Area Study: Thailand; The New ASEAN Trade and New Roles of Managers	Dr. Surapit Promsit, President of Bangkok Training International, Bangkok Training International
6 Aug	Human Resource Management	Dr. Thin Thin Myint, Associate Prof, Yangon Institute of Economics (YIE)
8 Aug	GMS (10): Myanmar Products Export (3): Garment Products	Ms. Khine Khine New, General-Secretary, Myanmar Garment Manufacture Association
12 Aug	GMS(Additional) Project Cycle Management	Dr. Maung Aung, Program Director, (TTI)
13 Aug	Business Strategy	Dr .Htein Lynn, Director (MOC)
15 Aug	Macro Economics	Professor Kyaw Min Htun, Pro-Rector , YIE
16 Aug	PLANT Trip	Rice/Pulse/ Wood/Ice/Garment Factories at Hlaing Tha Yar & Jewelry Factory at Mayangone Township
20 Aug	GMS(7) Elements of Competitive Advantage	Mr. Tin Zan Kyaw, MD, Device Business Management Agency
22 Aug	GMS (11): Consultation	TTI/ JICA
23 Aug	Special Talk: Custom Clearance Services & National Single Windows in Japan	Mr. Ueno, JICA Expert, Custom Dept.
27 Aug	Macro Economics	Professor Kyaw Min Htun, Pro-Rector, YIE
29 Aug	GMS(12): Presentation	Group Presentation by Participants
30 Aug	Special Talk: Country Area Study : Australia	Mr. Mark Wood, Trade Commissioner, Embassy of Australia.
3 Sep	Supply Chain Management	Mr. Aung Khin Myint, Chairman, MIFFA
5 Sep	Small Business Management	Ms. Tin Tin Aye, Associate Professor, YIE
6 Sep	TBP (6) Claims	Mr. Mg Mg, Deputy Director, Law Advisor)(MOC)
9 Sep	Plant Trip (Thilawa)	
10 Sep	Corporate Social Responsibility	Dr. Moe Moe Khine, Professor, YIE
12 Sep	Final EXAM	
13 Sep	Business Talk : Resumption of Official Development Assistance (ODA) to Myanmar; Views from Myanmar Perspectives	Dr. Myint, Chief Economic Advisor, The President's Office of Myanmar
14 Sep	Closing Ceremony and Certificate Awarding	

Appendix 4-7 International Trade Third Advanced Course (Dec 2013 – Apr 2014)

Date	Subject	Instructor
17 Dec	Export Led Growth Model	Dr. Maung Aung, Program Director, TTI
19 Dec	GMS (1) Course Introduction & Overview	Mr. Takuji Kameyama, International Trade and Business, JICA Project Team Mr. Thein Myint Wai, Assistant Director, TTI
20 Dec	National Export Strategy	Mr. Aung Soe, Deputy Director General, MOC Ms. Thida Win Htay, Assistant Director, MOC
24 Dec	WTO/SPS Agreement	Mr. Than Aung Kyaw, Director MOC
26 Dec	GMS (2) Global Information Systems and Market Research	Mr. Aung Min, Research Director (MMRD)
27 Dec	GMS (3) Segmentation, Targeting and Positioning	Mr. Aung Min, Research Director, MMRD
31 Dec	Macroeconomics: An Introduction	Professor Kyaw Min Htun, Pro-Rector (Retd), YIE
2 Jan	GMS (4) Global Marketing Entry Strategies	Mr. Myo Min, CEO, PS Business School
3 Jan	GMS Report Review & Rise of China & its implications for Neighbouring Countries	Mr. Thein Myint Wai, Assistant Director, TTI
7 Jan	GMS(5) Global Marketing Mix (1): Product and Pricing	Mr. Myo Min, CEO, PS Business School
9 Jan	GMS(6) Global Marketing Mix (2) Place and Promotion	Mr. Myo Min, CEO, PS Business School
10 Jan	Competitive Advantage of Nations/ Principles of Economics	Mr. Thein Myint Wai, Assistant Director, TTI
14 Jan	GMS(8) : Myanmar Products Export (1): Agro and Agro Processing Products	Dr. Kyaw Nyein Aye, CEC Member, Myanmar Food Processors & Exporters Association (MFPEA)
16 Jan	GMS (9): Myanmar Products Export (2): Wood & Wood Processing Products	Mr. Barber Cho, Joint Secretary General, Myanmar Timber Merchants Association
17 Jan	International Business Management	Dr. Htein Lynn, Director, MOC
21 Jan	Marketing & Management	Dr. Than Than Aung
23 Jan	SMEs Development	Dr. Maung Aung, Program Director, TTI
24 Jan	Business Talk (1): "Macroeconomics Policy Lessons for Myanmar"	Mr. Myint, Chief, Economic Advisory Unit, President's Office & Chief, Center of Economic & Social Development, Myanmar Development Resource Institute
28 Jan	GMS (10): Myanmar Product Export (3): Garment Products	Ms. Khine Khine Nwe, General-Secretary, MGMA
30 Jan	Unique Selling Point	Mr. Alexander Boome, Hinrich Foundation
31 Jan	Special session (1): "Towards Successful Implementation of IT Projects"	Dr. Jirapun, Assistant Professor, Assumption University, Thailand
4 Feb	Risk Management	Mr Lwin Oo, Assistant General Manager, Myanma Insurance, Ministry of Finance
6 Feb	Insurance	Mr Lwin Oo, Assistant General Manager, Myanma Insurance, Ministry of Finance
7 Feb	Special Session (2): "Export Market of Japan"	Mr. Kazuo Mishima, Team Leader, JICA Project Team
11 Feb	Entrepreneurship & Small Business Management	Department of Management Studies, Yangon Institute of Economics
13 Feb	HR Management	Department of Management Studies, Yangon Institute of Economics
14 Feb	Corporate Social Responsibility	Dr. Moe Moe Khine, Professor, Head of Department Management Studies, Yangon Institute of Economics

Date	Subject	Instructor
18 Feb	Mid-term Exam	
20 Feb	Financial Services	KBZ Bank
21 Feb	Field Trip	Yangon: Commodity Exchange Center, Asia World Port, Hlaing Thar Yar Industrial Zone
25 Feb	GMS (11) Consultation	Mr. Thein Myint Wai, Assistant Director, TTI & Mr. Myo Min, PS Business School
27 Feb	Macroeconomic Policy	Professor U Kyaw Min Htun, Pro-Rector (Retd), YIE
28 Feb	Business Talk (2)	Dr. Aung Tun Thet or Mr. Maw Than (Stock Market related topic)
4 Mar	World Bank	World Bank (TBA)
6 Mar	GMS (12) Presentation	Group Presentation by Participants *Mr Thein Myint Wai & 2 Course Leaders will monitor & give marks
7 Mar	Project Cycle Management	Dr. Maung Aung, Program Director, TTI
11 Mar	Technical Barriers to Trade	Mr. Than Aung Kyaw , Director, MOC
13 Mar	Standardization Policy & Regulation	Ministry of Science and Technology
14 Mar	Business Talk (3): "Trade & Investment Relations between Myanmar &Japan" (TBC)	Mr. Masaki Takahara, Executive Managing Director, JETRO
18 Mar	MATRADE	MATRADE (TBA)
20 Mar	IL (1): Introduction/ International Business Review	Mr Aung Khin Myint, Chairman, MIFFA
21 Mar	Business Talk (4): Trade Facilitation (Customs)	Mr. Syuhei Ueno, JICA Expert, Customs, Ministry of Finance
25 Mar	IL (2): International Sales & Transport Contract & INCOTERMS	Mr Aung Khin Myint, Chairman, MIFFA
28 Mar	IL (3): Transportation Strategy	Mr Aung Khin Myint, Chairman, MIFFA
1 Apr	IL (4): Marine Insurance	Mr Aung Khin Myint, Chairman, MIFFA
2 Apr	IL (5) (6): Global Supply Chain & Case Study (Global Supply Chain)	Mr Aung Khin Myint, Chairman, MIFFA
4 Apr	Special Session (3): "Nippon Express Global Strategy in Asia"	Mr. Nakata, Nippon Express (Japanese Forwarding Company)
7 Apr	Final Exam	
8 Apr	Reserved	(e.g. Preparation for exam results)
10/11 Apr	Closing Ceremony/ Certificate Awarding	

Appendix 5

Questionnaire to Participants

Appendix 5 Questionnaire to Participants

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Course ID:

Questionnaire Sheet No.

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Questionnaire for Follow-up Survey to Participants of the TTI Advanced Course (1st batch)

The Ministry of Commerce (MOC) established the Trade Training Institute (TTI) on the site of Yangon Region Office of the Directorate of Trade, Ministry of Commerce to provide training courses to business persons in private companies for capacity development of trade business as well as to the government officials for the enhancement of the capacity for planning trade policies for the purpose of promoting trade activities of private sector. Therefore, Japan International Cooperation Agency (JICA), a Japanese donor in charge of Official Development Assistance, has decided to support to develop the curriculum of training courses and started a new project called “Fast Track Project on the Capacity Development of Trade Promotion in Myanmar” from December 2012.

At this backdrop, TTI and JICA Project Team have decided to conduct a follow-up survey to the participants who attended/are attending to the training courses at TTI in order to identify and analyze their needs for further improvement of TTI training courses.

In this questionnaire, you are asked that how you utilize the knowledge and skills obtained from TTI training courses for your daily business activities or career up in the international trade sector. The information will be much useful to improve and reinforce training courses at TTI.

This questionnaire is simple and will not take much time. We would highly appreciate if you kindly share with us the relevant information we are looking in the survey. We would like to assure that the information acquired by this survey is for sole use for the JICA’s future assistance project formulation purpose, and the individual data will be kept strictly confidential.

How to fill in this questionnaire:

1. When options are in number (1, 2, 3...): Choose and circle only one option.
2. When options are in letter (a, b, c...): Choose and circle all that apply
3. Whenever you choose “other, specify”, please write the specified answer in brackets “()”.

I. Participant Profile:

Name of Participant	:
Sex: 1. Male 2. Female		Age: _____ years old
Highest education:	1. University 2. Graduate school (Masters) 3. Graduate school (Doctors)	
Address	:
Phone number	:
E-mail	:

II. TTI Advanced Course (1st batch) Participation:

1) What was your status before taking this course? (choose only one)

1. Director of Company 2. Employee of Company 3. Government Official 4. Self
employed 5. Unemployed

6. Others ()

2) Were you involved in international trade activity before taking this course? (choose only one)

1. Yes, I was involved. 2. No, I was not involved.

3) What is your current status? (choose only one)

1. Director of Company 2. Employee of Company 3. Government Official 4. Self
employed 5. Unemployed

6. Other, specify ()

4) Currently, are you involved in international trade activity? (choose only one)

1. Yes, I am involved. 2. No, I am not involved.

5) Why did you take this course? (choose all that apply)

a. To improve international trade activity on your business b. To start international trade in your business

c. To obtain academic status on international trade d. To seek job positions related to
international trade

e. Other, specify ()

6) Has your goal been achieved through the participation in this course? (choose only one)

1. Yes, it has achieved. 2. No, it has not yet achieved.

If yes, please describe how this course contributed to the achievement. (e.g. "the profits increased after you apply a
method you learned in this course", "you got a new job")

()

If no, please describe the reason why you think you have not achieved your goal. (e.g. "this course is not directly
related to your job")

()

7) Are the subjects in this course useful to you? (choose only one)

1. Yes, they are useful 2. No, they are not useful

8) Are you using the knowledge and skills obtained from this course in your daily business activity? (choose only one)

1. Yes, I am using. 2. No, I am not using.

If yes, please describe how you are using the knowledge and skills in your business activity.

()

If no, please describe the reason you do not use your knowledge and skills in your business activity.

()

III. TTI Advanced Course in Future

1) Please choose all the contents which you want to learn in future TTI Advanced Course. (choose all that apply)

a. Theoretical topics b. Practical topics c. Case studies d. Language course
(specify)

e. Other, specify

()

2) Please choose specific topics which you want to learn in future TTI Advanced Course. (choose all that apply)

a. International trade theory and concept	h. Trade promotion strategies
b. Standardization	i. Trade related IT application (e-trade, e-commerce)
c. Trading business and trade procedure	j. Macroeconomics and international economics
d. Trade business laws	k. International business management and risk management
e. Trade related logistics	l. Trade promotion policies and strategies
f. Regional and international trade organization	m. Corporate social responsibility (CSR)
g. Business ethic	n. Trade and business seminar, workshop, roundtable and talk

o. Other, specify ()

3) Which do you think is the suitable number of lectures in the TTI Advanced Course? (choose only one)

1. Less than 20 2. 20-50 3. More than 50 4. Other, specify
()

4) Which do you think is the suitable type of the TTI Advanced Course? (choose all that apply)

a. Lecture b. Interactive-lecture c. Practice (case studies) d. Other, specify
()

5) Which do you think is the suitable duration of the TTI Advanced Course? (choose only one)

1. Less than 1 day 2. 2-3days 3. 4-5days 4. 1-2 weeks
5. 2-4 weeks

6. 1 -2 month 7. 2-3 months 8. 3-4 month 9. 4-6 months
10. More than 6 months

(Reason)

IV. TTI Advanced Course (1st batch):

1) Please see the following table which shows all the subjects of the Advanced Course (1st batch).

(1) If you are a business person:

- Please check (✓) all the subjects which you can utilize to your business activity.
- Please check (×) all the subjects which you have NOT utilized to your business activity.

(2) If you are NOT a business person:

- Please check (✓) all the subjects which you think will help you in your future activity.
- Please check (×) all the subjects which you think will NOT help you in your future activity.

Advanced Course (Lectures)

- | | |
|---|--|
| <input type="checkbox"/> Macroeconomics | <input type="checkbox"/> Project Management |
| <input type="checkbox"/> Export-led Economic Growth | <input type="checkbox"/> The Role of the International Banking in the conduct of the Foreign Trade |
| <input type="checkbox"/> International Economics | <input type="checkbox"/> Corporate Social Responsibility |
| <input type="checkbox"/> International project analysis | <input type="checkbox"/> Small and Medium Enterprises (SMEs) |
| <input type="checkbox"/> Trade promotion policy and strategy | <input type="checkbox"/> Global Supply Chain & Value Chain |
| <input type="checkbox"/> Trade Procedures of Neighboring Countries: China | <input type="checkbox"/> Principle of economics |
| <input type="checkbox"/> Trade Procedures of Neighboring Countries: India | <input type="checkbox"/> Export market of Japan |
| <input type="checkbox"/> International Business Management | <input type="checkbox"/> Plant Trip |
| <input type="checkbox"/> Risk Management | <input type="checkbox"/> International investment strategy: Japanese companies' case studies in Indonesia and Bangladesh |
| <input type="checkbox"/> Human Resource Management | |

Advanced Course (Business Talks)

- Myanmar and the FDI issue Capital market, public company, and corporate governance

2) Please describe topics which you think should be included as a subject for the Advanced Course.

(e.g. market information including importers, standardization, success story of trade business, practice etc.)

3) Please give your comments and opinions to improve the TTI training program and management.

Thank you very much for your cooperation

(End of document)

Appendix 6

SWOT of TTI Training

Appendix 6 SWOT of TTI Training

Strengths

- Training courses of TTI are open to public including new graduate, unemployed people and entrepreneurs not belonging to any business association.
- The status of TTI as an institute of Ministry of Commerce gives credit to participants and companies who employ them.
- TTI can secure lecturers on economics through the collaboration with the Yangon Institute of Economics.
- TTI can mobilize officers of Ministry of Commerce on such subjects as export and import procedure, trade policy, etc.
- TTI can utilize the regional branches of Ministry of Commerce when TTI mobilize participants from regions or implement training at regions.
- TTI can develop a good human network of graduates by establishing an alumni association.

Weaknesses

- TTI has not yet established systematic training management and administration mechanism and system for course development, course administration and teaching management.
- The experience of TTI in training is still not enough to establish a good management system of training. TTI manages the training course through trial and error by organizing subjects, finding lecturers and taking care of participants.
- The class room and facilities are not enough for the expansion of training courses. It is required to renovate unused rooms to improve training environment including a library space.
- The number of TTI staff is insufficient for appropriate training management and administration and expansion of training courses. Although additional allocation of staff is planned, training and experience of new staff will be necessary.
- The subjects of current course are not properly organized and the sequence of subjects is also inappropriate.
- The subjects are too segmented into one-day (3 hours) lectures. It requires lot of work for arrangement of lectures and makes the coordination among subjects difficult.
- TTI has the insufficient number of lecturers of international business professionals with actual business experience.
- The support from the business community is relatively weak compared with the Training Institute of UMFCCI.

- The resources of lecturers are insufficient for practical subjects of trade documentation, trade finance, etc.
- The resources of lecturers are insufficient for academic studies targeting government policy makers.
- The studies of policy issues are appropriate to be conducted by higher education institutions because they require a number of academic experts who have long research history.
- It is still a long way for TTI to become a prestigious higher education institute which has notable advantage against similar institutes.

Opportunities

- The needs of Myanmar's economy for export development and diversification are high.
- Myanmar's trade policy requires trade promotion support to potential exporters.
- There exists a need for personnel for international business among companies engaging in international business.
- Potential exporters, especially SMEs, need trade promotion support in order to realize exports.
- The progress of import liberalization will increase the start-ups of import business.
- TTI has a potential of extending a wider range of trade promotion service to potential exporters.
- The need of trade training at regions is expected to increase.
- The number of people who want to study trade business or international business is increasing because many FDIs are expected to come to Myanmar in the near future.
- The Ministry of Commerce possesses facilities and buildings which can be offered to the use of TTI.
- There are overseas donors and education institutions that have an interest in supporting TTI or collaborating with TTI.

Threats

- The government budget is limited and there may be a budgetary limitation for the expansion of TTI.
- Most of participants of TTI had to quit their job because their companies do not allow leaving office three days per week. If TTI continue the current timetable of training, the course must be attractive enough so that participants decide to quite their job.
- There are other two training institutes which teach trade practice.
- The number of colleges and institute which teach international business is expected to increase.

Appendix 7

Pert Chart Developed for Short Courses

Appendix 7 Pert Chart Developed for Short Courses

No	Activities	Start	End	Date	Responsibility
1	Preparing letter to report MOC: getting permission				
2	Preparing program schedule				
3	Preparing pert chart and syllabus				
4	Informing UMFC CI (Mdy): confirming contact person from Mandalay to proceed the plan				
5	Advertising/Announcing about the short course training to perspective participants				
6	Confirming participants and preparing (participants) list				
7	Informing/Inviting the instructors				
8	Confirming the instructors				
9	Requesting to instructors to prepare teaching materials				
10	Receiving and copying teaching slides				
11	Preparing the evaluation sheet				
12	Reservation car tickets/air tickets				
13	Confirmation car tickets/air tickets				
14	Hotel Booking/ Room Confirmation				
15	Confirming venue/ Number of participants				
16	Confirming catering: lunch & coffee break				
17	Conducting final check of all the preparation activity				
18	Checking classroom and facilities/ equipments				
19	Re-checking classroom and the facilities/ equipments				
20	Conducting and monitoring the training activities				
21	Responding to requests from participants and instructors, discussion with instructors, controlling time schedule, and taking daily notes, etc.				
22	Confirming the agenda of opening/ closing ceremony				
23	Preparing implementation report including evaluation summary				
24	Holding course feedback meeting and prepare the meeting record.				

Appendix 8

Check List for Preparation and Monitoring of Training Courses

Appendix 8 Checklist for Preparation and Monitoring of Training Course

I	Setting Up (By one day before the training)	Yes	No
1	Did you held a team meeting among staff members, instructors and collaborators on the preparatory procedures?		
2	Did you set up a reception?		
	- Table & chairs		
	- Attendant list		
	- Distribution materials (Checking missing page/ misprint etc.)		
3	Did you set up the venue?		
	- Banners & posters		
	- Class Layout		
	- Lunch and snack		
4	Did you set up necessary equipment and furniture in the class room?		
	- Desk and chair (for participants, instructors, guests, team member)		
	-Whiteboard & markers		
	- Sound System		
	- Note PC		
	-LCD Projector		
	-OHP screen		
	- Extension cables		
	- Laser pointer		
5	Did you conduct a trial operation for all equipment?		
6	Did you confirm the guest speakers for opening ceremony?		
7	Did you confirm the role of each staff member?		
	-Team Leader		
	-Person in charge of registration		
	-Person in charge of accountant / administration		
	-Person in charge for the guests and instructors		
	-Person in charge of equipment operation		
II	Setting Up (Before starting the training)	Yes	No
1	Did you held a team meeting among staff members and instructors before starting the training?		
2	Did you check the condition of venue and class room?		
3	Did you check operational conditions of equipment?		

4	Did you prepare all distribution materials?		
5	Did you conduct a trial presentation by the instructors?		
III	Monitoring		
A	During the Training		
1	Please explain the biographical data of instructors.		
2	Please share the information of participants with instructors.		
3	Please remind a time limit to instructors.		
4	Please monitor the activities in the class.		
5	Please note issues which were found during the training.		
6	Please give instructions to the participants who do not follow the rules.		
7	Please check the condition of setting up for lunch and snack		
8	Please monitor whether the equipments work well or not.		
9	Please response quickly for the requests from participants.		
10	Please note the comments during the question and answer sessions.		
11	Please distribute and collect the evaluation sheet to the participants at the end of each training session.		
B	During the Lunch & Coffee break		
1	Please check whether food and beverage is enough or not.		
2	Please communicate closely with the participants.		

Appendix 9

Format of Evaluation Sheet and Evaluation Meeting Record

Appendix 9-1-1 Format of Evaluation Sheet (April-September 2013)

Participant Course Evaluation

ID:

Subject	
Lecturer	
Date/Time	

The purpose of this evaluation is to improve the TTI Training Course as a whole and not to evaluate each lecture/lecturer individually. Data used for the evaluation will be aggregated, which will not allow the identification of individual respondents. We would highly appreciate if you could provide us your honest opinions.

Please mark “✓” in the appropriate answer.

No	Item	Strongly Agree	Agree	Disagree	Strongly Disagree
I. Overall Evaluation					
1	This subject met your needs and expectation.				
2	The structure, flow and logic of teaching contents supported the objective of the subject.				
3	The level/depth of teaching contents was appropriate. (Reason you chose the answer) *Ex. Too difficult; Too easy				
4	The amount/volume of teaching contents was appropriate. (Reason you chose the answer) *Ex. Too much volume; Too little volume.				
5	You understood the teaching contents clearly and precisely.				
6	The teaching contents you learned will be useful for trading business.				
<u>Comments</u>					
II. Evaluation of Instructor					
7	The instructor was knowledgeable about this subject				
8	The usage of wording by instructor to explain teaching contents was clear, correct and precise.				
9	The instructor used appropriate examples and cases so that it makes easier for you to understand the concept				
10	The instructor managed time allocation well.				
11	The instructor tried to communicate with participants in an interactive manner and improve their motivation.				
12	The instructor encouraged questions and was responsive to them.				
<u>Comments</u>					

III. Evaluation of Teaching Materials				
13	The teaching materials matched with teaching contents.			
14	The teaching materials were accurate and informative.			
15	The teaching materials were logical and systematic.			
16	The words and sentences used in the teaching materials were easy to understand.			
17	The teaching materials were visual.			
<u>Comments</u>				
IV. Course Management				
18	The classroom conditions (AC, Light) and furniture (desk, chair) were set up well before the lecture.			
19	The necessary equipments (PC, OHP, Whiteboard) were set up well before the lecture.			
20	The distribution materials were prepared correctly and distributed during the class in a timely manner.			
21	The management staff supported you well when you had a problem during the lecture.			
22	The attitude of management staff was kind and sincere.			
<u>Comments</u>				

If you have any suggestions and/or requests to improve the TTI Training Course, please describe below.

-End of the sheet-

Appendix 9-1-2 Format of Evaluation Sheet (December 2013-April 2014)

ID:

Date/Time	Subject	Instructor

Please mark “✓” in the appropriate answer.

No	Item	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
V. Overall Evaluation						
1	This subject met your needs and expectation.					
2	You understand the teaching contents clearly and precisely.					
3	The teaching contents learned will be useful for trading business.					
VI. Evaluation of Instructor						
4	The instructor was knowledgeable about this subject					
5	The usage of wording by instructor to explain teaching contents was clear, correct and precise.					
6	The instructor managed time allocation well.					
7	The instructor tried to communicate with participants in an interactive manner and improve their motivation.					
VII. Evaluation of Teaching Materials						
8	The teaching materials were accurate & informative.					
9	The words and sentences used in the teaching materials were easy to understand.					
VIII. Course Management						
10	The classroom conditions (AC, Light) and furniture (desk, chair) were set up well before the lecture.					
11	The necessary equipment (PC, OHP, Whiteboard) were set up well before the lecture					
12	The management staff supported you well when you had a problem during the lecture.					

If you have any suggestions and/or requests, please describe below.

-End of the sheet-

Appendix 9-2 Format of Evaluation Meeting Record (April-September 2013 & December 2013-April 2014)

Date/Time		
Venue		
Attendance	TTI:	
	JICA:	
Agenda	1.	
Period/ Subject	Basic Course	Advanced Course
	➤	➤

Basic Course (Comments and Discussion)	
Overall	•
Instructor	•
Teaching Materials	•
Course Management	•
Overall	•
Instructor	•
Teaching Materials	•
Course Management	•
Advanced Course (Comments and Discussion)	
Overall	•
Instructor	•
Teaching Materials	•
Course Management	•
Overall	•
Instructor	•
Teaching Materials	•
Course Management	•

Necessary Actions To be Taken	
	Responsibility
•	Actions

Appendix 10

Meeting Records of Weekly Evaluation Meeting

Appendix 10 Meeting Records of Weekly Evaluation Meeting

No.	Date/Time	Attendees
1	June 11, 2013 (Tue) 13:30-14:00	Total 6 persons (TTI: 3 persons / JICA Team: 3 persons)
2	June 18, 2013 (Tue) 13:30-14:50	Total 8 persons (TTI: 4 persons / JICA Team: 4 persons)
3	June 25, 2013 (Tue) 13:30- 15:10	Total 12 persons (TTI: 8 persons / JICA Team: 4 persons)
4	July 02, 2013 (Tue) 13:30-14:30	Total 11 persons (TTI: 7 persons / JICA Team: 4 persons)
5	July 09, 2013 (Tue) 13:30-14:30	Total 7 persons (TTI: 4 persons / JICA Team: 3 persons)
6	July 16, 2013 (Tue) 14:00-15:20	Total 6 persons (TTI: 3 persons / JICA Team: 3 persons)
7	July 30, 2013 (Tue) 13:40- 14:00	Total 3 persons (TTI: 1 person / JICA Team: 2 persons)
8	August 13, 2013 (Tue)	-
9	August 27, 2013 (Tue) 13:30-14:30	Total 9 persons (TTI: 5 persons / JICA Team: 4 persons)
10	September 03, 2013 (Tue) 14:30-15:00	Total 6 persons (TTI: 4 persons / JICA Team: 2 persons)
11	September 10, 2013 (Tue)	Total 9 persons (TTI: 5 persons / JICA Team: 4 persons)
12	December 5, 2013 (Thu) 14:00-16:00	Total 5 persons (TTI: 2 persons/ JICA Team: 3 persons)
13	December 10, 2013 (Tue) 14:00 - 15:45	Total 8 persons (TTI: 4 persons/ JICA Team: 4 persons)
14	December 17, 2013 (Tue) 14:15 - 15:15	Total 7 persons (TTI: 3 persons/ JICA Team: 4 persons)
15	December 24, 2013 (Tue) 14:10 - 15:10	Total 6 persons (TTI: 5 persons/ JICA Team: 1 person)
16	December 31, 2013 (Tue) 14:15 - 15:15	Total 3 persons (TTI: 2 persons/ JICA Team: 1 person)
17	January 7, 2014 (Tue) 14:10 – 15:00	Total 5 persons (TTI: 3 persons/ JICA Team: 2 persons)
18	January 14, 2014 (Tue) 14:15 - 15:15	Total 5 persons (TTI: 3 persons/ JICA Team: 2 persons)
19	January 28, 2014 (Tue) 14:00 – 15:30	Total 7 persons (TTI: 5 persons/ JICA Team: 2 persons)
20	February 6, 2014 (Thu) 14:10 – 15:30	Total 7 persons (TTI: 5 persons/ JICA Team: 2 persons)
21	February 11, 2014 (Tue) 14:00 – 15:30	Total 6 persons (TTI: 4 persons/ JICA Team: 2persons)
22	February 19, 2014 (Wed) 14:10 – 15:40	Total 3 persons (TTI: 2 persons/ JICA Team: 1 person)
23	March 6, 2014 (Thu) 14:00 - 15:30	Total 10 persons (TTI: 6 persons/ JICA Team: 4 persons)

Note: Evaluation Meetings were not held on July 23 due to the training implementation on Training Management by IETC, and on August 6 due to the training implementation on trade promotion and on August 20 due to the workshop information of UNESCAP.

Appendix 11

Training Program on Basic Procedures for Planning and Implementing Trade Training

Appendix 11 Training Program on “Basic Procedures for Planning and Implementing Trade Training”

I. Background and Objectives

1.1 Background

In line with the preparatory process for the ASEAN Economic Community (AEC) scheduled in 2015, the Ministry of Commerce (MOC) established the Trade Training Institute (TTI) in March 2012. Its main objectives reflect in enhancing capacity of the business persons in the private sector, so also the government officials, to promote trade activities and to understand the current trading policies, systems, practices and environment.

Being newly established trade institute, TTI had several areas of improvement, including training management. On the other side, manpower of TTI had been increased in order to run the efficient operation in current and future TTI activities. It then became as new institute with new comers (staff). Being transfer from several other departments (MOC), many of them were not familiar with trade training program management.

In order to strengthen the capacity development of TTI staff and to improve the administrative/managerial services in daily running program management, TTI staff were arranged to attend one training program by IETC: Indonesia Export Training Center; namely ‘Basic Procedures for Planning and Implementing Trade Training.’ It was 4 days – training course; started by 23rd July and completed by 26th July 2013.

1.2. Objective

It is aimed to understand the systematic basic procedures of the trade training management cycle: planning, implementation, monitoring, evaluation and lesson learned.

II. Program Outline

First Day (Tuesday July 23 2013): Course Planning		
13:30 - 14:00	Opening Speech	Mr. Thein Myint Wai, TTI Mr. Akihiko Morinaga, JICA Ms. Dra. Handaya Retno, IETC
	Introduction of IETC's history and current services	Ms. Dra. Handaya Retno, IETC
14:00 - 14:45	Basic workflow for conducting trade training	Ms. Dra. Handaya Retno, IETC
14:45 - 15:15	Implementation of training needs survey and analysis	Ms. Dra. Handaya Retno, IETC
15:15 - 15:30	<i>Break</i>	
15:30 - 16:15	The role of course planner & course planning procedure	Ms. Santi Setiastuti, IETC
16:15 - 16:30	Discussion on needs survey & course planning	Ms. Santi Setiastuti, IETC
	Wrap-up session	Mr. Akihiko Morinaga, JICA
Second Day (Wednesday, July 24, 2013)		
13:15 - 14:00	Revision: Briefly on needs survey & course planning	Ms. Santi Setiastuti, IETC
	Curriculum and syllabus development	Ms. Santi Setiastuti, IETC

14:00 - 14:45	How to select good instructors	Ms. Santi Setiastuti, IETC
14:45 - 15:00	How to develop teaching materials (presentation materials)	Ms. Santi Setiastuti, IETC
15:00 – 15:15	<i>Break</i>	
15:15- 15:45	Cooperation network with donors and domestic institutions	Ms. Dra. Handaya Retno, IETC
15:45 – 16:15	Discussion on cooperation network with other organizations by TTI	Ms. Dra. Handaya Retno, IETC
	Wrap-up session	Mr. Akihiko Morinaga, JICA
Third Day (Thursday, July 25, 2013)		
13:15 - 14:15	Revision: Briefly on curriculum & teaching materials development	Ms. Santi Setiastuti, IETC
	Necessary preparatory work for trade training including pert chart	Ms. Santi Setiastuti, IETC
14:15 - 15:00	Implementation and monitoring	Ms. Dra. Handaya Retno, IETC
15:00 - 15:15	<i>Break</i>	
15:15 - 15:45	Evaluation and reporting	Ms. Dra. Handaya Retno, IETC
15:45 - 16:15	Discussion on monitoring and evaluation by TTI	Ms. Santi Setiastuti, Ms. Dra. Handaya Retno, IETC
	Wrap-up session	Mr. Akihiko Morinaga, JICA
Fourth Day (Friday, July 26, 2013): Discussion for effective training management of TTI		
13:15 – 13:30	Group Forming – 4 groups.	Mr. Akihiko Morinaga, JICA
	Briefing on group task & expected actions/timing	Ms. Dra. Handaya Retno, Ms. Santi Setiastuti, IETC
13:30 - 14:00	Review of current situation of TTI training management by JICA	Mr. Akihiko Morinaga
14:00 - 15:00	Group discussion to improve TTI training management	Teams
15:00 - 15:15	<i>Break</i>	
15:15 - 16:00	Presentation by each group	Teams
16:00 - 16:30	Closing ceremony	TTI, JICA, IETC

III. List of Instructors

- (1) Ms. Dra Handaya Retno, Instructor, Indonesia Export Training Center (IETC)
- (2) Ms. Santi Setiastuti, Head of training implementation division, IETC

IV. Participants

A total of 21 MOC participants (15 from TTI- Yangon, 3 from DOCCA, Yangon and the rest from Directorate of Commerce, MOC, Nay Pyi Taw, accordingly) participated in the training program, by IETC.

Among them, around 20% are Assistant Directors, another 20%, staff officer and the rest were other level staff. The course was designed to support every level of staff, who involved in arranging training programs and managing things.

V. Each Day Activities in General

The methodology of training was designed to be highly interaction and participations. It was 4 days course, consisting major 4 parts: lectures, discussion, group work and group presentation.

Every training day was started with recapitulation of previous activities.

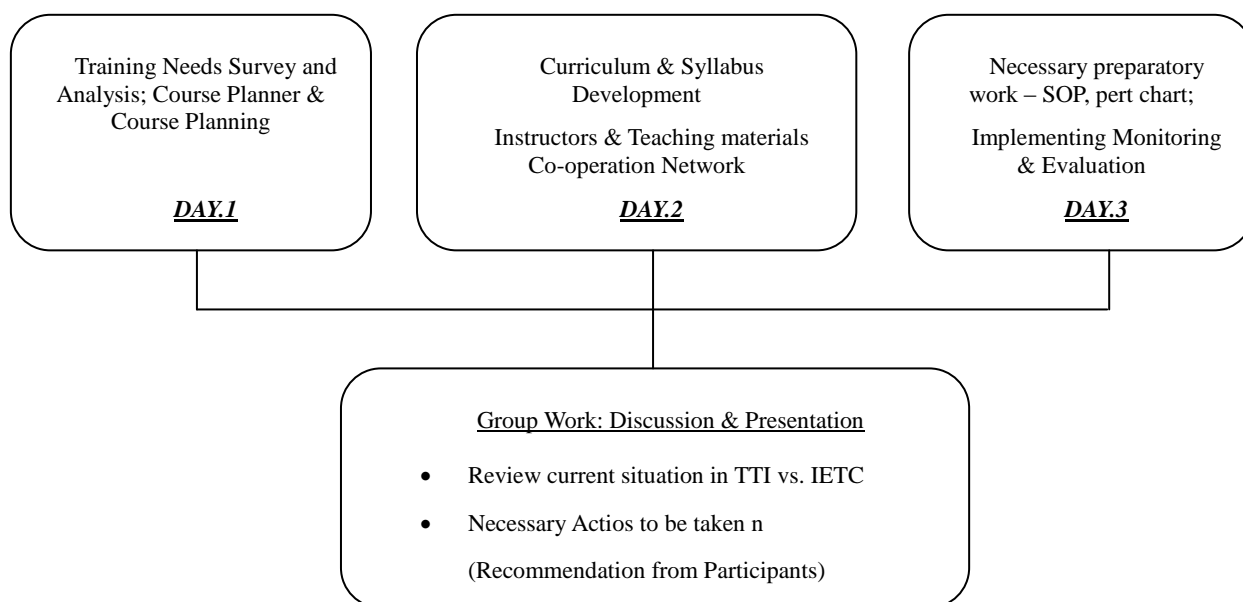
The first day training day was started with introduction of IETC’s history and current services, followed by basic work flow for conducting trade training. Then, it reached to the major theme of the Day 1: i.e. the role of course planner/course planning, and implementing training needs survey/analysis.

In Day.2, the participants were given chances to learn primarily about developing curriculum/syllabus, assuring instructors and managing teaching materials. That day was, eventually, concluded by sharing how to make stronger, reliable cooperation network in one training institute.

Focus in Day.3 was more on preparatory training management: like developing SOP, pert chart and importantly, later in the session, the participants were shared about implementing monitoring & evaluation, followed by reporting.

At Day.4, there was group work, topic related “Proposed actions for TTI based on present situation/issues”, which is followed by oral presentations. The participants were divided into four groups and four topics were assigned for preparing oral presentation, so also written document as the group work.

Here is the figure, prescribing the foremost outline of the day by day IETC - training program in TTI.



Major course outline of 4 days IETC training program

Further details, daily activities were shown in the following table:-

Date	Training Activities
23 July 2013 Tuesday	<p>Opening briefing: Mr. Thein Myint Wai, Assistant Director from TTI made opening speech shortly, followed by Mr. Akihiko Morinaga, JICA team, greeting and sharing the participants the thinking steps in learning IETC training: i.e. “know”, “listen”, “understand”, “compare”, “find”, “decide” and “do”.</p> <p>The first day of the training was started around 13:45 hours then. The participants were then given chances in learning:-</p> <ul style="list-style-type: none"> - Introduction of IETC - Basic Work Flow for conducting training - The role of course planner & course planning - Implementation of training needs survey & analysis <p>Participants eagerly asked about further information on structure, systems and types of courses, run at IETC. They also shared their views on the importance of establishing system and structure first in every organization. Instructors thus, made their theme in facilitation as “system set up”, “team work” and “commitment”.</p> <p>Subsequently, training needs survey was very new to majority of the participants and it was planned to explain again with (more details sharing) slide by IETC.</p> <p>Finally, that day was concluded by the wrap up session, led by Mr. Akihiko Morinaga. Evaluation sheets were distributed to the attendees afterwards.</p>
24 July 2013 Wednesday	<p>Second day session was started with revision of previous day, focusing on training needs survey, analysis and course planning. (It was started 15 minutes earlier than the first day due to request from TTI participants for their convenience in office process. It will thus ended 15 minutes earlier, started from that day to final ones)</p> <p>Then, the actual second day training session was conducted, centered the curriculum development:-</p> <ul style="list-style-type: none"> - Curriculum and syllabus development - How to select instructor - How to develop teaching materials - Establishing cooperation network with donors and domestic institution <p>That day lecture was constructed to be linked with the previous day sharing of “needs survey”. Instructors were explained the class how the results of needs survey can be referred in curriculum development. Also, how it is supportive in syllabus development. They used “negotiation” and “export transaction” courses as for the examples in explaining how to arrange curriculum and revised syllabus, based on survey and discussion results.</p> <p>In sharing about, “instructor selection”, the participants were highlighted to understand long term perspective; i.e. the sustainability (in arranging fees and facilities) and market needs/ requests from community and students. Also they were shared how important of instructor’ evaluation and feedback to be given.</p> <p>In developing “teaching materials”, the participants were reminded to be clear, systematic and informative.</p> <p>The participants were, afterwards, explained about who can be the TTI-stakeholders and how to establish the cooperation work year by year. The instructors reminded that establishing cooperation took times and must be assured with reliable actions on related donors, local and foreign domestic institutions.</p>

	<p>Communication skill played all parts the vital role; it was reminded throughout the day.</p> <p>That day was ended by the wrap up session, led by Mr. Akihiko Morinaga. It is finally ended with the participants' filling the evaluation forms subsequently.</p>
25 July 2013 Thursday	<p>That day was started with revision on previous one: curriculum, syllabus and teaching materials development, so also selecting the instructors.</p> <p>The training that day' focus was on "monitoring and evaluation":</p> <ul style="list-style-type: none"> - Necessary preparatory work for trade training - Implementation and Monitoring - Evaluation and Reporting - Samples of Standard Operation Procedures (SOP): committee & implementation, pert chart and evaluation results, analysis, meeting, recording and so on <p>The participants were heighted the purpose of good preparation: "to avoid the problems". They were shared of the advantages of good preparation, implantation and working as the team. Also encouraged to develop some vital skills in running training; including time management, communication, and planning.</p> <p>TTI also shared their presently running evaluation (once time per semester: evaluation on subjects, instructors and program itself). All teams discussed further on issues in monitoring, evaluations and providing feedback accordingly.</p> <p>That day was ended by the wrap up session, led by Mr. Akihiko Morinaga. It is finally ended with the participants' filling the evaluation forms subsequently.</p>
26 July 2013 Friday	<p>The final day' focus was the "group work". Session was started by informing the participants about the groups, group members and their expected actions in group works. There were 4 groups, titled as:</p> <ol style="list-style-type: none"> 1. Training Need Survey/ Training Need Analysis 2. Preparatory of training 3. Implementation/ Evaluation of the Training and 4. Training Management <p>Then, Mr. Akihiko Morinaga led the session by sharing TTI' current issues/ situation and then to asked the participants to work out for "the necessary actions to be taken".</p> <p>The groups were given around 1 hr for discussion and preparing for oral presentation. The leader of each group was given 10 minutes for presentation before the instructors and the whole class. IETC instructors then provided feedback on individual group presentation.</p> <p>The final day session was finished by highlighting about "system set up", "team work" and "commitment" (on work and actions).</p> <p>There was 20 minutes closing ceremony, followed by photo taking session: all instructors, TTI and JICA team members.</p>

VI. Evaluation

Current JICA evaluation sheet was distributed for the sake of IETC training review. Sheets were distributed every day of the course, shared regularly to IETC and JICA teams of the findings.

There were 4 parts in the sheet: namely

1. Overall evaluation

2. Evaluation of Instructor
3. Evaluation of Teaching Materials
4. Course Management

Details (Daily) evaluation sheets could be found in appendices.

First Day (Tuesday July 23 2013): Course Planning (development of short term course)	
Overall evaluation	All participants agreed that the 1 st day course was informative and useful.
Evaluation of Instructor	All participants agreed on the good teaching skills and knowledge of the IETC instructors.
Evaluation of Teaching Materials	No negative comments on the printed materials.
Course Management	All positive responses.
Second Day (Wednesday, July 24, 2013)	
Overall evaluation	All participants agreed that the 2 nd day course was easy to understand, fully informative and useful.
Evaluation of Instructor	All positively responded as the instructors' knowledge, experiences and skills in delivering the lectures to the participants.
Evaluation of Teaching Materials	No negative comments on the printed materials.
Course Management	All positive responses.
Third Day (Thursday, July 25, 2013)	
Overall evaluation	All participants agreed that the 3 rd day course met your needs and expectations.
Evaluation of Instructor	All participants agreed on the instructors' clear, precise and well time management throughout the training.
Evaluation of Teaching Materials	No negative comments on the printed materials.
Course Management	All positive responses.

VII. Lesson Learned and Recommendation (including TTI)

1. Necessity of developing SOP

In order to arrange training courses in organized and systematic way, developing SOP as an operational manual of training management. It will improve the training management services of TTI as it can minimize timing issues and behind schedule in arranging tasks/things. Besides, when team follows the SOP, it will help them to be always on the track in time and carry on the tasks in efficient manner. At the same time, SOP will assure new staff members in understanding what they should do in arranging respective training programs

2. Preparing Pert- Chart

Pert-charts are learned as the preparatory tools in knowing the time needed to complete each task, and also in identifying the minimum time needed to complete the total plan/program. It not only shows the progress but also enhances team work in completing each other tasks. Thus, preparing pert-chart in managing training was understood as very important, in focus attention on most critical duties. For all these reasons, TTI team will attempt to develop pert-chart in arranging their short

courses in September/October 2013.

3. Importance of Monitoring and Evaluation (M&E)

When monitoring the project, it helps in easily tracking of the planned programs performance: progress of the activities, achievement of outputs, and achievement of overall program purpose. It provides managerial sound evidence for whether the operation reached the defined targets consequently. By assigning particular monitoring tasks, sharing findings among the team members, providing feedback and taking appropriate actions will minimize the possible waste and hazards during implementation and so also overall program performing.

Initially, the participants were not much familiar with the information, gathered via M&E process, practices of sharing its finding and taking actions appropriately in training management. After attending the IETC training, the participants understood and accepted the importance of M&E in training management. Teams thus decided to contribute more in present and also future M&E processes of TTI training courses. Then, they will make better administrative/management services with customer-oriented manners in their respective plans, duties and responsibilities.

VIII. Further Activities: Training Management

TTI and JICA project teams have carried out a number of efforts with the aim of improving capacity of TTI continuously, in its training management. May 2013. The following are the activities and plans of the teams in supporting TTI future direction with better improvement:

- Continuously execute monitoring and evaluation processes in current courses¹ of TTI, making data analysis, sharing feedback to all teams and then keeping meeting record.
- Contribution in TTI organization set up: recommended organization structure, system and job description of the staff
- Organize and systematically prepare training course package: i.e. to make standard short courses of TTI
- Strengthen the understanding of proficient training management: via internal formal & informal coaching and facilitating the TTI staff at all levels

Constantly contribute in TTI' promotion of cooperation and its corporation network.

¹ Current courses: 2nd Batch Advance Course & 3rd Batch Basic Course – Trade Training Courses

Appendix 12

Recommended Course Curriculum

Appendix 12 Recommended Course Curriculums

Recommended Basic Course Curriculums

No.	Module/Sub Module	Curriculum	Unit*
1.	International Trade Business Related Theory & Policy		23
	Introduction	Course Orientation, Importance of Trade	1
	Economics	Macro Economics	1
		Basic Statistics	1
		International Trade Theory and Concept	1
		Economic Development	1
	Business Law	International Sales & Transaction Contract	1
		INCOTERMS	1
		Foreign and Domestic Investment Law	1
	Business Management	Business Strategy (Basic)	1
		Business Ethics	1
		Project Cycle Management	1
	Marketing	Basic Marketing Theory	1
		International Marketing	1
		Market Research	1
	Finance	Foreign Exchange Transaction(Basic)	1
		International Banking	1
	Logistics	IT Application in International Trade	1
		Sea Port, Air Port Operation	1
		Supply Chain Management (Basic)	1
	Trade & Industrial Policy	Export & Import Policy	1
		AFTA and ASEAN Regional Integration	1
		Standardization Policy and Regulation	1
		SME Development & Industrial Policy	1
2.	International Trade Administration Procedure and Document Practice		11
	Business formalization	How to Establish a Company	1
	Export & Import Administration Procedure and Document Practice	Export/Import Business Flow	1
		Exporter Registration and Permit	1
		Importer Registration and Permit	1
		FDA Importer Certificate	1
		Trade Settlement (L/C, TT)	1
		Shipping Documents	1
		Insurance	1
		Custom Clearance HS Code	1
		HS Code	1
		Custom Valuation	1
3.	Marketing Research Practice and Country Study		6
	Marketing Research Practice	How to access to marketing data	1
		How to analyze marketing data	1

		How to make marketing plan	1
	Country/Area Investment & Trade Case Study	China	3*
		Japan	
		Korea	
		Thailand	
		Malaysia	
		India	
		US	
		Europe	
		Australia	
		Others	
V.	Commercial English		5
	Business communication	Business Correspondence Practice (Basic)	5
Total			45

Note 1: *1 prediction, *2 includes border trade

Note 2: Numbers in the curriculum in Basic and Advanced Courses show the amount of unit which consists of three hours class

Note 3: Country/Area Study is subject to lecturers' availability but it is expected to have at least three classes.

Recommended Advanced Course Curriculums

No.	Module/Curriculum	Curriculums	Unit*
1.	Global Marketing (7 days course)		14
	Objective of the Course	<p>This course is designed for international traders needing an overall understanding of global marketing but it requires no marketing background. The objective of the course is:</p> <ul style="list-style-type: none"> • To become familiar with the topics of global marketing • To have an opportunity to work out strategic marketing planning • To develop the capacity to collect and analyze marketing information • To develop the capacity to apply marketing mix strategy (4P: Product; Price; Place; and Promotion) in marketing planning 	
1-1	Introduction	Course Overview and Review of Basic Marketing Theory	1
1-2	Global Information Systems and Market Research	<ul style="list-style-type: none"> • Information Technology and Business Intelligence • Sources of Market Information • Steps of Market Research • Credit Research 	2
1-3	Segmentation, Targeting, and Positioning	<ul style="list-style-type: none"> • Global Market Segmentation • Assessing Market Potential and Choosing Target Markets or Segments • Product-Market Decisions • Target Market Strategy Options • Positioning 	1

1-4	Global Market Entry Strategies	<ul style="list-style-type: none"> • Licensing • Investment • Global Strategic Partnerships • Cooperative Strategies in Asia 	1
1-5	Global Marketing Mix (1): Product Decisions	<ul style="list-style-type: none"> • Basic Product and Branding Concepts • Product Planning and Strategic Alternatives 	1
1-6	Global Marketing Mix (2): Price Decisions	<ul style="list-style-type: none"> • Basic Concepts of Sales Promotion • Global Sales Promotion Strategic Options 	1
1-7	Global Marketing Mix (3): Place Decisions	<ul style="list-style-type: none"> • Basic Concepts of Distribution Channels • Supply Chain and Logistic Management 	1
1-8	Global Marketing Mix (4): Promotion Decisions	<ul style="list-style-type: none"> • Basic Concepts of Sales Promotion • Global Sales Promotion Strategic Options 	1
1-9	Strategic Elements of Competitive Advantage	<ul style="list-style-type: none"> • 5 Forces Influencing Competition • Strategies for Creating Competitive Advantage • Global Competition and National Competitive Advantage 	1
1-10	Product Case Study (Garment or Agro Industries)	<ul style="list-style-type: none"> • Overview of Industry • Government Policy • Positioning (Strength and Weakness) • Export Company Case 	1
1-11	Country Case Study	<ul style="list-style-type: none"> • Country Overview • Trade Policy • Past Trend and Potential Trade with Myanmar 	1
1-12	Presentation	Presentation of Marketing Strategy by Participants	1
1-13	Presentation and Wrap up	Presentation of Marketing Strategy by Participants	1
2.	Financial Management (5 days course)		10
	Objective of the Course	<ul style="list-style-type: none"> • This is a basic course on principles and concepts of corporate financial management. The course is designed for anyone needing an overall understanding of business finance. The course is at an introductory level and assumes that participants do not have an extensive financial background. • The objective of the course is to learn the basic concepts of corporate finance including financial plans as expressed with pro-forma statements and budgets, how to manage and analyze key components of working capital such as cash and inventories, and how to calculate the costs of short-term and long-term financing. 	
2-1	Introduction	Course Overview and Introductory Concepts	1
2-2	Financial Planning and Forecasting	<ul style="list-style-type: none"> • Developing a Financial Plan • External Financing Requirement • Operating Budget 	1
2-3	Working Capital Management	<ul style="list-style-type: none"> • Managing Cash • Account Receivable • Inventory Control 	1
2-4	Short-term Financing	<ul style="list-style-type: none"> • Types of Financing • Annual Financing Cost • Inventory Financing 	1

2-5	Intermediate and Long-term Financing	<ul style="list-style-type: none"> • Loan Discounting • Equipment Financing • Long-term Debt • Equity Financing 	1
2-6	Time Value of Money	<ul style="list-style-type: none"> • Future Values • Present Values • Formulas 	1
2-7	Risk Return Concepts	<ul style="list-style-type: none"> • Measuring Risk • Risk Returns • Diversification • Risk Premiums 	1
2-8	Capital Investment	<ul style="list-style-type: none"> • Portfolio Management • Cost Benefit Analysis • Risk Adjusting Value 	1
2-9	Capital Structure and Risk	<ul style="list-style-type: none"> • Operating Leverage • Financial Leverage and Break Even Analysis 	1
2-10	PPP and Project Finance	<ul style="list-style-type: none"> • Public-Private Partnership • Project Finance • BOT/BOO Scheme 	1
3.	Logistics Management (3 day course)		6
	Objective of the Course	<ul style="list-style-type: none"> • Logistics encompasses all activities from purchasing materials to delivery of final products or services to the consumer. Logistic management is one of the key areas to reduce business costs and improve service effectiveness. • The objective of the course is to show how the key elements such as customer service, transportation, warehousing, inventory management, order processing, packaging, sales forecasting, and production scheduling should be managed as a total system to maximize profits. The course program provides real world experience in strategic and operational issues in distribution. No logistics background is required to benefit from this course. 	
3-1	Introduction	<ul style="list-style-type: none"> • Total Logistic Costs • Logistic as a Strategic Weapon 	0.5
3-2	Logistic Strategy	<ul style="list-style-type: none"> • Supporting business strategy and competitive value proposition • Establishing key business imperatives • Performance metrics & benchmarking 	0.5
3-3	Inventory Management	<ul style="list-style-type: none"> • Superior Inventory Performance • Costs and How to Manage it • Optical Inventory Decision-Making 	0.5
3-4	Forecasting Sales/Usage	<ul style="list-style-type: none"> • Effective Forecasting 	0.5
3-5	Transportation Strategy	<ul style="list-style-type: none"> • Reducing Transportation Costs • Effective Strategies for Buying Transportation Service • Minimizing Liabilities with Shipping Terms of Sales 	1
3-6	Applying Technology in the Supply Chain	<ul style="list-style-type: none"> • Aligning Technology with Supply Chain • Frameworks for thinking about and applying technology 	1
3-7	Distribution Centre Management	<ul style="list-style-type: none"> • The four posts: labour, equipment, layout, systems 	1

		<ul style="list-style-type: none"> • Designing operational flexibility 	
3-8	Distribution Network	<ul style="list-style-type: none"> • Understanding the Decision Drivers • How to Integrate with Customers • Designing Implementation Plan 	1
3-9	Global Supply Chain Management	<ul style="list-style-type: none"> • Concept of Global Supply Chain • Roles of International Forwarders • Importance of Bonded Warehouse 	1
4.	Trade Business Procedure (3 day course)		6
	Objective of the Course	<ul style="list-style-type: none"> • This intensive short course is designed for busy business persons who have no or limited previous experience of international trade and want to acquire the essence of international trade practice in short term. • This course will deal with basic knowledge on International Trade Business transactions such as sales contract, L/C, shipping documents, import/export license, customs clearance, trade claims, etc. In addition, this course also aims to familiarize the participants with important import/export documents mentioned above. 	
4-1	Introduction: Overview of International Trade	<ul style="list-style-type: none"> • Overall International Trade Business Flow • International Trade Documentary Flow 	0.5
4-2	Preparation of International Trade Business	<ul style="list-style-type: none"> • Market Research • Im/Ex Regulation • Identification of Buyers/Sellers • Credit Research 	1
4-3	Incoterms and Sales Contract	<ul style="list-style-type: none"> • Major points of Incoterms • FOB and CIF • Contract Negotiation • Standard Sales Contract 	1
4-4	Importer/Exporter Licensing	<ul style="list-style-type: none"> • MOC License System • Online Application • Manual Application 	0.5
4-5	Trade Settlement (L/C)	<ul style="list-style-type: none"> • Overall Process of Payment (from L/C application to receipt of payment by exporter's bank) • Opening L/C (Application and needed documents) • Review by importer's bank • Review by exporter's bank 	1
4-6	Shipping Documents and Customs Clearance	<ul style="list-style-type: none"> • Customs Clearance flow • Preparation of Shipping documents (Invoice, Packing List, COO, etc.) • Preparation of Im/Ex Declaration 	1
4-7	Trade Claims	<ul style="list-style-type: none"> • Types of Claims • Trade Claims • Transportation Claims • Solutions by Parties Concerned (The Third Parties; Commercial Arbitration; Court) 	1
5	International Trade & Investment Theory (5 day course)		10
	Objective of the Course	To provide participants with an understanding of the principles and applications of international trade, so that participants will be prepared to face the future complexities of the international	

		trade. Trade issues in developing countries particularly related to Myanmar is highlighted.	
5-1	Introduction	<ul style="list-style-type: none"> • The Gains from Trade • The Pattern of Trade • Protectionism • The Balance of Payments • Exchange-Rate Determination • International Policy Coordination • The International Capital Market • International Economics: Trade and Money 	1
5-2	Basic International Trade Theory	<ul style="list-style-type: none"> • Mercantilism • Absolute Advantage Principle (Adam Smith) • Comparative Advantage (Ricardo) • Competitive Advantage (Michael Porter) 	1
5-3	Resources and Trade: The Heckscher-Ohlin Model	<ul style="list-style-type: none"> • A Model of a Two-Factor Economy • Effects of International Trade Between Two-Factor Economies • The Political Economy of Trade • Empirical Evidence on the Heckscher-Ohlin Model 	1
5-4	Economies of Scale, Imperfect Competition and International Trade	<ul style="list-style-type: none"> • Economies of Scale and International Trade: An Overview • Economies of Scale and Market Structure • The Theory of Imperfect Competition • Monopolistic Competition and Trade • Dumping • The Theory of External Economies • External Economies and International Trade • Interregional Trade and Economic Geography 	1
5-5	International Factor Movement	<ul style="list-style-type: none"> • International Labor Mobility • International Borrowing and Lending • Direct Foreign Investment and Multinational Firms 	1
5-6	Instruments of Trade Policy	<ul style="list-style-type: none"> • Basic Tariff Analysis • Costs and Benefits of a Tariff • Other Instruments of Trade Policy • The Effects of Trade Policy 	1
5-7	Political Economy of Trade Theory	<ul style="list-style-type: none"> • Free Trade and Efficiency • Additional Gains from Free Trade • Rent Seeking • Political Arguments for Free Trade • Income Distribution and Trade Policy • International Negotiations and Trade Policy 	1
5-8	Trade Issues in Developing Countries	<ul style="list-style-type: none"> • Import-Substituting Industrialization • The Infant Industry Argument • Promoting Manufacturing Through Protectionism • Results of Favoring Manufacturing: Problems of Import-Substituting Industrialization • Trade Liberalization Since 1985 	1

		<ul style="list-style-type: none"> • Export-Oriented Industrialization: The East Asian • Miracle 	
5-9	Trade Issues in Myanmar	<ul style="list-style-type: none"> • AFTA and Regional Economic Integration • How to Enhance Export • Border Trade Issues 	1
5-10	Presentation	<ul style="list-style-type: none"> • Participants are supposed to select one of the topics covered by the course and make presentation 	1

Note 1: One unit means three hours class

Appendix 13

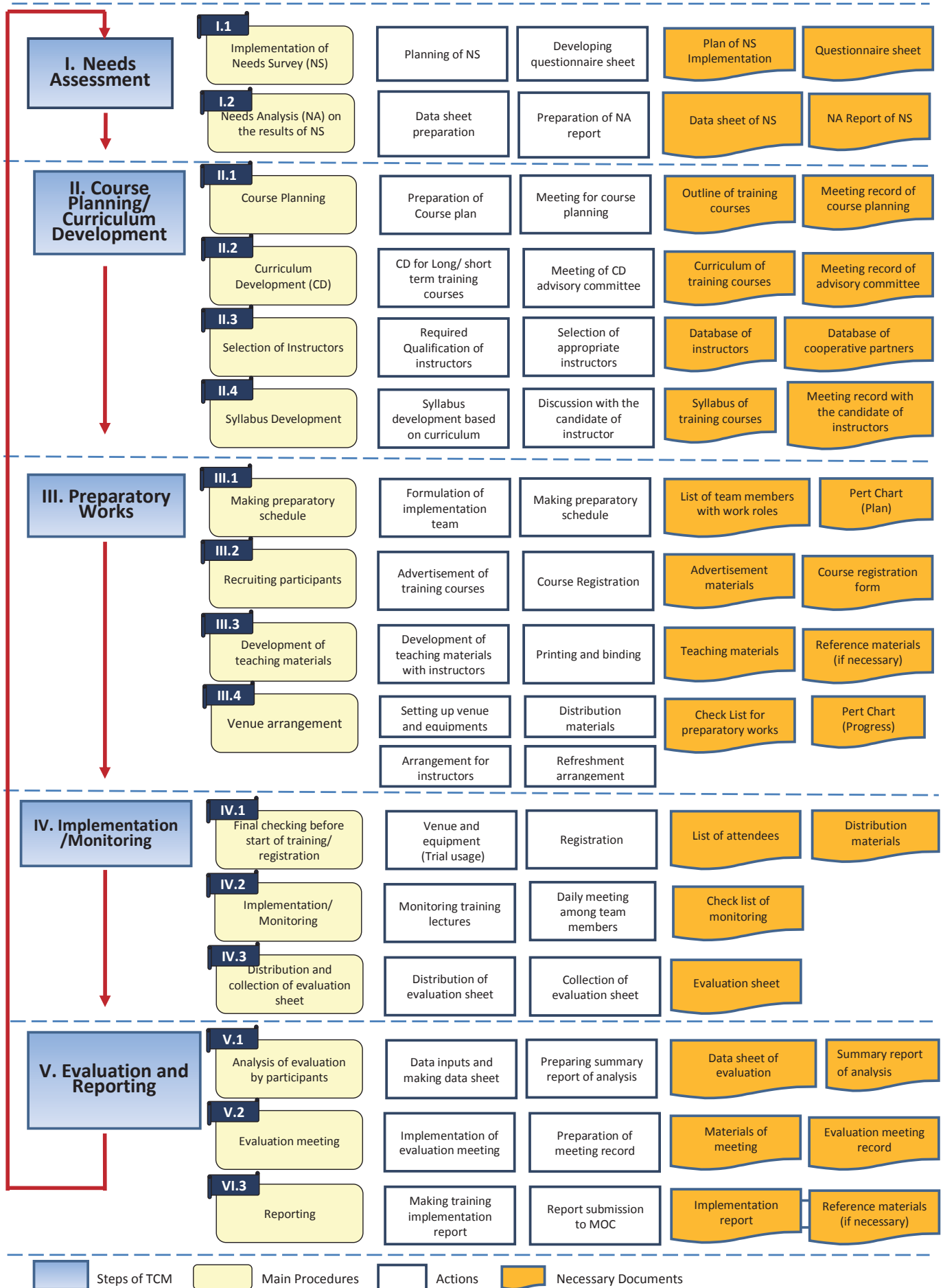
Training Management Manual (draft)

Training Management Manual
DRAFT
(Version 1)

March 2014
Trade Training Institute

Flowchart of Training Management Procedures

As of March 2014 (Ver1)



Steps of TCM
 Main Procedures
 Actions
 Necessary Documents

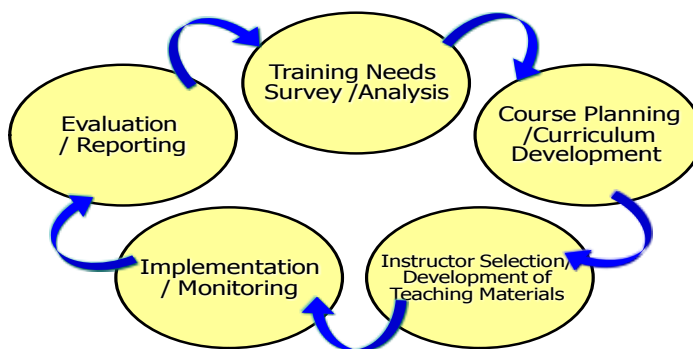
Preface

The objective of this manual

As an international trade training institute, TTI is required to contribute to the human resource development who are involved in international trade in Myanmar. In order to provide training programs in good quality, all TTI staff members are expected to understand basic workflow of trade training implementation and management. This manual has been prepared for TTI staff members to explain the necessary works to plan and conduct TTI training courses. It is expected that all TTI staff members may use this manual as a reference for their daily operation of trade training activities in TTI.

Introduction of “Training Cycle Management (TCM)”

In order to establish a systematic training management system in TTI, the concept of “Training Cycle Management (TCM)” has been introduced during the period of JICA Project. TCM is an application of PDCA (Plan /Do/ Check /Action) cycle in the field of training management service consisting of five steps, i.e. i) implementation of needs survey and analysis, ii) course planning and curriculum development, iii) preparatory works, iv) training implementation and monitoring and v) evaluation and reporting. By utilizing this TCM concept for training course implementation of TTI, all TTI staff members will understand the outline of training management procedures and establish a management system for continuously improving the training services in TTI.



Concept of Training Cycle Management

How to use this manual

In order to make the readers use easily this manual, the following features are considered.

- (1) The flowchart shown in next page illustrated all necessary steps of training management procedures, so that the readers understand the outline of training management.
- (2) The number given in the flowchart is consistent with the section number of this manual.
- (3) Based on the section number of the flowchart, the readers may easily refer to the appropriate explanation for each step of the flowchart.

Key Points for conducting training courses in better quality

- (1) Understand the whole procedures of training management in addition to your own duties.
- (2) Build a good team work among TTI staff members and MOC.
- (3) Keep good communication with participants for getting and private sectors.

To provide better training management services

All TTI staff members are expected to play the role of a training management facilitator, particularly one connecting human resource development for international trade promotion in Myanmar. The following points may help you to provide better services for training management services when you plan and implement the trade training courses in TTI.

Understand...

Please understand all training management procedures based on the concept of Training Management Cycle in reference with this manual as well as the various reports prepared during the period of the cooperation project with JICA.

Think...

Please think what kinds of roles you can take as a TTI staff member for planning and implementing trade training courses of TTI. Beside of the jobs originally assigned, you can contribute a lot to the TTI training management by using your knowledge and skills accumulated in your past experiences.

Communicate...

Please communicate closely and carefully with training participants, instructors and related stakeholders and determine their actual needs in order to plan better training courses.

Coordinate...

Please try to coordinate with your colleagues and cooperative partners for finding good instructors, recruiting appropriate participants, obtaining additional budget support and creating cooperation activities for further improvement of TTI training courses.

Record...

Please monitor carefully all activities during the period of training implementation and keep a record of complaints, comments, and recommendations from the participants and instructors.

Review...

Please always review your activities on training course management and assess whether there is a better way for increasing effectiveness and performance in terms of both the timeliness and quality of services.

Discuss...

Please discuss among all TTI staff members how you can improve the trade training management of TTI by reviewing and assessing existing, complete procedures for the Training Management.

Up-date...

Please up-date this manual periodically to further improve the trade training management of TTI, which will contribute to human resource development for international trade in Myanmar

I. Needs Assessment

As the first step for planning training courses, needs assessment which consists of training needs survey (NS) and training needs analysis (NA) should be conducted in order to identify the real training needs of target participants including their availability to participate in the training courses.

I.1 Implementation of Needs Survey (NS)

(1) Planning of Needs Survey

In order to conduct NS efficiently and effectively, the implementation plan of NS should be designed. The plan should be prepared depending on personnel, period and budget given and included the following items.

Items	Description
Survey period	Decide the survey period including all stages of plan, implementation, analysis and report
Team members	Confirm the number of team members and their roles
Budget	Calculate necessary costs for conducting NS
Target participants	Decide the target industries/ sectors, the number companies, and locations
Methods of survey	Decide the methods of survey such as sending questionnaire sheets, making individual interviews, conducting focus group discussion and communicating on the phone
Information sources	Confirm information sources to contact the target persons, e.g. UMFCCI, business associations, company directories, and TTI's alumni etc.

(2) Developing questionnaire sheet for conducting needs survey

After deciding the implementation plan of NS, a questionnaire sheet should be prepared for conducting a questionnaire survey. The sheet can also be used for conducting interviews and focus group discussion. The following items can be included in the questionnaire sheet (See Appendix xx as the sample of questionnaire sheet).

Items	Description
Business issues	Difficulties currently faced by the target companies to conduct business on international trade
Desired subjects	Subjects which the target companies want to learn including the level
Teaching methods	Lecture, seminar, workshop, practice, others
Teaching contents	Theory, or practical contents
Available period	Short course (1-2 days, 3-5days, more than 2 weeks, long-term etc)
Available days/time	Weekday or weekend, early morning or day time or evening time

I.2 Needs Analysis (NA) on the result of Needs Survey (NS)

Based on the result of NS, the Needs Analysis consisting of preparation of the data sheet of NS and NA report should be conducted to summarize the needs and real conditions of target companies.

(1) Preparation of the data sheet of NS

The questionnaire sheets collected by the target companies/ persons should be compiled as the summary data. Therefore, the team members prepare the data entry sheet by inputting all data collected (See Appendix I-1: Questionnaire sheet for conducting needs survey).

(2) Preparation of NA report

Based on the data sheet prepared, the NA report should be prepared by the team members. The report is included in the summary comments (or tendency) for each questioned item as well as the tables and figures showing the results of data collected (See Appendix I-2: Needs assessment report of needs survey).

Memo 1

Since the NS implementation is required certain amounts of time, budget and personnel, TTI might not be able to conduct NS in a periodical manner.

One of the effective ways to identify the training needs is the utilization of evaluation sheets filled by the participants of TTI's training courses and seminars. Close communication with those participants by using coffee break time is also a good opportunity to receive the real voices of the participants training needs.

II. Course Planning and Curriculum Development

Based on the NA report, the concept of appropriate training courses is developed according to the steps of course planning, curriculum development, selection of instructors and syllabus development.

II.1. Course Planning

(1) Preparation of a draft of course plan

According to the training needs of target participants revealed by the NA report, course planning works will be conducted. The draft of course outline including following items should be prepared by the staff members in order to make discussion in TTI meeting for course planning (See Appendix II-1: Outline of a long-term training course and Appendix II-2: Outline of a short-term training course).

Items	Description
Course Title	Name of training course which is consistent with the objective
Objective	Purpose for conducting the planned training course
Planned period	Total period and total hours of the planned training course
Target participants	Target companies/persons of the planned training course
Location	Cities to be conducted the planned training course
Major modules	Modules to be leaned by the target participants
Expected outcomes	What the target participants can learn through the planned training courses

(2) Holding a course planning meeting

After drafting the training course outline, a course planning meeting should be held in attendance with the management of TTI including TTI advisor, Deputy Director of TTI and related Assistant Directors. The modified the course outline are submitted in the top management of MOC and must obtain their approval.

II.2 Curriculum Development

(1) Curriculum development (including modularization)

Based on the outline of the training courses, the curriculum including modules and possible subjects are to be developed. As for short-term courses less than 1 week, the composition of possible training subjects can be decided directly based on the outline of training courses. Meanwhile, as for long-term courses such as current basic and advanced courses of TTI, possible modules should be decided and then possible subjects should be developed while considering the time composition of all the planned modules.

(2) Holding an advisory committee meeting for curriculum development

In order to improve the planned curriculum developed by TTI, an advisory committee meeting for curriculum development should be conducted. The committee consists of the persons who have expertise in the international trade fields such as international trade theory, trade procedures, international trade logistics and marketing etc. It is desired that the members should be nominated from private sectors such as chambers of commerce and business associations, academic sectors such as universities and government sectors such as related ministries.

II.3 Selection of Instructors

(1) Required qualification of instructors

After the confirmation of training curriculum, the qualifications of appropriate instructors who can provide appropriate teaching contents along with the curriculum should be set by TTI. The possible qualified items are i) expertise of the field of subjects, ii) teaching experience, iii) communication abilities and iv) teaching materials.

(2) Selection of the instructors

Depending on the course subjects, appropriate instructors can be selected based on the database of TTI's previous instructors list. Also, new instructors can be available to find through the cooperation network with domestic/foreign organization and institutions (See Appendix II-5: Database of cooperation partners) as well as the recommendation from the advisory committee members (See Appendix II-6: Database of instructors database). It is also important to make an interview first with the new candidate of instructors to confirm his/her expertise/ teaching experience/ teaching materials/ personality.

II.4 Syllabus Development

(1) Syllabus development based on the curriculum

Based on the curriculum of training course, the syllabus of each subject i.e., major topics of teaching contents should be developed by TTI. The following table is a sample of subjects including its syllabus.

Table 1: Sample subject including syllabus

Subject	Export Led Growth Model
Module	International Trade Business Related Theory & Policy
Sub-module	Economics
Lecturer	Dr. xx (MOC)
Syllabuses	<ul style="list-style-type: none"> ➤ Global Economic Scenario ➤ Huge potential for Trade Development ➤ Export Led Growth Model (ELG model) ➤ 4 Stages of ELG model ➤ Second tier NIEs (Thailand, Malaysia, Indonesia, Mexico) ➤ ELG model China ➤ Conclusion

(2) Discussion with the candidates of instructors

By using the outline of each subject including its syllabus, TTI should arrange a meeting with the candidate of instructor in order to discuss the expected syllabus of the subject. After the explanation of the syllabus to the candidate, TTI should confirm his teaching availability on the subject and adjust the syllabus according to the discussion.

Memo 2

Cooperation network with domestic/foreign organization and institutions

Establishing good networking with domestic/foreign organization and institutions is vital for TTI in providing and receiving support to one another in time of needs. TTI can share about the courses and also check the instructors' possibility to assist in TTI trainings. Good relationship with the domestic and foreign organizations will be the positive impact on the TTI' sustainability.

III. Preparatory Works

Preparatory works is the most important step for providing training courses in good quality. After the formulation of a training implementing team, detailed preparatory schedule should be prepared. The major items of works are i) recruiting participants, ii) teaching material development and iii) venue and equipment arrangement.

III.1 Developing preparatory schedule

(1) Formulation of Implementing team

In order to do necessary preparatory works in an effective and efficient manner, an implementing team of training courses must be formulated in particular for conducting short-term training courses.

The team composition are generally three positions i.e., team leader, secretary and treasurer. The expected roles for each position are shown in the following table.

Position	Expected roles
Team Leader	<ul style="list-style-type: none"> ➤ To control all activities as a responsible person for conducting training courses. ➤ To monitor the progress of preparatory works based on the preparatory schedule. ➤ To report and coordinate with MOC and related stakeholders for training courses. ➤ To provide instructions to each team member. ➤ To monitor training courses and communicate with participants closely. ➤ To conduct evaluation meeting and prepare the implementation report.
Secretary	<ul style="list-style-type: none"> ➤ To prepare necessary administrative documents for preparing, conducting and evaluating training courses. ➤ To communicate with instructors and prepare distribution materials. ➤ To support recruiting participants and their course registration. ➤ To set up venue and necessary equipments for conducting training courses. ➤ To coordinate and communicate with all related stakeholders. ➤ To support team leader for conducting an evaluation meeting and preparing an implementation report.
Treasurer	<ul style="list-style-type: none"> ➤ To receive and control necessary budget for conducting training courses. ➤ To purchase equipments and stationeries which are needed to conduct training courses. ➤ To collect participation fees (if necessary). ➤ To prepare a cash book for the payment and received money. ➤ To arrange refreshment for coffee break. ➤ To pay honorarium to the instructors and guests. ➤ To prepare financial report for training implementation.

Memo 3

Necessity of building a good team work for conducting smooth preparatory works

Systematic and detailed preparatory works are necessary conditions for the successful implementation of training courses. Therefore, a good team work should be built among the members. The members are required to understand not only own duties but also other member's duties, so that in the case of sudden absence of a member, other members can take over the member's duties. Conducting periodical meetings among the team members is also very important to share the progress of preparatory works.

(2) Making preparatory schedule

The implementing team members are required to make preparatory schedule for training course implementation. To cope with this, the team members should prepare a "Pert chart" which is a strong tool to describe the detailed procedures and schedule of all necessary preparatory works. The pert-chart shows the timing (how many days available to complete the tasks; when to start the task), responsible person and serial plan of course implementation. Periodical meetings should be held

among the team members to share the progress of preparatory works by using the pert chart. The following table is the sample for pert-chart.

Pert Chart for Short Training Course on Trade Practice

No.	Activities	Start	End	Date	Responsibility
1	Preparing letter to report MOC: getting permission				
2	Preparing program schedule				
3	Preparing pert chart and syllabus				
4	Informing UMFC CI (Mdy): confirming contact person from Mandalay to proceed the plan				
5	Advertising/Announcing about the short course training to perspective participants				
6	Confirming participants and preparing (participants) list				
7	Informing/Inviting the instructors				
8	Confirming the instructors				
9	Requesting to instructors to prepare teaching materials				
10	Receiving and copying teaching slides				
11	Preparing the evaluation sheet				
12	Reservation car tickets/air tickets				
13	Confirmation car tickets/air tickets				
14	Hotel Booking/ Room Confirmation				
15	Confirming venue/ Number of participants				
16	Confirming catering: lunch & coffee break				
17	Conducting final check of all the preparation activity				
18	Checking classroom and facilities/ equipments				
19	Re-checking classroom and the facilities/ equipments				
20	Conducting and monitoring the training activities				
21	Responding to requests from participants and instructors, discussion with instructors, controlling time schedule, and taking daily notes, etc.				
22	Confirming the agenda of opening/ closing ceremony				
23	Preparing implementation report including evaluation summary				
24	Holding course feedback meeting and prepare the meeting record.				

III.2 Recruiting the Participants

(1) Advertisement of training courses

Recruiting participants is very important to secure the implementation of training courses. Currently, TTI makes advertisement for recruiting participants of training courses through journal of MOC, newspapers, TV programs etc. In additions, TTI can use own cooperative networks such as chambers of commerce, business association and alumni members of TTI. It should be noted that the following information should be included in the advertisements, i.e. title of training courses, training objective, training period, training venue, the number of target participants, qualification of participants, course

schedule, possible instructors, participating fees, how to register including due date, and contact numbers of the persons in charge.

(2) Course registration

After receiving the application forms, the team members select the participants for the course while reviewing the required qualifications to attend training courses and inform them to submit their bio-data for official registration of training courses. The bio-data includes the information on full name, date of birth, sex, NRC number, address, e-mail/mobile phone number, educational background and working experience in general. After the completion of course registration, the team members should prepare the list of participants.

Memo 4

Key points on recruiting to secure the quality of training courses

In order to secure the effectiveness of training courses, setting the required qualification to the participants is very important, because it would be difficult to develop teaching contents focusing on target levels, if the participants come from wide range of levels and background. The target number of participants is also strictly kept in particular to conduct training courses (not seminars) in order to avoid the decrease of effectiveness of training courses due to receiving so many participants.

III.3. Developing teaching materials

In general, teaching materials are prepared by instructors. Meanwhile, the team members should control of preparatory schedule of teaching materials in close communication with instructors and take responsible for printing and binding.

(1) Development of teaching materials with instructors

Firstly, the team members discuss with instructors on preparatory schedule of teaching materials. Periodical monitoring and discussion is also required to check the progress of teaching material development by instructors. After receiving the draft of teaching materials, the team members should review the teaching contents from the following aspects.

- The contents of teaching materials are consistent with training objective and syllabus or not.
- The contents of teaching materials are appropriate and accurate or not.
- The composition of teaching contents is logical and systematic or not.
- The usage of wording in teaching materials is clear, correct and precise or not.

(2) Printing and binding

After finalization of the contents of teaching materials, the team members should arrange printing and binding of teaching materials. Before the arrangement, it is necessary to check the page numbers and composition order as well as typographical errors. After finishing printing and binding, the team members should check the following points.

- Check the total page, presentation visual, quality of printing/copying
- Make sure the quantities of materials match with the listed participants
- Save the soft copies (PDF file) of each teaching materials to TTI's server

III.4 Venue Arrangement

At the end of preparatory stage, venue arrangement including setting venue and equipments, preparation of distribution materials, arrangements for instructors and arrangement of refreshment is required to the team members (See Appendix III-5: Check list for preparatory works).

(1) Setting up venue and equipments

The following arrangements should be conducted by the team members for setting up venue and equipments. Cleanliness of the venue and equipments is also very important.

- Facilities (Lighting, air conditioner, furniture such as desks, chairs and podium)
- Equipments (Note PC, LCD projector, OHP screen, Sound system with microphones and laser pointer)
- Decoration (Banners, backdrop and posters (if necessary))
- Registration space (table and chairs)

(2) Preparing of distribution materials and administrative documents

In addition to the teaching materials, the following documents should be prepared by the team members before the start of training courses.

- Distribution materials (teaching materials, course schedule, rules of TTI to be followed by participants and evaluation sheets etc)
- Administrative documents (attendance list, pert chart, checklist of preparation, list of participants, bio-data of instructors and course complication certificates)

(3) Arrangement for instructors

Before the start of training courses, the team members should confirm the following matters to instructors.

- The amount of honorarium fees for instructors
- Necessity of Transportation arrangement
- Layout of class rooms (class type or U-shape)
- Teaching methods (lecture or practice, one way communication or interactive)
- Additional materials to be distributes
- Timing of distributing teaching materials

(4) Refreshment Arrangement

Refreshment arrangement should be conducted by the team members for coffee break and lunch (if necessary) according to the number of quests and participants as well as the amount of allocated budget.

IV. Implementation/ monitoring

During the period of training implementation, the team members are required to monitor the activities carefully for the smooth implementation every day at the stage of before, ongoing and after.

IV.1 Final check before the start of training course/ registration

(1) Venue and equipments

Before the start of training on the day, trial operation of all equipments such as PC and LCD projector and microphone should be conducted by the team members to confirm their working conditions. The members should also provide a small briefing to instructors how to use microphone and PC.

(2) Course registration / Record of attendance

The team members should support participants for course registration and recording attendance during the training implementation. If the some participants did not attend the training course, the member should contact them and confirm the reasons of their absence. The attendance record should be kept for calculating the ratio of attendance by each participant (See Appendix IV-1: List of attendance).

IV.2 Implementation/ Monitoring

(1) Monitoring training courses

Monitoring is the systematic gathering and analyzing of information, gathered through feedback or comments or suggestion, which all will help for training management of TTI. Monitoring methods are self-observations, referring course management check list, formal and informal chat with participants, and review on participant's evaluation sheets. The following table shows the expected activates to be conducted in monitoring process (See Appendix IV-3: Check list for monitoring).

Opening ceremony of the course	<ul style="list-style-type: none"> ➤ Distribution training kit: course schedule, student' ID, hand-outs for 1st training day ➤ Announcing training' rules of conduct (before the 1st class begins)
During the course	<ul style="list-style-type: none"> ➤ Presence of the instructor in time ➤ Manage the time during the lecture delivery by the instructors ➤ Observe the interaction between instructor and participants ➤ Responding requests from participants and instructors ➤ Distribution and collection the participants' evaluation sheets ➤ Record of lectures including Q&A between instructors and participants
Closing session of the course	<ul style="list-style-type: none"> ➤ Setting up equipment for closing events ➤ Confirm attendance of the management/ invited instructors and participants

(2) Daily team meeting during training implementation

After the training course for each day, daily team meeting should be conducted among the team members to share the issues gathered through monitoring and discuss necessary actions to minimize the waste and the problems along the way of course implementation.

IV.3 Distribution and Collection of Evaluation Sheet

(1) Distribution of Evaluation Sheet

At the end of training course for each day, evaluation sheet should be distributed to participants. Before the distribution, the team members can provide explanation about the purpose of conducting training evaluation by participants and how to fill in the sheet. It is also important that the team members encourage the participants who have no motivation to fill in the evaluation sheet.

(2) Collection of Evaluation Sheet

After the collection of evaluation sheet, the team members should check quickly the following matters and take necessary actions to the participants if necessary.

- All the participants submitted the evaluation sheets or not.
- The contents of each evaluation sheet are filled in correctly or not.
- There are the parts which are unclear or not.

V. Evaluation and Reporting

Evaluation and reporting are the final step of Training Cycle Management. The reasons of conducting evaluation are summarized as follows.

- To find satisfaction level of participants of training
- To improve the training curriculum and syllabus
- To give feedback for instructors including the teaching materials prepared
- To improve the training management of TTI

The result of evaluation should be compiled as the training implementation report and submit to the management of TTI and MOC to feedback the results and suggest the necessary actions for further improvement of TTI training courses.

V.1 Analysis of Evaluation Sheets by the participants

(1) Data input to data sheet

The data of evaluation sheets collected by the participants for each subject should be input to data sheet by the team members (See Appendix V-1: Data sheet of evaluation by participants). After the data inputs, the team members should check again whether all inputs have been done correctly or not.

(2) Preparing summary report of evaluation analysis

Based on the data sheets, the summary report of evaluation analysis should be prepared by the team members. The comments of evaluation for four criteria i.e., overall evaluation, instructor evaluation, teaching material evaluation and training management evaluation should be summarized in the report with scores according to the subject (See Appendix V-2: Summary report of evaluation analysis).

V.2 Analysis of Evaluation Sheets by the participants

(1) Implementation of evaluation meeting

For sharing the information based on the summary report and evaluation data sheets and confirming the actions to be followed up, evaluation meeting among the team members and also other TTI staff members at management level is to be arranged. During the meeting, the team members report the evaluation result of training courses with explaining the scores and major comments. After that all attendees identify the issues to be addressed and discuss necessary actions to be taken.

(2) Preparation of the record of evaluation meeting

Based on the discussion during the evaluation meeting, the team members should prepare the record of evaluation meeting including the information of evaluation results, issues to be addressed and necessary actions to be taken for further improvement of TTI training courses (See Appendix V-3: Evaluation meeting record).

Memo 5

Importance of Periodical Evaluation Meeting

Plan and conduct the regular meeting among the TTI staff members are necessary in order to keep up to date on current happening and to discuss on the pressing matters. Such meeting will promote same information flow, shared among the team members and keep updated on TTI activities. It will assist in reducing miscommunication among staff members and also allow people to contribute in problem solving, planning actions matters.

V.3 Reporting

(1) Preparation of training course implementation report

In order to summarize the overall training course implementation from planning stage to evaluation stage according to the concept of Training Cycle Management, training course implementation report should be prepared by the team members and TTI management. The topics included in the report are the outline of training courses including curriculum and syllabus, preparatory schedule including the list of team members, the summary records of lecturers/ practices, evaluation results and recommendations for further improvement of TTI training courses.

(2) Report submission to MOC

The implementation report should be submitted by TTI management to related persons at the management level of MOC in order to share the result of training courses and ask them to discuss for further improvement of TTI training courses.

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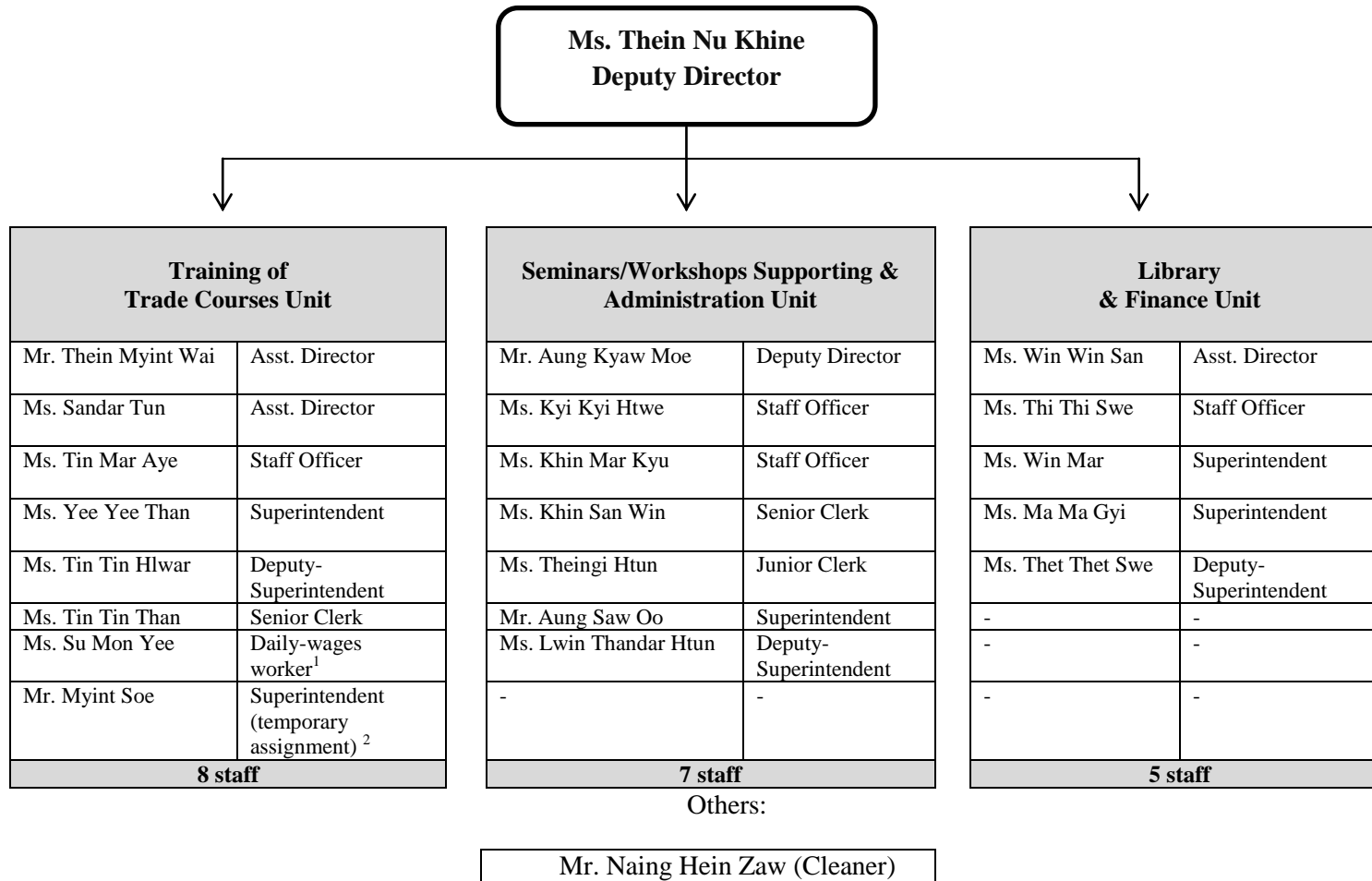
Appendices: Necessary documents

I. Needs assessment	
Appendix I-1	Questionnaire sheet for conducting needs survey
Appendix I-2	Needs assessment report of Needs survey
II. Course Planning / Curriculum Development	
Appendix II-1	Outline of a long-term training course
Appendix II-2	Outline of a short-term training course
Appendix II-3	List of Module for a long-term training course
Appendix II-4	Meeting record of advisory committee
Appendix II-5	Database of cooperation partners
Appendix II-6	Database of instructors
Appendix II-7	Course schedule of a long term training course
Appendix II-8	Syllabus of training course
Appendix II-9	Meeting record with the candidates of instructor
III. Preparatory Works	
Appendix III-1	List of team members with work roles
Appendix III-2	Part Chart (Preparatory schedule)
Appendix III-3	Sample of advertisement of a training course
Appendix III-4	Course registration form
Appendix III-5	Check list of preparatory works
IV. Implementation/ Monitoring	
Appendix IV-1	List of attendees
Appendix IV-2	Check list for final checking before the start of training course
Appendix IV-3	Check list of monitoring
Appendix IV-4	Evaluation sheet by participants
V. Evaluation and Reporting	
Appendix V-1	Data sheet of evaluation by participants
Appendix V-2	Summary report of evaluation analysis
Appendix V-3	Evaluation meeting record
Appendix V-4	Training implementation report

Appendix 14

Comparison Table of Job Description

Trade Training Institute



Total manpower in TTI = 22
 Actual staff= 21 in TOTAL: 9 officers & 12 non-officers (as of December 5, 2013)

¹ Daily Wages worker position is usually the beginning stage of government employment career, though it is still not regarded as the permanent staff of the Ministry. It has potential to later become the Junior Clerk depending on internal post availability and individual qualification.

² He is not in the list of TTI staff anymore as he will retire very soon. However, he is requested to include his name under that unit due to his continuous contributions in training preparatory stage.

Duties & Responsibilities, JD prescribed by Ministry of Commerce	Actual Duties (in daily working environment)	Suggested Duties (from the perspective of "training management")
<p>Deputy Director</p> <ol style="list-style-type: none"> 1) Assist the Director. Overall in-charge in performance (staff duties, TTI activities) of every unit at TTI. 2) Support in providing trade training courses 3) Establish sound networking with international organizations, to support in arranging trade training courses: international trading businesses. 4) Arrange in inviting both local and international experts to deliver the lecture, business talk or workshop with trading related topics at TTI. 5) Make regular review, analyze, prepare the findings on local/international trading businesses (practices, situations, news etc.), for the sake of support in updating/changing the courses or TTI training plan. 6) Assure the TTI sustainability; from official establishment towards becoming (well recognized) institute, which can award the participants the Degree with respective specialized subject in trading businesses. 7) Lead and manage TTI to become the internationally recognized institute from East Asia to Asia and finally towards the Global. 8) Manage in assuring the administrative works of TTI staff necessarily. 9) Manage in arranging staff welfare matters for TTI staff. 10) In opening of training courses (Basic & Advanced), manage to submit the proposal first to the Administrative Committee, Directorate of Trade. 11) Submit it again to the Administrative Committee, Minister' Office, to get approval on that matter. 12) Manage not to get negative comments from the audit by assuring all the expenses to be in line with allowed budget title, and preparing them (cash 	<p><i>There are 2 Deputy Dir(s) in TTI, as of December 2013. Could not get the actual duties due to the following situations:-</i></p> <ol style="list-style-type: none"> 1. <i>Ms. Thein Nu Khine</i> <i>*** She prefers to keep her actual duties as the same duties, defined by MOC.</i> 2. <i>Mr. Aung Kyaw Moe (promoted by November 2013). Will be moved to another Ministry within 2014.</i> <p><u>Observation (JICA project team):</u></p> <ul style="list-style-type: none"> - Deputy Dir. has to stay in NPT-MOC HQ one week and then stay in TTI another week. Such plan makes her not to provide full attention in TTI. - Next, her working experiences before TTI are not wholly related with training management matters, especially in course contents matters (though she is well educated personnel in MOC) - Her contribution in TTI comes to relate only with MOC & TTI administrative related matters. 	<ul style="list-style-type: none"> - Responsible for the quality of the whole institute in terms of courses and organizational behaviours. - Oversee the courses and the services to be up to date with periodical review on courses and organizational performance. - Review on results via survey, evaluation feedback and comments, external/internal studies. Then, analyse and compile results with recommendation: prioritized list of changes - Lead the weekly, monthly meeting and discussion and facilitate the resolution of issues - Train staff for better services to the participants and respective public - Promote the services and the reputation of the institute through public: internal Ministry and external Ministries, Organizations and institutions - Compile monthly (or per semester) data from training courses, workshops, participants' satisfaction, staff performance reviews, and other feedback to present to the management (MOC HQ) - Identify any issues that can be resolved by changes to the program

<p>expenses/settlement/cash sheet) as per rules (as they all will be audited later)</p> <p>13) Prepare the whole year budget plan, reflecting the whole TTI: staff members, courses plan (like schedule of launching short term courses and long term (regular) courses) in that budget year.</p> <p>14) Submit the training plan (planning & implementation) of trade training courses.</p> <p>15) Every year, in the month of September, it is to be prepared the estimated expenses (which are to be spent in coming year) and submitted it to the management. It is not allowed to be spent if the actual expenses (account titles) are not included in the above mentioned (submitted) the estimated expenses (file). Thus, it is reminded to prepare the expenses plan systematically and timely.</p> <p>16) TTI aims to award the participants the Diploma and thus the Deputy Dir. is responsible to establish the network with other Ministries whether there can attain support (on launching such plan: "Diploma").</p> <p>17) Make detail thorough calculations in requesting (budget for) "Teaching Aids Requirement", before submitted it to management.</p> <p>18) As per role of TTI Deputy Director, it is expected to make proper job allocation to staff, referring existing organizational structure. Also, it is to arrange in enhancing the cooperation among TTI units, to complete the tasks in set time frame.</p> <p>19) Take needed actions for the staff who fail to perform the assigned tasks (as undutiful/ irresponsible manner)</p> <p>20) Keep the staff register book for the staff. Then, for the one, who needs to perform duties outside of TTI, he/she requires to report the seniors first (seniors can be referred via hierarchy –of TTI organizational structure). When he/she is allowed to go, still he/she needs to write down as record in that register book.</p> <p>21) When TTI was offered to arrange for the talk by the foreign organization, TTI is needed to report to</p>		
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A14-3

<p>Ministry for the permission – about the talk in TTI. There, it is needed to attach the initial offer/proposal, its scheduled date, time, place, topic (contents), particular name of that organization, name list of the speakers and possibly guests list (who are going to be invited): number of people, their department/organization name.</p> <p>22) After getting approval (for the talk) from the Minister' office, and then it is to proceed submitted the talk request - further to the Foreign Policy Committee or Governmental office (for their permission to conduct the talk in TTI). There, the MOC Director General should be signed (for acknowledgement) and submit to National Minister Office together with drafted invitation letter.</p> <p>23) After getting approval from National office, it is to prepare draft invitation letter, attain signature from Director General, and then put request again to National Ministry office - to send the official invitation letter to the above mentioned offering organization: name of the organization and list of speakers for the talk.</p> <p>24) Simultaneously, it is required to prepare the guest list: the name of people and their departments who are intended to attend the talk. If they are from the same Ministry, the signature from Director General (as for his acknowledgement) will be enough. However, if they will come from the other Ministry, the (national) Ministry office should be proceeded to invite them to attend the talk.</p> <p>25) Also it is to prepare and submit the working plan (planning and implementation of the talk/workshop) to Minister' office.</p> <p>26) If there are expenses for the "food & beverage", event preparation cost for opening and closing ceremonies, it is to prepare the estimated expenses in details and submit it to the Director General for his permission on budget matter.</p> <p>27) Prepare guest list first before inviting people. It will</p>		
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<p>have to submit first (earlier than the event) to Director General for his approval on inviting them to the training/workshop. Then after he permits them, invitation can be done accordingly.</p> <p>28) Prepare the guest' attendance book, to be signed by guests (also the participants) and make sure not to miss signing of single person. Attendee requires to leave his/her signature in that book</p> <p>29) Assign the main contact staff (over all in-charge staff) for the particular event (like opening & closing ceremonies), before it is actually running. Define his/her the duties and responsibilities necessarily for the event.</p> <p>30) In implementation of the event, it is to manage in completion of several tasks (administrative matter): full signatures in attendant sheet, test-run of microphones, receiving slides (soft copies of the talk' topic) from the speakers before the event, arranging projector in ready stage for the speakers if they intend to use "power point" for their session. (In some case, the authority – higher management person – may come to the event during the session. In such case, it is to arrange how to report step by step to welcome him and make space for him. It is to plan for important guests in ad hoc manner)</p> <p>31) Plan and prepare for the necessary transportation matters.</p> <p>32) Arrange seating plan properly; VIP rows, participants' row and make space for the staff to sit, as per rank.</p> <p>33) Before the actual event starts, make sure cooperation matter with respective units (if there is the need/support from them); like contribution in room set up, audio-visual arrangement, smooth power points preparation, preparing food and beverage, respectively.</p> <p>34) If there is advanced cash withdrawal, prepare case settlement within 3 days from event completion.</p> <p>35) To minimize budget issues, spend the expenses in</p>		
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A14-5

<p>line with account/ financial procedures and forms: make sure organizing and arranging expense sheet, voucher, etc.</p> <p>36) After finishing the event, take time to discuss & share back among the staff members about the strong points and the weak points in managing event.</p> <p>37) For yearly budget plan, it is needed to prepare estimated expenses by the month of September, in line with prescribed budget titles/ account titles. If there is the expense, which is not actually prescribed in the allowed titles, it will not be allowed to spend. Need to make such plan systematically.</p> <p>38) Take needed actions for successfully establishing the library in Yangon district office in defined location.</p> <p>39) Assure the possibility to share trading related knowledge to own staff and also to public through library (books accessibility).</p> <p>40) Assure library management in line with rules and procedures: keeping records and arranging for books rental.</p> <p>41) Assure receiving books and documents, shared by NPT library and make the books to be recorded, maintained and prepared for rental.</p> <p>42) Make plan for yearly estimated expenses of library: what and how many books, newspapers, journals and magazines will be bought. Submit it to respective department by every September of the year. Request for budget approval on such expenses. If there is the expense, which is not actually prescribed in the allowed titles, it will not be allowed to spend. Need to make such plan systematically.</p> <p>43) Plan and aim to enhance the normal library to become e-library.</p> <p>44) Make study on the libraries of other ministries, so also private libraries and prepare findings and recommendations for the better performance of the library' functions.</p>		
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A14-6

45) Taking the duties and responsibilities entrusted by the upper level occasionally.		
<p>Assistant Director (Training of Trade Courses)</p> <ol style="list-style-type: none"> 1) Support the Deputy Director and also the Director. Related with duties and responsibilities of the unit (Training of Trade Courses). 2) Ready to replace the instructors, necessarily. Arrange the instructors (as per course schedule) 3) Assure systematic training attendance of the participants. 4) If there is plan to open the training courses, it is needed to inform first to Planning Committee, Directorate of Trade for its permission. 5) After getting approval from that committee, inform & put request to Planning Committee, Ministry level for further approval. 6) Prepare and inform how to manage the matters: collecting participants' fees, opening account in bank, making expenses plan, also preparing how to solve the conditions to use the expenses, not included (not allowed) in account titles. 7) To avoid the struggles with the audit, it is to make sure of systematic spending and keeping records in earlier manner (to prepare early). 8) Prepare yearly budget plan, including the budget both for short terms and long term courses. 9) Prepare and submit the trade training plan of the courses respectively. 10) For yearly budget plan, it is needed to prepare estimated expenses by the month of September, in line with prescribed budget titles/ account titles. If there is the expense, which is not actually prescribed in the allowed titles, it will not be allowed to spend. Need to make such plan systematically. 11) Require to make detail calculations in the report of "Teaching Aids Requirement", before further 	<p><i>(Mr. Thein Myint Wai)</i> <i>*** Still not confirm time to meet (for sharing his actual work). Will follow up in next week (Dec. 9 – 13)</i></p> <p><i>(Ms. Sandar Tun)</i></p> <ul style="list-style-type: none"> - Study and review back on the subject topics of courses in previous semesters. Prepare the curriculum (course schedule) and request management' advice for 	<p><u>Academic (Curriculum)</u></p> <ul style="list-style-type: none"> - Review on courses (former, current & future courses) via complied results of participants' evaluation sheets, needs survey and management advice, if any. - Identify & recommend needed changes in the current curriculum (as per market/organization needs/objectives) - Design & develop new curriculum as per the TTI plan in trade training courses - Communicate the teams (course management, seminars/workshops about the new curriculum, or update on the existing one - Work with teams in updating training rules & expected conduct from the participants - Closely working with course management personnel in selecting instructors and invitation processes - Work together with course management personnel in developing/updating the participants evaluation sheet - Review on evaluation results and provide comments/feedback on it - Cooperate with teams in taking appropriate actions necessarily. - Maintain good relationship with the instructors and also with domestic/foreign trading institution/organization as for sound TTI network. <p><u>Course Management</u></p> <ul style="list-style-type: none"> - Work together with Academic team in confirming the course schedule

<p>proceeding.</p> <p>12) Keep the registered book for the staff, who are needed to perform duties outside of TTI. Such staff need to report the seniors (as per hierarchy – organizational structure) to allow them to go outside for work related matters. Then, they themselves need to be kept record in that book.</p> <p>13) Taking the duties and responsibilities entrusted by the upper level occasionally.</p>	<p>final confirmation on the schedule.</p> <ul style="list-style-type: none"> - Advise and support in preparing courses management plan and also in submitting it to the management. - Support in preparing budget (estimated expenses) for the courses and afterwards submitting to the management - Manage the participants' registration matter - Manage the classroom set up and readiness on teaching materials - Manage to assure the smooth implementation of the courses - Provide support to the staff officer in making contact to the instructors, inviting them to come to TTI courses - Contact to the instructors and assure teaching materials' readiness for the courses - Manage the arrangement of "tea break" of the participants and also for the instructors - Monitor the class and the participants status during the lecture time, to know their needs and conditions - Assist in checking and marking some of the answers by the participants (mid-term and final examination) - Arrange and assure the smoothly running of the closing ceremony - Prepare speech for the management; to use in opening and closing ceremony of workshops/seminars - Make translation necessarily on the (findings & analysis) report, shared to HRD Department for the sake of further improvement - Attempt to be dutiful for any assigned tasks from the management. 	<ul style="list-style-type: none"> - Work with teams in updating training rules & expected conduct from the participants - Communicate the team for course preparation process: venue set up, instructors arrangement, budget preparation - Assure proper record keeping and information correctness in data of the participants and the instructors - Closely working with academic team in selecting instructors and invitation processes - Work together with academic team in developing/updating the participants evaluation sheet - Lead in getting the teaching materials early enough and assure well-timed distribution of teaching materials - Make sure the qualities of teaching materials are good. - Arrange staff for data entry of daily monitoring - Lead in data interpretation, combined with self-observation during session - Prepare evaluation summary and report to management - Arrange weekly team meeting to share the results, interpretation and summary.
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<p>Staff Officer ((Training of Trade Courses)</p> <ol style="list-style-type: none"> 1) Performing, being held accountable to Deputy Director and Assistant Director regarding the activities of Training of Trade Courses Unit 2) Timely arrangement of training schedules 3) Supervision of classrooms 4) Receipt and distribution of training materials in time 5) Planning and presentation of short courses and long courses to be opened within a budget year 6) Including the necessary teaching aids in the detailed budget calculation and asking for the budget allocation 7) Development and presentation of the plans for the opening of the trainings 8) Including the necessary teaching aid in the detailed budget calculation and asking for the budget allocation 9) Presentation on the budget request in September (yearly) for the estimated cost for a year; Systematic preparation and planning (with regard to the budget request) because the budget is not allowed for the expenses, which are not included in the budget request 10) Taking the duties and responsibilities entrusted by the upper level occasionally 	<p><i>(Ms. Tin Mar Aye)</i></p> <ul style="list-style-type: none"> - Study and review back on the subject topics of courses in previous semesters. Prepare the curriculum (course schedule) and request management' advice for final confirmation on the schedule. - Prepare courses management plan: make sure the course schedule, make sure management approval on courses' implementation plan, arrange transportation for the instructors. Submit the plan to management: Assistant Director and Deputy Director. - Manage class room set up: readiness of teaching materials, furniture for the participants, cleanliness in the class rooms - Handover the course application forms to the staff who is assigned to make students registration and make briefing to her to carry on the participants registration process smoothly - Keep record on students registration daily status - After receiving management confirmation on the course schedule, proceed actions accordingly: report Director/ Director General from MOC & Minister office, MOC to release the letters to other Ministries (respective Ministries as per course topics) in timely manner to assure in getting/permitting the suitable instructors to deliver the course. - For the instructors who are not government officials, it is needed to make contact (via phone or email) and put a request (discuss between the TTI officer and the instructor) to deliver the lecture. Follow up it with official invitation letter. Assure the instructors' availability as per schedule. Request the instructors to send the teaching materials timely. - Monitor the class and the participants: participants' interest level, teaching methods of the instructors, class room atmosphere within the session. Take actions accordingly as per the status. - Support in participants' field trip: contact to respective organizations/ departments, assist in negotiation for the visit, and arrange catering services for the participants 	<ul style="list-style-type: none"> - Work together with Academic team in confirming the course schedule - Communicate the team for course preparation process: venue set up, instructors arrangement, budget preparation - Closely working with academic team in selecting instructors and invitation processes - Lead in getting the teaching materials early enough and assure well-timed distribution of teaching materials - Make sure the qualities of teaching materials are good. - Assure proper record keeping and information correctness in data of the participants and the instructors - Work together with academic team in developing/updating the participants evaluation sheet - Arrange staff for data entry of daily monitoring - Lead in data interpretation, combined with self-observation during session - Prepare evaluation summary and report to management - Arrange weekly team meeting to share the results, interpretation and summary.
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A14-10

	<p>during the trip.</p> <ul style="list-style-type: none"> - Prepare the list of the participants who are eligible to be awarded the certificate - With assist from Assistant Director and Deputy Director, arrange to be ready of the certificates in time (before the closing ceremony) - Assure recording every event within the semester: opening/closing ceremony, field trip, talks, & so on. - With assist from Assistant Director and Deputy Director, prepare the expenses plan and actual expenses (relating courses). Through them again, request the expenses to be permitted from Account Division, MOC. Follow up to get the permission and cash to be spent, as per plan. - Coordinate with other units in event management: preparing invitation cards, list of the invited guests, agenda, event layout, catering, collecting back of materials/ equipment after the event. - Take the duties & responsibilities entrusted by the upper occasionally 	
<p>Superintendent ((Training of Trade Courses)</p> <ol style="list-style-type: none"> 1) Checking the training room (set-up), Assuring "the attendance list" is signed (by participants) 2) Distribute the teaching materials 3) Check projector & microphones before the session starts 4) Arrange transportation (for the instructors) 5) Arrange seating plan for the guests, who are invited to attend the opening & the closing ceremonies (to assure it is as per rank: like VIP, guests and participants) 6) Support in welcoming instructor (assure hospitability). Supervise the cleaner (to support 	<p>Two superintendents in this unit: one course management for advanced and another -course preparatory work.</p> <p><u>Preparatory work (Course Planning)</u> (<i>Mr. Myint Soe</i>)</p> <ul style="list-style-type: none"> - Arrange the announcement of "TTI courses opening soon" to be advertised via newspapers - Coordinate accordingly in timely distribution of teaching materials - Deliver the letter in persons to the instructors - Distribute the invitation cards/letters for opening/ closing events of TTI. <p><u>Course management (Advanced)</u> (<i>Ms. Yee Yee Than</i>)</p> <ul style="list-style-type: none"> - Responsible to sell and make registration relating participants' application ; assure explanation to the 	<p>***</p> <p><u>Course management</u></p> <ul style="list-style-type: none"> - Assure participants registration process (in recruiting process of new semester) - Cooperate with other course management staff in

<p>clean training atmosphere)</p> <p>7) Be ready to take the additional duties occasionally entrusted by the management.</p>	<p>prospective participants about the available courses in TTI</p> <ul style="list-style-type: none"> - After collecting the participants' registration papers, they are to be transferred to the TTI staff who is preparing the participants list (data recording) for coming semester - Arrange to send (via bank) the collected students training fees to Accounts Division, MOCHQ. - Responsible to keep record of bio-data of the participants (Advanced course) - Assure good hospitality to the instructors (for Advanced course) - Check and keep record on the participants' daily attendance list - Make sure distribution of teaching materials to the participants (Advanced) - Coordinate accordingly with the other units in operating opening and closing events of the semester - Check and monitor the class response and instructors' lecture of the course. 	<p>recoding participants' data and about the instructors.</p> <ul style="list-style-type: none"> - Assure training room set up in time. - Update daily attendance list of the participants. - Assure readiness & timely distribution of teaching materials and participants evaluation sheets (and also re-collection of evaluation sheets) - Assist in data entry – based on results of participants evaluation sheets - Assist in course/participants monitoring during the session.
<p>Deputy Superintendent ((Training of Trade Courses)</p> <ol style="list-style-type: none"> 1) Check training room: whether tables & seats are right in place and clean 2) Assure readiness of teaching materials' soft copies & hard copies availability (in time) 3) Check projector & microphones before the session starts 4) Arrange transportation (for the instructors) 5) Arrange seating plan for the guests, who are invited to attend the opening & the closing ceremonies (to assure it is as per rank: like VIP, guests and participants) 6) Be ready to take the additional duties occasionally entrusted by the management. 	<p><i>(Daw Tin Tin Hlwar)</i></p> <ul style="list-style-type: none"> - Prepare the participants record; data including age, education, work history, etc., after receiving the list of the (already registered) participants from management staff - Record and assure the information of the participants in each course. - Monitor the lectures and also proceed evaluation necessarily - Check the daily attendance list of the participants and report to management (course manager) - Assist the participants accordingly to their needs and requests, if any. - Responsible to check and assure the correct information (spelling of the name, national registration number, etc.) of the participants (who are entitled to be awarded) on their certificates (i.e. end semester course 	<ul style="list-style-type: none"> - Assist in participants registration process (in recruiting process of new semester) - Manage in arranging training room set up in time. - Assist in updating daily attendance list of the participants. - Assist in copying (teaching materials) and distribution of them (to the participants) - Copying evaluation sheets & re-collecting participants evaluation sheets - Assist in course/participants monitoring during the session.

	<p>certificate) and also to prepare carefully the list of the participants who will be awarded the certificate. Then, report the status to the course manager.</p> <ul style="list-style-type: none"> - Coordinate accordingly in opening and closing ceremonies, events of TTI. - When course manager has very busy schedule, she is responsible to contact with the instructor: confirm again and update about the session information. - Manage in timely distribution of the teaching materials to the participants. - Be ready to take the additional duties entrusted by the management. 	
Senior Clerk ((Training of Trade Courses)	<i>(Ms. Tin Tin Than)</i>	
<ol style="list-style-type: none"> 1) Letter IN-OUT : receiving & reporting 2) Support in making training room clean & tidy 3) Contribute in office works frequently 4) Assist the management accordingly as per their instructions 	<ul style="list-style-type: none"> - Responsible to assure the clean learning environment of the class rooms. - To arrange necessary things for the participants' coffee break: preparing coffee sachets, spoons, cups, hot water, tissues to be ready - Assist in welcoming of the instructors - Coordinate accordingly with the staff if there is the needs - Support in purchasing items & catering arrangement for the TTI events: talks/ seminars/ workshops - Be ready to take the additional duties entrusted by the management. 	<ul style="list-style-type: none"> - Update the participants - Assist in updating daily attendance list of the participants. - Assist in copying (teaching materials) and distribution of them (to the participants) - Copying evaluation sheets & re-collecting participants evaluation sheets - Assist in course/participants monitoring during the session.
Junior Clerk (Training of Trade Courses)		
<ol style="list-style-type: none"> 1) Assist in event' decoration for opening & closing ceremonies 2) Support in making training room clean & tidy 3) Be ready to provide services to the instructors depending on their needs during the session 4) Assist the management accordingly as per their instructions 	* Currently, no junior clerk in TTI.	

<p>Office Assistant (Head of office assistant)</p> <ol style="list-style-type: none"> 1) Prepare for "tea time" (30 minutes break time) for the participants 2) Making copies of the teaching materials 3) Check the cleanliness of the desks and the chairs of the training room 4) Assist the management accordingly as per their instructions 	<p>* Currently, no office staff in TTI.</p>	
<p>Office Assistant</p> <ol style="list-style-type: none"> 1) Letter IN-OUT : receiving & reporting 2) Support in making training room clean & tidy 3) Support to management in assuring hospitality related matter (for the instructors) 4) Be ready to take the additional duties occasionally entrusted by the management. 	<p>* Currently, no office staff in TTI.</p>	
<p>Daily worker ((Training of Trade Courses)</p> <p>*** No prescribed JD by MOC for "daily wages worker" because he/she is still not MOC staff.</p>	<p>(There are altogether 4 staff who can work with computer: typing, using some excel application. But among them, one person currently at Public Service Training, one -maternity leave. Thus, there are actually 2 staff who can use the computer at certain level)</p> <p>One staff who can use computer is still "Daily Wages Worker" in rank. But she is currently performing as the Junior/Senior Clerk especially in computer related matters: typing the documents, preparing readiness of the instructors' slides before the session, & other computerized documentation as per management' instruction.</p> <p>The following is her daily JD (actual one), shared by TTI:- <i>Su Mon Yee</i></p> <ul style="list-style-type: none"> - Type the documents, relating courses management (as she works at the trade training courses unit of TTI) - Type the documents, asked by the other units as they want to record their activities and other work status. 	<p>***</p>

	<ul style="list-style-type: none"> - Support in course management together with other senior staff (Basic course) - Assist in class room set up: computer & projector to be ready before the session - Assist in providing soft copies (files) of the lectures -to the participants when they put request. - Coordinate accordingly in opening and closing ceremonies, events of TTI. - Be ready to take the additional duties entrusted by the management. 	
<p>Assistant Director (Seminars/Workshops Supporting & Administration)</p> <ol style="list-style-type: none"> 1) Support Deputy Director and Director via performing the duties related with organizing and managing seminars/ workshops. 2) Manage the trade trainings workshop/ talks. 3) Continuously submit the requirements in supporting seminars/workshops also prepare and inform the strong and the weak points in supporting related matters. 4) When TTI was offered to arrange for the talk by the foreign organization, TTI is needed to report to Ministry for the permission – Talk in TTI. In TTI' report to Ministry, it is needed to attach the initial offer/ proposal from the organization, scheduled date, time, place, topic (contents), particular name of that organization, name list of the speakers and also to express who are going to be invited for that talk (number of people to be invited, their department/organization). 5) After getting approval (for the talk) from the Minister' office, and if it is required to proceed submitted further to the Foreign Policy Committee or Governmental office (for their permission to conduct the talk), the Director General should be signed (for acknowledgement) and submit to 	<p><i>* Initial Assistant Director (Seminars/Workshops) was promoted to "Deputy Director" by 26th November 2013. He will later transfer to other Ministry. (Timing – not known)</i></p> <p><u>Observation (JICA project team):</u></p> <ul style="list-style-type: none"> - TTI staff always prepare report to MOC daily, weekly, monthly, yearly, and so on, as the usual custom of governmental office procedures - Most of the reports are prepared to express the description of the event: simple event report - Less focus in analytical view: strength, weaknesses, lessons learned etc. - On the other hand, more of the reports, they sent, come to be recorded in NPT MOC filing – less providing advice or feedback from the management via submitting report. - Seemingly, MOC management provides advice, comments, feedback simply via meetings (one to one or group meeting). 	<ul style="list-style-type: none"> - Lead in planning & execution of events & functions of TTI (business talk, seminars, workshops, field trip, dinner, opening and closing ceremonies) - Identify and facilitate discussions and decisions about issues, affecting events - Procure all necessary event permits and sanction - Manage and control event expenditures within agreed budgets - Work together with the unit: training of trade training (Academic/Course management) in planning activity schedule of TTI within one semester: numbers of talks, scheduled date of courses and other events - Lead in the whole event management planning and execution for the sake of maximizing positive results and meeting TTI' event objectives and goals. - Develop and maintain the SOP for production of events in keeping good image and reputation of TTI. - Prepare pre- and post- event analysis, present findings and make recommendations for improving services of TTI activities/events. - Prepare event report, including analysis and recommendation for future actions and improvements.

<p>National Minister Office together with drafted invitation letter.</p> <p>6) Then after getting approval from National office, prepare draft invitation letter and signature from Director General and to request National Ministry office to send the invitation letter to the offer country' organization: name of the organization and people listed, relating the talk.</p> <p>7) Simultaneously, it is required to ask the name list of people and their departments who are intended to attend the talk. If they are from the same Ministry, the signature from Director General (as for his acknowledgement) will be enough. However, for the people from the other Ministry, the (national) Ministry office should be proceeded to invite them to attend the talk.</p> <p>8) Prepare and submit the working plan (for the talk/workshop) to Ministry office.</p> <p>9) If there is the expenses for catering related matter (during talk/workshop); like cost for opening and closing ceremonies, it is to prepare the estimated expenses in details and submit to the Director General for his permission to use the cost for mentioned matter.</p> <p>10) Before the invitation to the people, who are intended to attend, their name list is to be prepared, submitted in advance (earlier than the event) to Director General for his approval on inviting them to the training/workshop. Then after he permits them, it is to proceed for invitation matter.</p> <p>11) Prepare the attendance book, to be signed by all participants (not to miss even single one) and assure of every attendant leaves their signature there.</p> <p>12) Arrange the responsible in-charge (staff) for the particular event (opening & closing ceremonies) before the actual event. Then assign him/her the necessary duties and responsibilities for the event.</p> <p>13) Relating with the actual implementation (of the event), it is required to assign staff for necessary</p>		
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A14-15

A14-16

<p>administrative/managerial works; assuring the attendants' sign in attendant sheet, test-run of microphones, requesting the speakers to share the materials (soft copies) before the event, arrange projector ready for the speakers if they intend to use "power point" for their session, plan to report necessarily step by step if someone (higher authority) come to the event with plan, make rooms for them (for ad hoc important guests).</p> <p>14) Plan and prepare for the necessary transportation matters.</p> <p>15) Arrange seating plan properly; VIP rows, participants' row and places for the staff to sit in rank.</p> <p>16) Before the actual event starts, it is required to make plan in attaining necessary support from respective units to arrange ceremonies set up, assure power points preparation, catering matters, accordingly.</p> <p>17) If there is advanced cash withdrawal, it is to be settled back in time – within 3 days from the date of event completion.</p> <p>18) To reduce problems relating with budget matters, it is needed to spend the expenses in line with account/ financial procedures and forms: make sure organizing and arranging expense sheet, voucher, etc.</p> <p>19) After finishing the event, take time to discuss & share back among the staff members about the strong points and the weak points in managing event.</p> <p>20) For yearly budget plan, it is needed to prepare estimated expenses by the month of September, in line with prescribed budget titles/ account titles. If there is the expense, which is not actually prescribed in the allowed titles, it will not be allowed to spend. Need to make such plan systematically.</p> <p>21) Taking the duties and responsibilities entrusted by the upper level occasionally</p>		
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<p>Staff officer (Seminars/Workshops Supporting & Administration)</p> <ol style="list-style-type: none"> 1) Support Deputy Director and Assistant Director via performing the duties related with organizing and managing seminars/ workshops. 2) Perform the tasks, assigned by the senior management, further to supporting seminars/ workshops 3) Continuously prepare and submit of the work requirements, further to own unit 4) Assign the staff to take care of the event management (opening / closing ceremonies) and assure jobs/ duties allocation of them (in organizing and managing the event). 5) Relating with the actual implementation (of the event), it is required to assign staff for necessary administrative/managerial works; assuring the attendants' sign in attendant sheet, test-run of microphones, requesting the speakers to share the materials (soft copies) before the event, arrange projector ready for the speakers if they intend to use "power point" for their session, plan to report necessarily step by step if someone (higher authority) come to the event with plan, make rooms for them (for ad hoc important guests). 6) Plan and prepare for the necessary transportation matters 7) Arrange seating plan properly; VIP rows, participants' row and places for the staff to sit in rank. 8) Before the actual event starts, it is required to make plan in attaining necessary support from respective units to arrange ceremonies set up, assure power points preparation, catering matters, accordingly. 9) If there is advanced cash withdrawal, it is to be settled back in time – within 3 days from the date of event completion. 	<p>*** No staff officer till up to November 26, 2013. *** Later, one officer was appointed and she will start perform the duties from December' 13 onwards.</p>	<ul style="list-style-type: none"> - Assist the Assistant Director in event management - Lead the junior staff in event planning and execution matters: : event preparation, arrange food and beverage, check audio-visual equipment, arrange event backdrop, ensure appropriate décor (floral), attendance sheet, workshop feedback sheet etc. - Keep track of event finances including check requests, invoicing, and recording, to be in line with planned (event) budget and assure to spend and record as per financial rules of MOC. - Ensure distribution and collection of "workshop feedback sheet." - Manage the junior staff for data entry. Assist management in making data interpretation and preparing event report. - Manage and maintain up to date records and files for all events. - Support Assistant Dir. in his/her preparation of event report.
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A14-18

<p>10) To reduce problems relating with budget matters, it is needed to spend the expenses in line with account/ financial procedures and forms: make sure organizing and arranging expense sheet, voucher, etc.</p> <p>11) Lead and manage the office (administrative) matters.</p> <p>12) Assign, check and monitor the performance of the staff: Superintendent, Assistant Superintendent, Senior Clerk, Junior Clerk, General office worker. Report about their performance status accordingly.</p> <p>13) Assure to take the additional duties and works, assigned by the senior management.</p>		
<p>Superintendent (Seminars/Workshops Supporting & Administration)</p> <p>1) Support work of Assistant Director & Staff Officer</p> <p>2) Responsible to make sure proper decoration of events: opening & closing ceremonies</p> <p>3) Prepare & manage transportation arrangement</p> <p>4) Prepare earlier and assure proper seating plan of the invited guests: VIP & participants (arrange as per their rank)</p> <p>5) Inform and work together with other units in arranging power-point presentation, catering arrangement matters. Assure team work in such event management.</p> <p>6) Report management the performance status of the Assistant Superintendent, Senior Clerk, Junior Clerk and Officer Assistant.</p> <p>7) Be ready to take the additional duties occasionally entrusted by the management</p>	<ul style="list-style-type: none"> - Arrange invitation cards/letters for the invited guests - Arrange back-drop at the event hall (vinyl printing) - Prepare and report the management the estimated cost for the event; assuring the spending at event management related expenses; prepare report of cash settlement with evidence (voucher) - Assure good hospitality during the event; catering for VIP guests, as well as the participants and other guests - Assist occasionally to "courses management team" in making confirmation of the instructors, call to send teaching materials in time, arrange to provide transportation for the instructors necessarily - Coach the junior staff (OTJ training) accordingly 	<ul style="list-style-type: none"> - Assist management in preparatory work for the event - Under management direction, work together with staff from other units in event execution matters; e.g. room set-up, audio-visual set up etc. - Responsible in reception: Welcome participants and assure their attendance (signature) on the list. - Arrange junior staff in making and maintaining the event environment clean, safe and tidy. - Support management in assuring good event implementation practices throughout the events.

<p>Deputy Superintendent (Seminars/Workshops Supporting & Administration)</p> <ol style="list-style-type: none"> 1) Manage the welcoming plan, invitation related work for the event. 2) Prepare earlier on transportation matter 3) Prepare earlier the searing plan: the invited guests: VIP & participants (arrange as per their rank) 4) Inform and work together with the other units in Arranging power-point presentation, catering arrangement matters. 5) Coordinate accordingly with the Media group (if it is arranged): video recording, microphone, amplifier, sound box and projector – all should be smoothly used. 6) Be ready to take the additional duties occasionally, entrusted by the management. 	<p><i>Ms. Lwin Thandar Htun</i></p> <ul style="list-style-type: none"> - Responsible person for computer application related matter: typing documents, preparing slides, and other documentation as per management' directives <p>** cannot get the actual daily job, prepared by her as she is currently on maternity leave (as of November 2013)</p>	<ul style="list-style-type: none"> - Assist the management in preparing "feedback sheet", distribution and collection back. Make Data entry and report to management - Keep record of all teaching materials, used in talk, seminars, short courses.
<p>Senior Clerk (Seminars/Workshops Supporting & Administration)</p> <ol style="list-style-type: none"> 1) Assure letter IN-OUT are properly recorded and good filing management 2) Coordinate accordingly with the Media group (if it is arranged): video recording, microphone, amplifier, sound box and projector – all should be smoothly used. 4) Meeting minutes taking & recording 5) Be ready to take the additional duties occasionally, entrusted by the management 	<p>Administration (More on MOC Admin. Side) <i>Ms. Khin San Win</i></p> <ul style="list-style-type: none"> - Manage letter in-out between HQ & TTI (daily basic). - Check & record of letters and directives from the higher level management, circulate them to the other TTI staff (as per instructions) - Assure monthly salary related matters for TTI staff (HQ transferred salaries of all TTI staff via KBZ Bank and she needs to go to the bank, withdraw all, arrange to settle individual staff to get the salary in time) - Arrange allowance distribution to all TTI staff occasionally (when HQ shares some cash as welfare allowance: e.g. allowance given as being Thadingyout festival) - Assure all staff welfare related matters - Follow up and take actions for administrative related instructions from HQ MOC - Assist in foreign training program matter: HQ send mail/document relating the announcement of seminar/training in other countries, she then circulates the news to all staff, collect the name list who are 	<p>***</p>

A14-19

	<p>interested to attend the training and send the list to HQ) (Later she needs to tell the respective person if that one is selected to go to foreign training, decided by the upper level management in HQ)</p> <ul style="list-style-type: none"> - Every week day at 3pm, she needs to report (via mail or fax) the HQ about the TTI status; in terms of staff attendance, working tasks between JICA & TTI, other update of TTI like how many students are registered today 	
<p>Junior Clerk (Seminars/Workshops Supporting & Administration)</p> <ol style="list-style-type: none"> 1) Assist in event management 2) Make seminars/workshops & meetings clean and tidy 3) Register every letter IN-OUT, distribute it accordingly and assure filing (keeping records) 4) Be ready to take the additional duties occasionally, entrusted by the management 	<p>Administration</p> <ul style="list-style-type: none"> - Check letter in-out between HQ & TTI and report to management - Provide typing services for letter out from TTI – office related matters - Assist the workshop team in event management necessarily 	

<p>Assistant Director (Library)</p> <ol style="list-style-type: none"> 1) Support Deputy Director and Director via performing the duties related with managing the library. 2) Manage all tasks of library. Assure job allocation stating from Staff officer towards the junior worker. Monitor them whether they really contribute in their assigned tasks. 3) Prepare & keep daily records: existing ledger, books rental ledger and new books arrival ledger. Place in order of the books; as per their alphabetical sequences (orders). 4) Check and monitor of the books in library – year by year. Keep record of book conditions: good, old, damaged etc. Check systematic books storage or placement in (shelf/cabinets). Make separate storage places for very valuable books. Check whether they are clearly differentiated and keep as per their books categories among books of up to date trading businesses, books for educational stuffs, books related with health, literature, politics and general knowledge. 5) Confirm the cleanliness of the library; make prevention and actions plan not to happen fire breakage. 6) Study, prepare and inform of the necessities relating the library management. 7) Take needed actions for successfully establishing the library in Yangon district office in defined location. 8) For the books, transferred by the Yangon district office, it is needed to keep record and prepare for rental systematically, in line with library management matters. 9) Prepare to be transferred the books from the library in NPD, keep book records according to library management rules and arrange for the rental subsequently. 	<p><i>Ms. Win Win San</i> <i>Currently under Medical Leave (Nov-December'13)</i></p> <ul style="list-style-type: none"> - She is assigned to take both management of Library and Finance. Generally, library is to be managed as per guideline from MOC HQ (as TTI library is very new in stage) - Further to financial management, she somehow assigns to manage the overall TTI expenditure – not to lose track on MOC financial guidelines and budget. 	<ul style="list-style-type: none"> - In charge in implementing library management as per MOC HQ guidelines - Assure and manage convenience information accessibility, in library services - Manage the budget for library and information services - Advise to order materials/books and maintain record them - Analyse and evaluate library and information services periodically. - Prepare reports related to library and information services - Promoting the use of the library through displays, information materials (leaflets) or creating library activities (small talk in library). - Establish open and good communication with other Ministries/ Embassies/ Organizations, especially to the one which has its own library.
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<p>10) For yearly budget plan, it is needed to prepare estimated expenses by the month of September, in line with prescribed budget titles/ account titles. If there is the expense, which is not actually prescribed in the allowed titles, it will not be allowed to spend. Need to make such plan systematically.</p> <p>11) Taking the duties and responsibilities entrusted by the upper level occasionally</p>		
<p>Staff officer (Library)</p> <ol style="list-style-type: none"> 1) Support Deputy Dir. & Assistant Dir. relating library unit' management 2) Monitor the performance of Superintendent, Deputy Superintendent, Senior/Junior Clerk, and Office Assistant and report the management subsequently. 3) Manage in accepting (books hand-over/ book sharing) from NPT Library and arranging them to keep in TTI as per prescribed standards & rules. Later, to arrange them for rental. 4) Closely and continuously monitor the performance of the library management. Make review. Prepare the strength and the weakness in current situation. Report to management 5) Make study of the library, opened in other Ministries & organizations, also the private libraries, and propose the management "what are the taken points in making TTI library better". 6) Make sure clean environment of library, tidy book arrangement, maintained books from possible natural damage and minimized book loss and damage. 7) Taking the duties and responsibilities entrusted by the upper level occasionally. 	<p><i>Ms. Thi Thi Swe</i></p> <ul style="list-style-type: none"> - Manage other library staff in purchasing new books as per guideline from management (library in MOC HQ) - Check vouchers & item regularly (assure actual spending) - Monitor the performance of the library staff as per plan: making coding system, placing books as per order etc. - Prepare to take actions accordingly for every directives/ instructions from library management at MOC HQ. - Start taking financial management role (November 2013): checking the vouchers of every spending (TTI) 	<ul style="list-style-type: none"> - Be knowledgeable of library services and able to answer and record reference questions. - Ensure all materials are coded/ recorded/ updated, as per MOC library standards. - In charge in making library services' assessment - Manage purchasing new books. Check (if any) book requests by the participants - Manage in accepting donated materials and books - Coach the staff to positively response on the participants' requests - Manage update information of library members: data management on library members

<p>Superintendent (Library)</p> <ol style="list-style-type: none"> 1) Manage books in/ books out of the library, keep record the list, place the books as per alphabetical order 2) Keep record of new books arrival: date and day. Position them systematically in the library 3) Record daily on books in/ books out/ books rent 4) Report the management the performance status of assistant superintendent, senior clerk, junior clerk and office assistant 5) Taking the duties and responsibilities entrusted by the upper level occasionally. 	<p><i>(Ms. Win Mar, Ms. Ma Ma Gyi)</i></p> <ul style="list-style-type: none"> - Code and classify the books, publications and other library materials based on subject matters - Keep records of circulation and materials - Purchase the books and publication as per purchasing book list plan, prepared and instructed from library MOC HQ. - Assist in designing library member card, send it to library MOC HQ 	<ul style="list-style-type: none"> - Ensure accurate book list - Maintain book inventory and updating book status - Maintain coding system as per guidelines - Arrange books to display as per plan/management advice - Quick reply (report) to (daily) request made by the participants/ members. - Guide the members how to find the books as per coding systems/cabinets/shelf - In charge in arranging membership application, registration and date recording.
<p>Deputy Superintendent (Library)</p> <ol style="list-style-type: none"> 1) Need to record & update on book ledger: registered ledger, "rent" ledger, list of book condition: old, new, damaged, & so on 2) Update on stock card: book-in, book-out and balance list, as per library guidelines & systems. 3) Prepare the books list relating trading businesses, year by year thoroughly. 4) Taking the duties and responsibilities entrusted by the upper level occasionally. 	<p><i>(Ms. Thet Thet Swe)</i></p> <ul style="list-style-type: none"> - Code and classify the books, publications and other library materials based on subject matters - Keep records of circulation and materials - Purchase the books and publication as per purchasing book list plan, prepared and instructed from library MOC HQ. - Assist in designing library member card, send it to library MOC HQ 	<ul style="list-style-type: none"> - Explain the members the use of library facilities, resources (books), equipment (copier/printer), and services (internet) and also to provide information about library policies. - Code, classify, and arrange books as per subject matters. - Update members list and information.

<p>Senior Clerk (Library)</p> <ol style="list-style-type: none"> 1) Prepare the book list as per year and also as per subject matter: Education, Health, Literature, Politics, General Knowledge 2) Assure good maintenance of the books: safe, not dirty and covered systematically. Keep it recorded too. 3) Every book should contain the <u>card at the back cover</u>: noted date of rental, date of return etc. 4) Taking the duties and responsibilities entrusted by the upper level occasionally. 	<p><i>** no clerk currently (December 2013)</i></p>	
<p>Junior Clerk (Library)</p> <ol style="list-style-type: none"> 1) Make sure alphabetical order (arrangement) of the books (on the shelf/in the cabinet) 2) Every book should contain the card at the back cover: noted date of rental, date of return etc. 3) Keep record of books' condition: good (new), old, damaged ones, etc. 4) Taking the duties and responsibilities entrusted by the upper level occasionally. 	<p><i>** no clerk currently (December 2013)</i></p>	
<p>Office Assistant (Library)</p> <ol style="list-style-type: none"> 1) Arrange Book IN-OUT in order. 2) Make library & books clean, safe and less damages 3) Assure "switch off" of electricity, fan & lock the door. 4) Taking the duties and responsibilities entrusted by the upper level occasionally. 	<p><i>*** no office assistant currently (December 2013)</i></p>	

A14-24

Appendix 15

TTI Course Guideline (draft)

Course Guideline

International Trade Basic Course Batch (4)

December 16, 2013 – April 11, 2014

Trade Training Institute

Directorate of Trade

Ministry of Commerce

1. Purpose of this training course and its characteristics

1.1 Objective of Opening Trade Training Institute

Trade Training Institute (TTI) was started to open at the Yangon Region office of Ministry of Commerce in April 2012. For the development of Myanmar's trade industry, TTI is intentionally opened for private sector business people to obtain knowledge and skills to do international trade, to bear the new exporters and traders, who can keep abreast with the international, and to carry out human capacity development in trade, which is important for trade promotion, a part of preparation for the implementation of ASEAN Economic Community (AEC) in 2015.

1.2 Strength of TTI

As TTI is under the administration of the Ministry, international organizations such as JICA and UNESCAP contribute to the improvement of TTI's curriculum, betterment of training management and provision of trade training, and local and international economic experts offer economic talks at TTI. Since TTI instructors include professors and lecturers from the Institutes of Economics and officials from trade-related Ministries, training participants are more aware of practical trading procedures.

Another strength of TTI is that it is also possible for TTI to arrange the opening of TTI branches in other Regions and States. Besides, TTI is offering short trade courses in some Regions and States in addition to 4-month long courses offered in Yangon.

1.3 Advantages for Training Participants

Regarding their business activities, training participants can take advantage of discussing with TTI instructors, especially with the University professors and officials of the trade-related Ministries. Also, TTI's theoretical and practical teachings-- starting from how to establish a company up to export/import and payment mechanism--benefit much both the business people and those who are to start doing business.

Training participants can also benefit from business talks and special talks offered by domestic and international economic experts in terms of business and trade knowledge of ASEAN and other Asian countries. Because the modules offered by TTI are able to meet the real needs of trade and business functions, training participants will become trade and business entrepreneurs, who can compete internationally. As the training participants include some company owners and directors, the other participants, who attend the training, seeking the job at the same time, can get acquainted with them and benefit getting the job eventually.

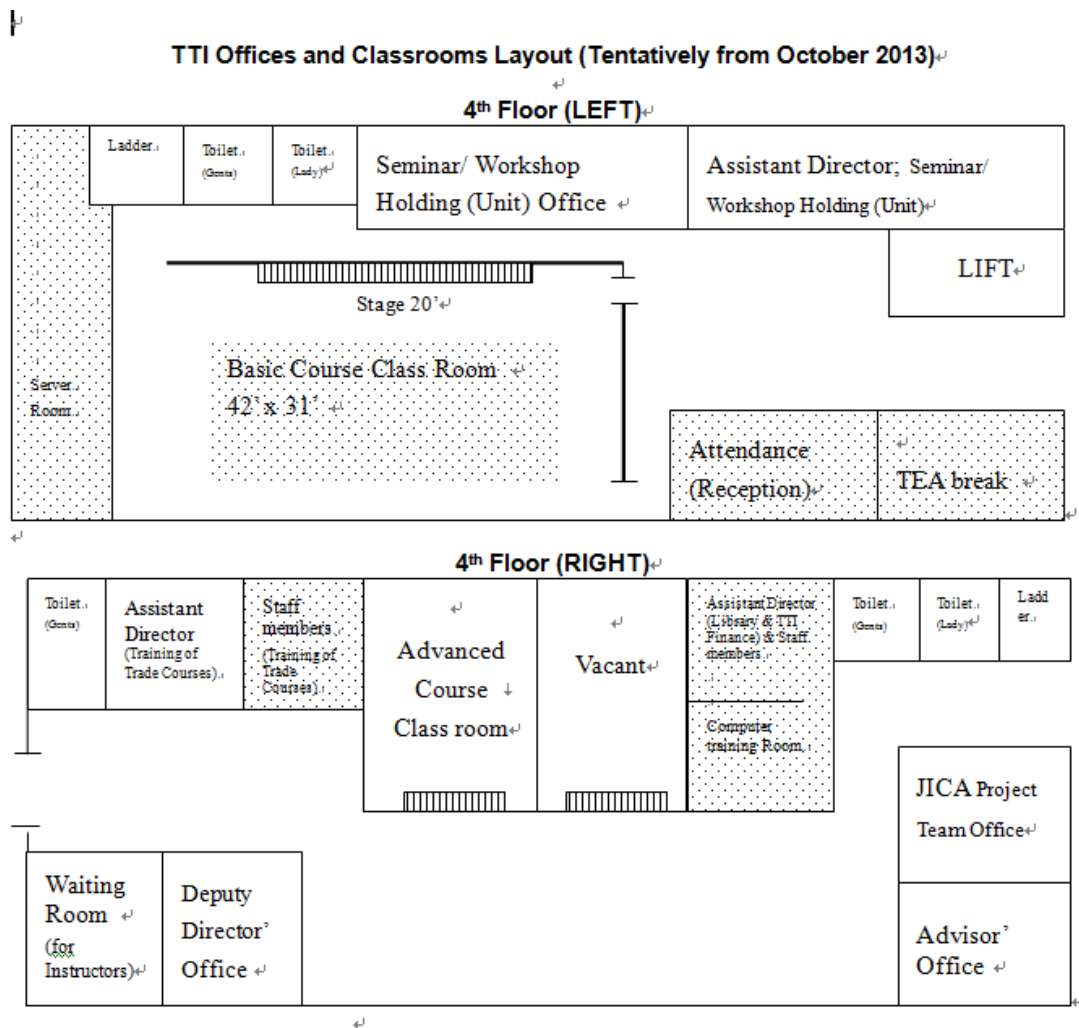
1.4 Strength of Basic Course

Upon the completion of basic course, participants themselves will be able to establish companies and

carry out investment and export/import activities. The participants also can become trade and business entrepreneurs keeping abreast with the international. The course is especially suitable to those who are short of trade and business knowledge and skills.

2. Layout of the trade training institute

2.1 Map of Layout



2.2 Facilities and Equipment

As of January 2014, the offices and classrooms of TTI are located on 4th floor in the Yangon Regional Office of the Directorate of Trade, MOC. There are two classrooms and two office spaces. A conference room of MOC on the 5th Floor is also used for conducting business talk. The current facilities and equipment which have been set up at TTI are shown in the following table.

In August 2013, the new unit, namely "Library and Finance" was established at 4th floor with 20 book cabinets: mainly economics, trading related books and other literature. Its operation started before the end of 2013, and then the participants are able to study by themselves and read reference books/materials in the library.

Table 2-1 Facilities of TTI

Classroom 1	Classroom 2	Conference room	Library
4 th Floor	4 th Floor	5 th Floor	4 th Floor
Max: 70 persons	Max:50 persons	Max: 300-400 persons	
OHP Screen 2 LCD Projector 2 White Board 2 Sound system 1 AC 4 Desks 35 Chairs 70	OHP Screen 1 LCD Projector 1 White Board 1 Sound system 1 AC 2 Desks 27 Chairs 54	OHP Screen 1 LCD Projector 1 Whiteboard 1 Sound system 1 ACs Desks & Chairs	White Board 1 Book cabinets 20 Chairs 10 Large tables 6 No AC No telephone

Source: TTI



Classroom 1 (4th Floor)



Classroom 2 (4th Floor)



Conference room (5th Floor)



Library (4th Floor)

3. Time schedule

December 16 (Monday), 2013: Opening Ceremony

9:00- 9:30	Registrations
9:30-10:30	Opening speech by the Deputy Union Minister
10:30-	Course Orientation

December 18 (Wednesday), 2013 to April 10/11 (Thursday/Friday), 2014

9:15- 9:30	Registrations
9:30-11:00	1st Session
11:00-11:20	Coffee Break
11:20-12:30	2nd Session

April 11 (Friday), 2014: Closing Ceremony (subject to change)

9:00- 9:30	Registrations
9:30-10:30	Closing speech by the Union Minister

4. Rules for the Participants

- 1) All participants shall bring "the participant' ID" and arrive to the training room by 9:15am daily.
- 2) Participants are required to leave the signature in "the attendance sheet", every time they come to the training room to attend the session.
- 3) If the participant is going to be absent the lecture for variety of reasons, he/she needs to inform first to the course management office.
- 4) Participants are responsible to complete 75% attendance. Otherwise, the course certificate will not be awarded.
- 5) Participants are required to sit for tests/examinations, arranged by TTI and also needed to get certain level of marks (i.e. participants must pass tests/exams). Otherwise, the course certificate will not be awarded.
- 6) During the lecture time, kindly avoid making loud conversations, teasing, having snacks, leaving the training room without permission.
- 7) Participants are required to "switch off" the cell phone or put it in "silent mode".
- 8) Participants are to wear the costume as per Myanmar cultural ways.
- 9) Participant can directly inform to "course manager/leader", if he/she has some issues/difficulties, during attending the course.
- 10) Participants need to actively participate in group work and assure cooperation, during attending the course.
- 11) The admission of the course will be canceled if the participants do not follow the prescribed rules by the institute.

5. Basic Course Outline

International Trade (Basic Course)	
Objective	Participants will obtain basic knowledge on international trade practice and theory.
Frequency	Three days in a week (Mondays, Wednesdays, Fridays)
Participants	Fourth: 78 persons
Qualification	Persons holding at least bachelor's degree
Training fee	Kyat 100,000 / participant
Instructors	Fourth: total 28 instructors from MOC, other ministries, universities and the private sector
Requirement for completion	Attendance ratio of 75% or more, and Examination score of 40% or more
Completion ratio	First: 74 persons of 88 persons completed the course (84.1%) Second: 71 persons of 85 persons completed the course (83.5%) Third: 70 persons of 89 persons completed the course (79%)
Business Talk	
Objective	Participants will get knowledge and learning exposure in of trading business, emphasized more in international trade and its business policies and practices
Period and Frequency	8 talks are arranged during December 16, 2013 to April 11, 2014
Participants	Open to Public. Participants of both Basic and Advanced Courses are requested to attend them as the talks are included in their curriculum.
Subjects	<ul style="list-style-type: none"> ➤ Reintegration of Myanmar into the Regional & World Economy by getting Macroeconomic Fundamentals Rights ➤ Role of ICT in International Trade Business ➤ Trade Facilitation (Customs) ➤ Trade & Investment Relations between Myanmar & Japan
Instructors	Total speakers of the special talk/ business talks are 5 International Experts and 2 local experts for altogether 8 different topics.

6 Modules of Basic Course

No	Module/Sub Module	Subject	Unit
1.	International Trade Business Related Theory & Policy		15
	Course Orientation	Importance of Trade & Export Led Growth Model	1
	Economics	Growth & Development, Global Economic Issues	2
	Business Law	Incoterms, Foreign Investment Law & Myanmar Citizens Investment Law, MIC Permit	2
	Business Management	Business Ethics	2
	Marketing	International Marketing, Market Research	2
	Finance	Foreign Exchange Transactions, Stock Market	2
	Information Technology	IT Application in International Trade	1
	Trade & Industrial Policy	Standardization Policy and Technical Regulation, WTO and SPS Agreement, SME Development & Industrial Policy of Myanmar, SME	3
2.	International Trade Business Related Process & Procedure		6
	Business formalization	Company Establishment, Registration & Extension	1
	Business negotiation	Main points in Sale Contract (Importers/Exporters)	1
	Export & Import Procedure	Pre-shipment Inspection, HS Code, Customs Valuation, Custom Clearing Procedures-Export Clearing Procedures-Import Clearing Procedures	4
3.	International Trade Business Practice & Case Study		10
	Import/Export Transaction Practice	IETPS (1): Introduction to Trade, Mechanism of L/C, Major points in Sale Contract to be fully aware by Exporters, IETPS (2): Importer/Exporter Registration (Procedures), IETPS (3): Exporter License/Permit application (Procedures + Practical filling-documentation, IETPS (4): Importer License/Permit application (Procedures + Practical filling-documentation, IETPS (5): FDA Certificate (System for Food & Drug Importation & Exportation), IETPS (6) Payment (L/C), IETPS (7): Declaration ED/ID, IETPS (8): Shipping Documents, Practical Session: Doing exercise on Shipping Documents	9
	Country/Area Investment & Trade Case Study	Export/Import Procedures: India	1
Total			31

7 Syllabi of Each Subject

7.1 International Trade Business Related Theory & Policy

(a) Course Orientation

Subject	Importance of Trade
Module	International Trade Business Related Theory & Policy
Sub-module	Course Orientation
Lecturer	Dr. Maung Aung, Advisor (MOC)
Syllabuses	<ul style="list-style-type: none"> ➤ Importance of trade ➤ Nature of trade ➤ How to collect trade data ➤ Type of foreign trade ➤ Significance of foreign trade (trade indicators) ➤ Trade patterns and trends ➤ Term of trade and balance of trade ➤ Export & Import of Myanmar ➤ Trade potential & Challenges ➤ Reviewing Myanmar strategic potentials

(b) Economics

Subject	Export Led Growth Model
Module	International Trade Business Related Theory & Policy
Sub-module	Economics
Lecturer	Dr. Maung Aung, Advisor (MOC)
Syllabuses	<ul style="list-style-type: none"> ➤ Global Economic Scenario ➤ Huge potential for Trade Development ➤ Export Led Growth Model (ELG model) ➤ 4 Stages of ELG model ➤ Second tier NIEs (Thailand, Malaysia, Indonesia, Mexico) ➤ ELG model China ➤ Conclusion

Subject	Growth & Development
Module	International Trade Business Related Theory & Policy
Sub-module	Economics
Lecturer	Professor Kyaw Min Htun, Pro-rector (Retired), Yangon Institute of Economics
Syllabuses	<ul style="list-style-type: none"> ➤ Growth & Development ➤ New concept of development ➤ Core value of development ➤ Measure of development (GDP) ➤ Country classification by development level ➤ Least developed countries (LDC/LLDC) ➤ Characteristics of developing countries ➤ Human development index (HDI) ➤ HDI of ASEAN countries

Subject	Global Economic Issues
Module	International Trade Business Related Theory & Policy
Sub-module	Economics
Lecturer	Mr. Khin Maung Nyo, Economist
Syllabuses	To be confirmed

(c) Business Law

Subject	INCOTERMS
Module	International Trade Business Related Theory & Policy
Sub-module	Business Law
Lecturer	U Tin Maung Win, Director (Retd.) Directorate of Trade, MOC
Syllabuses	<ul style="list-style-type: none"> ➤ Introduction/ Objectives ➤ Organization of INCOTERMS ➤ Shippers' & Sellers' Responsibilities ➤ Incoterms 2010

Subject	Foreign Investment Law & Myanmar Citizens Investment Law, MIC Permit
Module	International Trade Business Related Theory & Policy
Sub-module	Business Law
Lecturer	Daw San San Myint (FIL), Deputy Director & Daw Sandar (MCIL), Assistant Director, DICA
Syllabuses	<ul style="list-style-type: none"> ➤ Establishing Law ➤ Purposes of Myanmar Citizens Investment Law ➤ Getting permission from respective States/ Divisions ➤ Major factors to be included for Myanmar Citizen Investment ➤ Tax reliefs & exemptions ➤ How to become the Foreign own one from Myanmar Citizen ➤ Penalties, in line with Investment Law

(d) Business Management

Subject	Business Ethics
Module	International Trade Business Related Theory & Policy
Sub-module	Business Management
Lecturer	Department of Management Studies, Yangon Institute of Economics
Syllabuses	<ul style="list-style-type: none"> ➤ Ethics ➤ Ethical Issues and Dilemma in business ➤ Criteria for Ethical Decision Making ➤ Ethics and Wealth ➤ Work Ethics ➤ Ethics and Management ➤ Individual Ethics ➤ Ethics and Environment ➤ Ethical Organization

(e) Marketing

Subject	Marketing Research
Module	International Trade Business Related Theory & Policy
Sub-module	Marketing
Lecturer	MMRD
Syllabuses	<ul style="list-style-type: none"> ➤ International Marketing: A Definition ➤ Environmental Adaptation Needed ➤ Developing a Global Awareness ➤ Global Governance ➤ Institutions in International Trade ➤ Protectionism and Trade Barriers ➤ International marketing and Market Research ➤ International marketing Control

Subject	International Marketing
Module	International Trade Business Related Theory & Policy
Sub-module	Marketing
Lecturer	Dr. Htein Lynn, Director
Syllabuses	<ul style="list-style-type: none"> ➤ How to Create Customers ➤ Strategic Planning and the Marketing Process ➤ SWOT ➤ Marketing mix strategy ➤ The market and demand ➤ Pure competition markets ➤ Monopolistic competition & Oligopolistic competition ➤ Pricing objectives ➤ Ways of entering new markets

(f) Finance

Subject	Stock Market
Module	International Trade Business Related Theory & Policy
Sub-module	Finance
Lecturer	Mr. Thet Htun Oo, Senior Manager, Myanmar Securities Exchange Center (MSEC)
Syllabuses	<ul style="list-style-type: none"> ➤ Capital Markets ➤ Flow chart: Financial Markets ➤ Funding Scheme (Flow of Money) ➤ What is an IPO? (Initial Public Offering) ➤ Advantages of Myanmar Companies ➤ How stock market works ➤ Corporate Governance ➤ Performance for the development of Securities Market ➤ Future Plan ➤ Limitation

Subject	Foreign Exchange Transactions
Module	International Trade Business Related Theory & Policy
Sub-module	Finance
Lecturer	Dr. Htein Lynn, Director, (DOT, MOC)
Syllabuses	<ul style="list-style-type: none"> ➤ Foreign Exchange Transactions ➤ Exchange rates ➤ The Foreign Exchange (FX) Markets ➤ Foreign Currency risk management ➤ Leading and lagging ➤ Netting ➤ Foreign Currency Derivatives ➤ Money Market Hedging

(g) Information Technology

Subject	IT Application in International Trade
Module	International Trade Business Related Theory & Policy
Sub-module	Information Technology
Lecturer	Mr. Myo Khing Win, Assistant Director, DOT, MOC
Syllabuses	<ul style="list-style-type: none"> ➤ Ministry of Commerce ICT Master Plan ➤ Commerce Website Myanmar Tradenet Website & Commerce Journal Website ➤ IELPS (Import Export License & Permit System) ➤ Border Trade Online System (BTOS) ➤ Company Registration (with Barcode System) ➤ E-Payment ➤ Trade data reporting system ➤ Price data system ➤ International & Domestic Market Information Network System ➤ Online Licensing System

(h) Trade & Industrial Policy

Subject	Standardization Policy & Technical Regulation
Module	International Trade Business Related Theory & Policy
Sub-module	Trade & Industrial Policy
Lecturer	Dr. Phyu Phyu Win, Director, MSTRD, Ministry of Science & Technology
Syllabuses	<ul style="list-style-type: none"> ➤ National Quality Infrastructure ➤ Standardization in Myanmar ➤ Standards Regulations, Procedure and Directives ➤ Standards and International Integration ➤ WTO / TBT ➤ Conformity Assessment ➤ MRA-Mutual Recognition Arrangement

Subject	WTO: SPS Agreements
Module	International Trade Business Related Theory & Policy
Sub-module	Trade & Industrial Policy
Lecturer	Mr. Than Aung Kyaw, Director, DOT, MOC
	<ul style="list-style-type: none"> ➤ Health and International Trade ➤ What does the SPS agreement Say? ➤ Who administers the SPS Agreement? ➤ Impact on international trade ➤ From the Tokyo Round Standards Code to the WTO TBT Agreement ➤ Definitions/Technical regulations and standards in the TBT Agreement ➤ Conformity assessment procedures ➤ Divergent regulations — costs for exporters

Subject	SME Development & Industry Policy of Myanmar
Module	International Trade Business Related Theory & Policy
Sub-module	Trade & Industrial Policy
Lecturer	Dr. Ei Shwe Sin Tun, Assistant Director, MOI
Syllabuses	<ul style="list-style-type: none"> ➤ Industrial background ➤ Industrial Policy of Ministry of Industry ➤ Strategies of Ministry of Industry for Myanmar Industrial Development ➤ Change of Structural Composition in Myanmar Economy (% of GDP) ➤ FDI Flow into Myanmar as of June 30, 2013 ➤ Investment Potential in Myanmar ➤ Strength Factors in the Economy of Myanmar ➤ Abundant Resources & Opportunity Investment ➤ SMEs (Private Sector) Development ➤ Industrial Zones, Registered Industrial Enterprise and Related Law ➤ Improvement of SME Policy ➤ Enacted Law for SMEs development ➤ Industrial Development Committee and Sub-committee

Subject	SME
Module	International Trade Business Related Theory & Policy
Sub-module	Trade & Industrial Policy
Lecturer	Dr. Maung Aung, Advisor, MOC
Syllabuses	To be confirmed

7.2 International Trade Business Related Process & Procedure

(a) Business Formalization

Subject	Company Establishment, Registration & Extension
Module	International Trade Business Related Process & Procedure
Sub-module	Business Formalization
Lecturer	Ms. Nilar Maw, Deputy Director, DICA
Syllabuses	<ul style="list-style-type: none"> ➤ Introduction: ➤ Types of Companies ➤ Companies under Myanmar Companies Act (for registration) ➤ Registration under the Myanmar Companies Act (MCA)

(b) Business Negotiation

Subject	Main points in Sale Contract (Importers/Exporters)
Module	International Trade Business Related Process & Procedure
Sub-module	Business Negotiation
Lecturer	Mr. Thein Lwin
Syllabuses	To be confirmed

(c) Export & Import Procedure

Subject	Pre-shipment Inspection
Module	International Trade Business Related Process & Procedure
Sub-module	Export & Import Procedure
Lecturer	Mr. Aung Kyaw Htoo, Business Manager, SGS Co. Ltd
Syllabuses	<ul style="list-style-type: none"> ➤ 3rd Party Inspection ➤ Necessary documentation (list of documents) for pre-shipment inspection ➤ Pre-shipment Inspection ➤ Pre-shipment Inspection Report ➤ Required tests (certificates) ➤ Check Points for containers ➤ Check – country instruction ➤ Recommendation

Subject	HS Code
Module	International Trade Business Related Process & Procedure
Sub-module	Export & Import Procedure
Lecturer	Mr. Nyein Chan Aung, Staff Officer, Custom Department, Ministry of Finance
Syllabuses	<ul style="list-style-type: none"> ➤ Customs Tariff of Myanmar 2012 ➤ Live animals; Animal Products ➤ Vegetable Products ➤ Minerals Products ➤ Wood & Articles of Wood ➤ Textiles & Textiles Articles ➤ Footwear, Headgear. Umbrellas etc. ➤ Machinery & Mechanical appliances; electrical equipment; parts ➤ Vehicles, aircraft, vessels & associated transport equipment

Subject	Custom Clearing Procedures-Export Clearing Procedures-Import Clearing Procedures
Module	International Trade Business Related Process & Procedure
Sub-module	Export & Import Procedure
Lecturer	Mr. Nyi Nyi Aung, MCBA
Syllabuses	<ul style="list-style-type: none"> ➤ Export Clearance Procedures Port Physical Examination/ Post Shipment Procedures ➤ Import Clearance Procedures Duty Exemption Goods/ Prohibited Import Goods/ Limited Import Goods

	<ul style="list-style-type: none"> ➤ Vision of Customs Department ➤ ASEAN Customs Vision 2020 ➤ Customs Tariff of Myanmar 2012 ➤ Myanmar Port Authority (Shipping Agency Department) ➤ Maritime Transport Services Supervisory Committee (MTSSC) ➤ On Line ACDD Discussion for Import and Export issues
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Subject	Custom Valuation
Module	International Trade Business Related Process & Procedure
Sub-module	Export & Import Procedure
Lecturer	Mr. Khin Maung Lynn, Staff Officer, Custom Department, Ministry of Finance
Syllabuses	<ul style="list-style-type: none"> ➤ Valuation System ➤ Definition: Custom Value ➤ WTO valuation agreement ➤ The Burma Custom Appraising Manual ➤ Flow diagram of Valuation Process ➤ Catalogue Price--→FOB Price ➤ FOB--→ CIF ➤ Custom Value

7.3 International Trade Business Practice & Case Study

(a) Import/Export Transaction Practice

Subject	IETPS (1): Introduction to Trade, Mechanism of L/C, Major points in Sales Contracts to be fully aware by Exporters
Module	International Trade Business Practice & Case Study
Sub-module	Import/Export Transaction Practice
Lecturer	Mr. Tin Maung Win, Director (Ret.) (DOT, MOC)
Syllabuses	<ul style="list-style-type: none"> ➤ CONTRACT ➤ Seeking The Potential BUYERS ➤ INCOTERMS ➤ Modes of payment allowed under Export Business ➤ Opening of the Letter of Credit payment ➤ Yangon Port Position ➤ Shipping Terms ➤ For Chartered Vessel ➤ Shipping Instruction (SI) ➤ Shipping Documents

Subject	IETPS (2): Importer/Exporter Registration (Procedures)
Module	International Trade Business Practice & Case Study
Sub-module	Import/Export Transaction Practice
Lecturer	Mr. Hla Tun, Deputy Director, DOT, MOC
Syllabuses	<ul style="list-style-type: none"> ➤ Procedure for Importer/Exporter Registration ➤ Types of Importer/Exporter Registration

	<ul style="list-style-type: none"> ➤ Registration Fees ➤ Application for Importer/Exporter Registration ➤ Issue of Importer/Exporter Registration
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Subject	IETPS (3): Exporter License/Permit Application (Procedures + Practical filling- documentation)
Module	International Trade Business Practice & Case Study
Sub-module	Import/Export Transaction Practice
Lecturer	Mr. Soe Win Maung, Deputy Director, DCCA, MOC
Syllabuses	<ul style="list-style-type: none"> ➤ Rules & Regulation ➤ Foreign countries, Allowed to Export ➤ Port Nomination in Country for Trading with Foreign Country ➤ License fees & other expenditure for export license ➤ Validity of Export License ➤ Procedures to obtain export license at Yangon Division Office ➤ Export License Procedure (Nay Pyi Taw HQ) ➤ Documents needed to attach when license application ➤ Export License Validity Extension ➤ Cases which are applicable to export permit ➤ Export License Amendment ➤ Cancellation and Repealing of Export License

Subject	IETPS (4) Importer License/Permit Application (Procedures + Practical filling- documentation)
Module	International Trade Business Practice & Case Study
Sub-module	Import/Export Transaction Practice
Lecturer	Mr. Soe Lwin, Director, Import Division, DCCA, MOC
Syllabuses	<ul style="list-style-type: none"> ➤ Import Policy ➤ Data on Import Licenses ➤ Import Systems ➤ Application of Import License ➤ Eligible items to apply for Import License at Yangon Office ➤ Import License Fees ➤ Import License Validity Period ➤ Application to cease import license process ➤ Import License Amendments ➤ Delays ➤ To Promote Trade

Subject	IETPS (5): FDA Certificate (System for Food & Drug Importation & Exportation)
Module	International Trade Business Practice & Case Study
Sub-module	Import/Export Transaction Practice
Lecturer	Dr. Khin Saw Hla, Deputy Director, Ministry of Health
Syllabuses	<ul style="list-style-type: none"> ➤ Food Control in Myanmar ➤ Food and Drug Administration ➤ Flow Chart for Food Manufacturing Recommendation ➤ Flow Chart for Import Recommendation (IR) Process ➤ Import & Export Commodities

	<ul style="list-style-type: none"> ➤ Hazards ➤ Specification / Standard ➤ Collaboration among inter-related sectors ➤ Objectives of National Food Law ➤ Principal stages of the food supply chain
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Subject	IETPS (6): Payment (L/C)
Module	International Trade Business Practice & Case Study
Sub-module	Import/Export Transaction Practice
Lecturer	Ms. Win Win Maw, Assistant General Manager, Myanmar Investment & Commercial Bank (MICB), Ministry of Finance
Syllabuses	<ul style="list-style-type: none"> ➤ Trade Payment Methods ➤ Letter of Credit (LC) ➤ Docs: Financial, Commercial, Transport, Insurance, Official ➤ International Rules & Conventions ➤ Documents to be included in application of LC

Subject	IETPS (7): Declaration ED/ID
Module	International Trade Business Practice & Case Study
Sub-module	Import/Export Transaction Practice
Lecturer	Mr. Nyi Nyi Aung, General Secretary, MCBA
Syllabuses	<ul style="list-style-type: none"> ➤ Customs Documents Declaration ➤ How to fill "Import Declaration Form" ➤ How to fill "Export Declaration Form" ➤ How to fill "Transit Trade Form"

Subject	IETPS (8): Shipping Documents
Module	International Trade Business Practice & Case Study
Sub-module	Import/Export Transaction Practice
Lecturer	Mr. Aung Khin Myint, Chairman, MIFFA
Syllabuses	<ul style="list-style-type: none"> ➤ Shipping/Transport Documents ➤ What is the difference between a freight forwarder and NVOCC? ➤ The legal title to the goods ➤ The delivery of the goods ➤ How to calculate CBM & Freight Ton ➤ Terms of shipment/Container load type ➤ Transfer of Risks ➤ Customs Declaration Forms ➤ Trade Facilitation ➤ Step by step toward e-single window & paperless trade

(b) Country/Area Investment & Trade Case Study

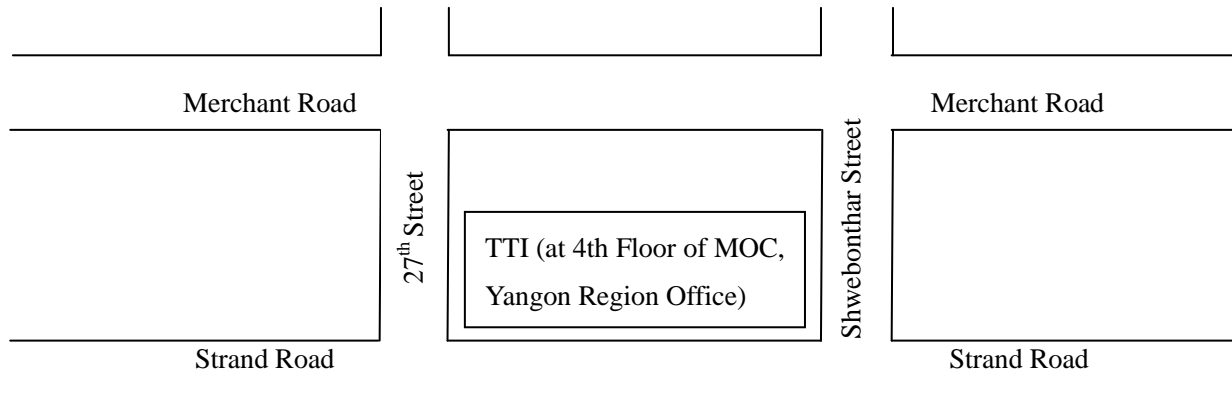
Subject	Export/Import Procedures: India
Module	International Trade Business Practice & Case Study
Sub-module	Country/Area Investment & Trade Case Study
Lecturer	Mr. Thein Myint Wai, Assistant Director, TTI
Syllabuses	To be confirmed

8 Course Schedule

#	Date	Subject
1	16 Dec (Mon)	Opening ceremony
2	18 Dec (Wed)	Importance of Trade & Export Led Growth Model
3	20 Dec (Fri)	Company Establishment, Registration & Extension
4	23 Dec (Mon)	Foreign Investment Law & Myanmar Citizens Investment law, MIC Permit
5	27 Dec (Fri)	INCOTERMS
6	30 Dec (Mon)	IETPS (1): Introduction to Trade, Mechanism of L/C, Major points in Sales Contracts to be fully aware by Exporters
7	3 Jan (Fri.)	IETPS (2): Importer/Exporter Registration (Procedures)
8	6 Jan (Mon)	IETPS (3): Exporter License/ Permit application (Procedures + Practical filling – documentation)
9	8 Jan (Wed)	IETPS (4): Importer License/ Permit application (Procedures + Practical filling – documentation)
10	10 Jan (Fri)	IETPS (5): FDA Certificate (System for Food & Drug Importation & Exportation)
11	13 Jan (Mon)	IETPS (6): Payment (L/C)
12	15 Jan (Wed)	IETPS (7): Declaration ED/ID
13	17 Jan (Fri)	IT Application in Int' Trade
14	20 Jan (Mon)	IETPS (8): Shipping Documents
15	22 Jan (Wed)	Practical session: Doing exercise on Shipping Documents
16	24 Jan (Fri)	Business Talk (1): "Reintegration of Myanmar into the Regional & World Economy by getting Macroeconomic Fundamentals Rights"
17	27 Jan (Mon)	Foreign Exchange Transactions
18	29 Jan (Wed)	Pre-shipment Inspection
19	31 Jan (Fri)	Business Talk (2): "Role of ICT in International Trade Business"
20	3 Feb (Mon)	Main points in Sales Contract (Importers/Exporters) <i>OR Country of Origin(CO)</i>
21	5 Feb (Wed)	Standardization Policy & Technical Regulation
22	7 Feb (Fri)	Business Talk (3)
23	10 Feb (Mon)	HS Code
24	14 Feb (Fri)	Custom Valuation
25	17 Feb (Mon)	Mid-term Exam
26	19 Feb (Wed)	Custom Clearing Procedures – Export Clearing Procedures – Import Clearing Procedures
27	21 Feb (Fri)	Business Talk (4): Trade Facilitation (Customs)
28	24 Feb (Mon)	SME
29	26 Feb (Wed)	Export/Import Procedures: India
30	28 Feb (Fri)	Business Talk (5)

31	3 Mar (Mon)	International Marketing
32	5 Mar (Tue)	Marketing Research
33	7 Mar (Fri)	Business Talk (6)
34	10 Mar (Mon)	(TBA)
35	12 Mar (Wed)	Global Economic Issues
38	14 Mar (Fri)	Stock Market
36	17 Mar (Mon)	Growth & Development
37	19 Mar (Wed)	WTO/SPS agreement
38	21 Mar (Fri)	Business Talk (7)
39	24 Mar (Mon)	(vacant)
40	26 Mar (Wed)	SME Development & Industry Policy of Myanmar <i>(Better to follow this topic after Dr.MA' session)***</i>
41	28 Mar (Fri)	Business Ethics
42	31 Mar (Mon)	(vacant)
43	2 Apr (Wed)	(vacant)
44	4 Apr (Fri)	Business Talk (8)
45	7 Apr (Mon)	Final Exam
46	9 Apr (Wed)	vacant
47	10/11 Apr (Thus/Fri)	Closing Ceremony/ Certificate Awarding

Map of TTI



Trade Training Institute (TTI)
Directorate of Trade
Ministry of Commerce (MOC)
Yangon Region Branch Office
No. 228-240, Strand Road, Pabedan Township, Yangon
Republic of the Union of Myanmar

Telephone: 951-371217, 371204, 371220, 371207, 378798

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Email : tti.commerce.mm@gmail.com

Course Guideline

International Trade Advanced Course Batch (3)

December 16, 2013 – April 11, 2014

Trade Training Institute

Directorate of Trade

Ministry of Commerce

1. Purpose of this training course and its characteristics

1.1 Objective of Opening Trade Training Institute

Trade Training Institute (TTI) was started to open at the Yangon Region office of Ministry of Commerce in April 2012. For the development of Myanmar's trade industry, TTI is intentionally opened for private sector business people to obtain knowledge and skills to do international trade, to bear the new exporters and traders, who can keep abreast with the international, and to carry out human capacity development in trade, which is important for trade promotion, a part of preparation for the implementation of ASEAN Economic Community (AEC) in 2015.

1.2 Strength of TTI

As TTI is under the administration of the Ministry, international organizations such as JICA and UNESCAP contribute to the improvement of TTI's curriculum, betterment of training management and provision of trade training, and local and international economic experts offer economic talks at TTI. Since TTI instructors include professors and lecturers from the Institutes of Economics and officials from trade-related Ministries, training participants are more aware of practical trading procedures.

Another strength of TTI is that it is also possible for TTI to arrange the opening of TTI branches in other Regions and States. Besides, TTI is offering short trade courses in some Regions and States in addition to 4-month long courses offered in Yangon.

1.3 Advantages for Training Participants

Regarding their business activities, training participants can take advantage of discussing with TTI instructors, especially with the University professors and officials of the trade-related Ministries. Also, TTI's theoretical and practical teachings--starting from how to establish a company up to export/import and payment mechanism--benefit much both the business people and those who are to start doing business.

Training participants can also benefit from business talks and special talks offered by domestic and international economic experts in terms of business and trade knowledge of ASEAN and other Asian countries. Because the modules offered by TTI are able to meet the real needs of trade and business functions, training participants will become trade and business entrepreneurs, who can compete internationally. As the training participants include some company owners and directors, the other participants, who attend the training, seeking the job at the same time, can get acquainted with them and benefit getting the job eventually.

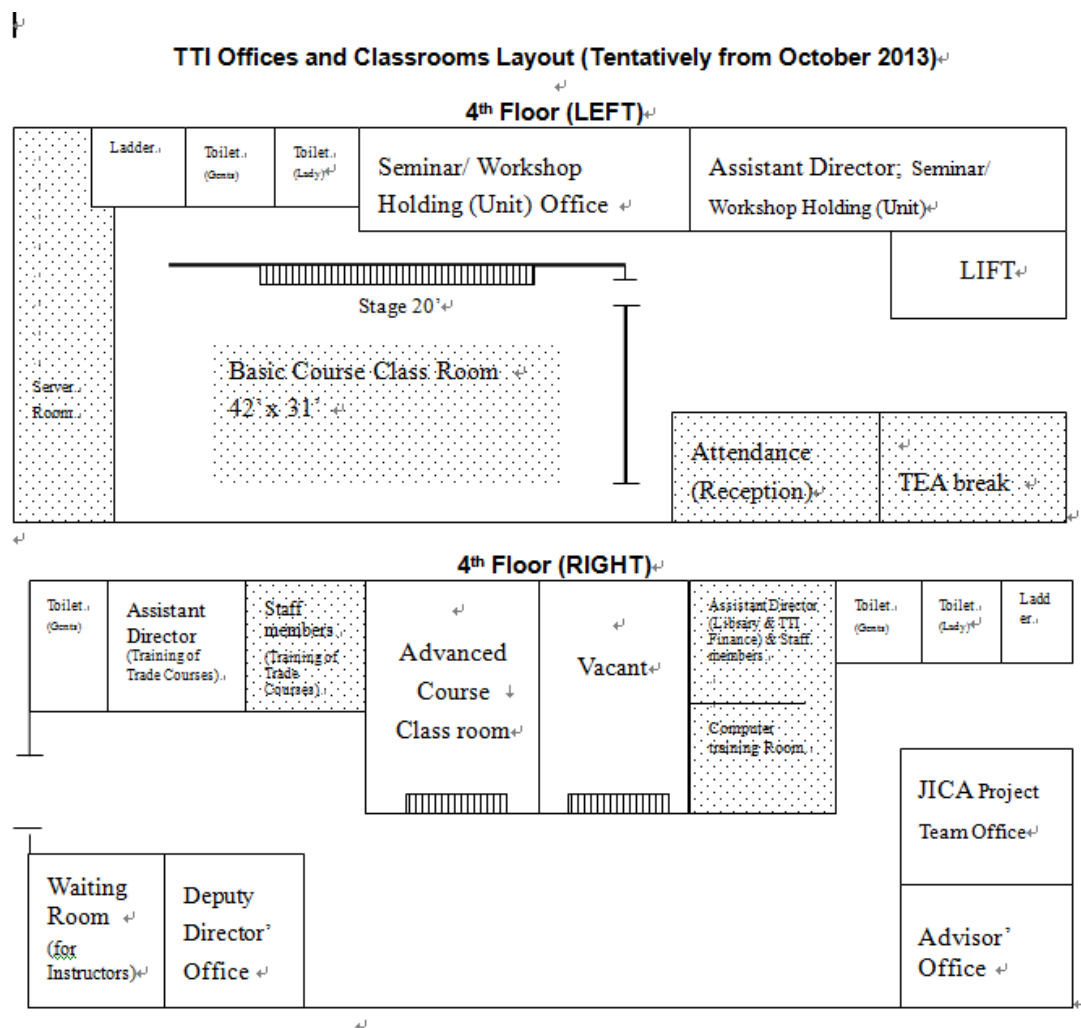
1.4 Strength of Advanced Course

Advance course includes the subjects regarding broader marketing strategies, logistics, financial

sector, importance of service trading, economic development of the countries (case study), practical trade procedures of Myanmar, and field trip to the ports for export/import and industrial zones. Participants also can build up social networks with their classmates, Union Minister for Ministry of Commerce (MOC), MOC officials and staff, officials from other Ministries, and instructors from UMFCCI and research companies.

2. Layout of the trade training institute

2.1 Map of Layout



2.2 Facilities and Equipment

As of March 2014, the offices and classrooms of TTI are located on 4th floor in the Yangon Regional Office of the Directorate of Trade, MOC. There are two classrooms and two office spaces. A conference room of MOC on the 5th Floor is also used for conducting business talk. The current

facilities and equipment which have been set up at TTI are shown in the following table.

In August 2013, the new unit, namely "Library and Finance" was established at 4th floor with 20 book cabinets: mainly economics, trading related books and other literature. Its operation started before the end of 2013, and then the participants are able to study by themselves and read reference books/materials in the library.

Table 2-1 Facilities of TTI

Classroom 1	Classroom 2	Conference room	Library
4 th Floor	4 th Floor	5 th Floor	4 th Floor
Max: 70 persons	Max:50 persons	Max: 300-400 persons	
OHP Screen 2 LCD Projector 2 White Board 2 Sound system 1 AC 4 Desks 35 Chairs 70	OHP Screen 1 LCD Projector 1 White Board 1 Sound system 1 AC 2 Desks 27 Chairs 54	OHP Screen 1 LCD Projector 1 Whiteboard 1 Sound system 1 ACs Desks & Chairs	White Board 1 Book cabinets 20 Chairs 10 Large tables 6 No AC No telephone

Source: TTI



Classroom 1 (4th Floor)



Classroom 2 (4th Floor)



Conference room (5th Floor)



Library (4th Floor)

3. Time schedule

December 16 (Monday), 2013: Opening Ceremony

9:00- 9:30	Registrations
9:30-10:30	Opening speech by the Deputy Union Minister
10:30-	Course Orientation

December 17 (Tuesday), 2013 to April 10/11 (Thursday/Friday), 2014

9:15- 9:30	Registrations
9:30-11:00	1st Session
11:00-11:20	Coffee Break
11:20-12:30	2nd Session

April 11 (Friday), 2014: Closing Ceremony (subject to change)

9:00- 9:30	Registrations
9:30-10:30	Closing speech by the Union Minister

4. Rules for the Participants

- 1) All participants shall bring "the participant' ID" and arrive to the training room by 9:15am daily.
- 2) Participants are required to leave the signature in "the attendance sheet", every time they come to the training room to attend the session.
- 3) If the participant is going to be absent the lecture for variety of reasons, he/she needs to inform first to the course management office.
- 4) Participants are responsible to complete 75% attendance. Otherwise, the course certificate will not be awarded.
- 5) Participants are required to sit for tests/examinations, arranged by TTI and also needed to get certain level of marks (i.e. participants must pass tests/exams). Otherwise, the course certificate will not be awarded.
- 6) During the lecture time, kindly avoid making loud conversations, teasing, having snacks, leaving the training room without permission.
- 7) Participants are required to "switch off" the cell phone or put it in "silent mode".
- 8) Participants are to wear the costume as per Myanmar cultural ways.
- 9) Participant can directly inform to "course manager/leader", if he/she has some issues/difficulties, during attending the course.
- 10) Participants need to actively participate in group work and assure cooperation, during attending the course.
- 11) The admission of the course will be canceled if the participants do not follow the prescribed rules by the institute.

5. Advanced Course Outline

International Trade (Advanced Course)	
Objective	Participants will deepen knowledge of international business in particular on trade.
Frequency	Three days in a week (Tuesdays, Thursdays, Fridays)
Participants	Third: 29 persons (including 7 persons who have completed the third Basic Course)
Qualification	Persons holding at least bachelor's degree and Persons who completed the Basic Course or have an equivalent ability
Training fee	Kyat 100,000 / participant
Instructors	Third: Total 19 instructors from MOC, other ministries, universities and the private sector
Requirement for completion	Attendance ratio of 75% or more, and Examination score of 40% or more
Completion ratio	First: 34 persons of 45 persons completed the course (75.6%) Second: 16 persons of 25 persons completed the course (64%)
Business Talk	
Objective	Participants will get knowledge and learning exposure in of trading business, emphasized more in international trade and its business policies and practices
Period and Frequency	8 talks will be arranged during December 16, 2013 to April 11, 2014
Participants	Open to Public. Participants of both Basic and Advanced Courses are requested to attend them as the talks are included in their curriculum.
Subjects	<ul style="list-style-type: none"> ➤ Reintegration of Myanmar into the Regional & World Economy by getting Macroeconomic Fundamentals Rights ➤ Role of ICT in International Trade Business ➤ Trade Facilitation (Customs) ➤ Trade & Investment Relations between Myanmar & Japan
Instructors	Total speakers of the special talk/ business talks are 5 International Experts and 2 local experts for altogether 8 different topics.

6 Modules of Advanced Course

No	Module/Sub Module	Subject	Unit
1.	International Trade Business Related Theory & Policy		16
	Economics	Export Led Growth Model, Macro Economics: An Introduction, Competitive Advantage of Nations/Principles of Economics	3
	Business Management	Risk Management, International Business Management, Small Business Management, Project Cycle Management, Corporate Social Responsibility, Human Resource Management	6
	Finance	Financial Services	1
	Logistics	Supply Chain/ Value Chain, Global Supply Chain & Value Chain	2
	Trade & Industrial Policy	National Export Strategy, SME Development, Standardization Policy and Regulation, WTO/SPS Agreement	4
2.	International Trade Business Related Process & Procedure		2
	Export & Import Procedure	Insurance	1
	Business negotiation	Unique Selling Point	1
3.	International Trade Business Practice & Case Study		3
	Country/Area Investment & Trade Case Study	Rise of China & its implications for Neighboring Countries, World Bank, MATRADE	3
4.	Global Marketing Strategy		11
	Marketing	GMS (1): Course Introduction and Overview, GMS (3): Segmentation, Targeting and Positioning, GMS (5): Global Marketing Mix :Product and Pricing, GMS(6): Global Marketing Mix (2) Place and Promotion	4
	Market Research	GMS (2) Global Information Systems and Market Research	1
	Marketing Strategy Practice	GMS (4) Global Marketing Entry Strategies, GMS(8) : Myanmar Products Export: Agro and Agro Processing Products, GMS (9): Myanmar Products Export: Wood & Wood Processing Products, GMS (10): Myanmar Products Export: Garment Products, GMS (11): Consultation, GMS (12): Presentation	6
5.	International Logistics		5
	Business negotiation	IL (2): Int'l Sales & Transport Contract and INCOTERMS	1
	Business Skill Practice	IL (4): Marine Insurance, IL (6): Global Supply Chain Management (Case Study)	2
	Logistics	IL (3): Transportation Strategy, IL (5) Global Supply Chain	2
Total			37

7 Syllabi of Each Subject

7.1 International Trade Business Related Theory & Policy

(a) Economics

Subject	Export Led Growth Model
Module	International Trade Business Related Theory & Policy
Sub-module	Economics
Lecturer	Dr. Maung Aung, Advisor (MOC)
Syllabuses	<ul style="list-style-type: none"> ➤ Global Economic Scenario ➤ Huge potential for Trade Development ➤ Export Led Growth Model (ELG model) ➤ 4 Stages of ELG model ➤ Second tier NIEs (Thailand, Malaysia, Indonesia, Mexico) ➤ ELG model China ➤ Conclusion

Subject	Macroeconomics: An Introduction
Module	International Trade Business Related Theory & Policy
Sub-module	Economics
Lecturer	Professor U Kyaw Min Htun, Pro-rector (Retired), Yangon Institute of Economics
Syllabuses	<ul style="list-style-type: none"> ➤ The Economy and Economics ➤ Basic Features of Economics ➤ Ten Principles of Economics ➤ Three Basic Economic Questions ➤ Two Main Branches of Economics ➤ Roles of Economists ➤ The Economist as a Scientist ➤ Economic Models ➤ Why Economists Disagree ➤ Macroeconomic Indicators ➤ Components of Expenditure ➤ Other Measures of Income ➤ Okun's Law

Subject	Comparative Advantage of Nations/Principles of Economics
Module	International Trade Business Related Theory & Policy
Sub-module	Economics
Lecturer	Mr. Thein Myint Wai, Assistant Director, TTI
Syllabuses	To be confirmed

(b) Business Management

Subject	Risk Management
Module	International Trade Business Related Theory & Policy
Sub-module	Business Management
Lecturer	Mr. Lwin Oo, AGM (Myanmar Insurance, MF)
Syllabuses	<ul style="list-style-type: none"> ➤ Definition of Risk ➤ Types of risks ➤ Definition of Risk Management ➤ The Risk Management Decision Process ➤ Identifying & Analysing Loss Exposure ➤ Monitoring & Improving the Risk Management Program ➤ What is insurance? ➤ Claim Documents

Subject	International Business Management
Module	International Trade Business Related Theory & Policy
Sub-module	Business Management
Lecturer	Dr.Htein Lynn, Director, Directorate of Trade, MOC
Syllabuses	<ul style="list-style-type: none"> ➤ Globalization and International Business ➤ International Business ➤ Globalization ➤ Five Reasons to Pursue International Business ➤ World Trade Organization ➤ Multinational Corporation (MNC) ➤ MNC Issues ➤ Management Tips

Subject	Small Business Management
Module	International Trade Business Related Theory & Policy
Sub-module	Business Management
Lecturer	Department of Management Studies, YIE
Syllabuses	To be confirmed

Subject	Project Cycle Management
Module	International Trade Business Related Theory & Policy
Sub-module	Business Management
Lecturer	Dr. Maung Aung, Advisor, MOC
Syllabuses	<ul style="list-style-type: none"> ➤ The Project Cycle: Monitoring and Evaluation ➤ Purpose of Monitoring and Evaluation ➤ Feedback Mechanism ➤ PCM Evaluation Model ➤ Five Evaluation Criteria

Subject	Corporate Social Responsibility
Module	International Trade Business Related Theory & Policy
Sub-module	Business Management
Lecturer	Department of Management Studies, Yangon Institute of Economics
Syllabuses	<ul style="list-style-type: none"> ➤ Total Corporate Social Responsibility ➤ Economic Interest and Responsibility ➤ Rationality of CSR ➤ CSR Cycles ➤ The Myths about Environment ➤ The Shades of Corporate Green ➤ CSR Practice ➤ Ownership

Subject	Human Resource Management
Module	International Trade Business Related Theory & Policy
Sub-module	Business Management
Lecturer	Department of Management Studies, Yangon Institute of Economics
Syllabuses	<ul style="list-style-type: none"> ➤ Introduction - HRM – Vital to all organization ➤ Employee Benefits ➤ Employee Separation ➤ Downsizing/ Outsourcing ➤ Job Design & Motivation ➤ Managers' attitudes & motivation ➤ Labor-management relations ➤ Settling labor management disputes ➤ The Future of Labor Unions

(c) Finance

Subject	Financial Services
Module	International Trade Business Related Theory & Policy
Sub-module	Finance
Lecturer	KBZ Bank
Syllabuses	To be confirmed

(d) Logistics

Subject	Supply Chain/Value Chain
Module	International Trade Business Related Theory & Policy
Sub-module	Logistics
Lecturer	Dr. Maung Aung, Advisor, MOC
Syllabuses	To be confirmed

Subject	Global Supply Chain & Value Chain
Module	International Trade Business Related Theory & Policy
Sub-module	Logistics
Lecturer	Dr. Maung Aung, Advisor, MOC
Syllabuses	To be confirmed

(e) Trade and Industrial Policy

Subject	National Export Strategy
Module	International Trade Business Related Theory & Policy
Sub-module	Trade & Industrial Policy
Lecturer	Mr. Aung Soe, DDG, MOC & Ms. Thidar Win Htay, AD, MOC
Syllabuses	To be confirmed

Subject	SME Development
Module	International Trade Business Related Theory & Policy
Sub-module	Trade & Industrial Policy
Lecturer	Dr. Maung Aung, Advisor, MOC
Syllabuses	To be confirmed

Subject	Standardization Policy & Regulation
Module	International Trade Business Related Theory & Policy
Sub-module	Trade & Industrial Policy
Lecturer	Dr. War War Moe, Professor (Ministry of Science and Technology)
Syllabuses	<ul style="list-style-type: none"> ➤ Global Commitments for Quality ➤ Ministry of Science and Technology ➤ National Standards System ➤ Draft Standardization Law ➤ Implementation Structure of Standards Policy ➤ Development of National Standards ➤ To comply with WTO TBT (Technical Barrier to Trade Agreement) ➤ Need Risk Assessment

Subject	WTO: SPS Agreements
Module	International Trade Business Related Theory & Policy
Sub-module	Trade & Industrial Policy
Lecturer	Mr. Than Aung Kyaw, Director, (DOT, MOC)
Syllabuses	<ul style="list-style-type: none"> ➤ Health and International Trade ➤ What does the SPS agreement Say? ➤ The problem /Why an Agreement? /High number of technical regulations and standards ➤ Impact on international trade ➤ From the Tokyo Round Standards Code to the WTO TBT Agreement ➤ Definitions/ Technical regulations and standards in the TBT Agreement ➤ Difference between a technical regulation and a standard ➤ Conformity assessment procedures ➤ Objectives ➤ Divergent regulations — costs for exporters

7.2 International Trade Business Related Process & Procedure

(a) Export and Import Procedure

Subject	Insurance
Module	International Trade Business Related Process & Procedure
Sub-module	Export & Import Procedure
Lecturer	Mr. Lwin Oo, Assistant General Manager, Myanma Insurance, Ministry of Finance
Syllabuses	<ul style="list-style-type: none"> ➤ What is insurance? ➤ What is risk? ➤ Commercial General Insurance underwritten by Myanma Insurance ➤ Fire Insurance ➤ Marine Insurance ➤ Particulars to be filled in the “Proposal Form” ➤ Insured Value ➤ Claim Documents ➤ Loss ➤ Comparison of Institute Cargo Clauses (1982) ➤ Comparison of ICC Exclusions

(b) Business Negotiation

Subject	Unique Selling Point
Module	International Trade Business Related Process & Procedure
Sub-module	Business Negotiation
Lecturer	Mr. Alexander Boome, Hinrich Foundation
Syllabuses	To be confirmed

7.3 International Trade Business Practice & Case Study

(a) Country/Area Investment and Trade Case Study

Subject	Rice of China & its implications for Neighboring Countries
Module	International Trade Business Practice & Case Study
Sub-module	Country/Area Investment & Trade Case Study
Lecturer	Mr. Thein Myint Wai, Assistant Director, TTI
Syllabuses	To be confirmed

Subject	World Bank
Module	International Trade Business Practice & Case Study
Sub-module	Country/Area Investment & Trade Case Study
Lecturer	To be confirmed
Syllabuses	To be confirmed

Subject	MATRADE
Module	International Trade Business Practice & Case Study
Sub-module	Country/Area Investment & Trade Case Study
Lecturer	To be confirmed
Syllabuses	To be confirmed

7.4 Global Marketing Strategy

(a) Marketing

Subject	GMS (1): Course Introduction and Overview
Module	Global Marketing Strategy
Sub-module	Marketing
Lecturer	Mr. Takuji Kameyama (JICA expert) & Thein Myint Wai, Assistant Director, TTI
Syllabuses	<ul style="list-style-type: none"> ➤ Course Overview ➤ Objective and contents of the course ➤ GMS Marketing Report ➤ Introduction to Global Marketing ➤ Principles of marketing: a review ➤ Marketing mix strategies ➤ Management orientations ➤ Forces affecting global integration and global marketing

Subject	GMS (3): Segmentation, Targeting and Positioning
Module	Global Marketing Strategy
Sub-module	Marketing
Lecturer	Mr. Aung Min, Research Director (MMRD)
Syllabuses	<ul style="list-style-type: none"> ➤ Market segmentation ➤ New segmentation approaches ➤ Current Segment Size and Growth Potential ➤ Potential Competition ➤ Feasibility and Compatibility ➤ Screening Criteria for Market Segments ➤ A Framework for Selecting Target Markets ➤ Targeting and Target Market Strategy Options ➤ Global, Foreign, and Local Consumer Culture Positioning

Subject	GMS (5): Global Marketing Mix :Product and Pricing
Module	Global Marketing Strategy
Sub-module	Marketing
Lecturer	Mr. Myo Min, CEO (PS Business School)
Syllabuses	<ul style="list-style-type: none"> ➤ Introduction to Marketing ➤ Product Strategy ➤ Price ➤ Structuring Discount

Subject	GMS (6): Global Marketing Mix (2): Place and Promotion
Module	Global Marketing Strategy
Sub-module	Marketing
Lecturer	Mr. Myo Min, CEO (PS Business School)
Syllabuses	<ul style="list-style-type: none"> ➤ Types of Advertising ➤ Five Players of Advertising ➤ Developing an Advertising Program ➤ Creating Advertising Message ➤ Communication channel to consumers ➤ Selection of Media & Media Vehicle ➤ Role of Integrated Marketing Communications(IMC) and the grip ➤ Distribution Tasks ➤ Logistics in Marketing Channels ➤ Decision Areas of Channel Management

(b) Market Research

Subject	GMS (2): Global Information Systems and Market Research
Module	Global Marketing Strategy
Sub-module	Market Research
Lecturer	Mr. Aung Min, Research Director (MMRD)
Syllabuses	<ul style="list-style-type: none"> ➤ Sources of Market Information ➤ The International Marketing Resource Process ➤ Data analysis / Interpretation and presentation ➤ Developing Research Framework and Methodologies ➤ Sampling and Questionnaire design ➤ Market analysis methods ➤ Choosing informants/respondents ➤ Confidentiality vs. anonymity ➤ Social/political commitment, objectivity

(c) Marketing Strategy Practice

Subject	GMS (4): Global Marketing Entry Strategies
Module	Global Marketing Strategy
Sub-module	Marketing Strategy Practice
Lecturer	Mr. Myo Min, CEO (PS Business School)
Syllabuses	<ul style="list-style-type: none"> ➤ Competing on a Global Basis ➤ Deciding which Markets to Enter ➤ Deciding How to Enter the Market ➤ Challenges in International Marketing ➤ Alternative Entry Strategies ➤ Porter's Diamond

Subject	GMS (8): Myanmar Products Export (1): Agro and Agro Processing Products
Module	Global Marketing Strategy
Sub-module	Marketing Strategy Practice
Lecturer	Dr. Kyaw Nyein Aye, Visiting Professor, Yangon Technological University
Syllabuses	<ul style="list-style-type: none"> ➤ Status of Myanmar Food Processing Industries ➤ Advantages of Food Industry Sector ➤ Policies: Developing strategy partnerships on Food related SMEs ➤ Myanmar's Food Regulations ➤ SWOT Analysis of Food Processing Industries in Myanmar ➤ Conclusions

Subject	GMS (9): Myanmar Products Export (2): Wood & Wood Processing Products
Module	Global Marketing Strategy
Sub-module	Marketing Strategy Practice
Lecturer	Mr. Bar Bar Cho, Joint-Secretary General (3), Myanmar Forest Products & Timber Merchants Association
Syllabuses	<ul style="list-style-type: none"> ➤ Overview of Industry ➤ Government Policy ➤ Resource Based Industry ➤ Procedures of Wood Export ➤ Export Company Case

Subject	GMS (10): Myanmar Products Export (3): Garment Products
Module	Global Marketing Strategy
Sub-module	Marketing Strategy Practice
Lecturer	Ms. Khine Khine Nwe, General Secretary, Myanmar Garment Manufacturer Association MGMA
Syllabuses	<ul style="list-style-type: none"> ➤ History of Textile and Garment Industry (Global) ➤ Human resources based Industrial Factor ➤ The Role of Private Sector ➤ Current Status of Myanmar Garment Industry ➤ Import value of main countries of garment from Myanmar ➤ Number of garment – import/export companies 2008-2013 ➤ Opportunities in neighboring countries ➤ Special economic zones in Myanmar ➤ Prospects for future business ➤ SWOT analysis – Garment & Textiles ➤ Social Responsibility

Subject	GMS (11): Consultation
Module	Global Marketing Strategy
Sub-module	Marketing Strategy Practice
Lecturer	Mr. Thein Myint Wai, Assistant Director, TTI & Mr. Myo Min, CEO, PS Business School
Syllabuses	To be confirmed

Subject	GMS (12): Presentation
Module	Global Marketing Strategy
Sub-module	Marketing Strategy Practice
Lecturer	Group Presentation by Participants
Syllabuses	To be confirmed

7.5 International Logistics

(a) Business Negotiation

Subject	IL (2): Int'l Sales & Transport Contract and INCOTERMS
Module	International Logistics
Sub-module	Business Negotiation
Lecturer	Mr. Aung Khin Myint, Chairman MIFFA
Syllabuses	<ul style="list-style-type: none"> ➤ International sales contract ➤ International transport contract ➤ Incoterms 2000/2010

(b) Business Skill Practice

Subject	IL (4): Marine Insurance
Module	International Logistics
Sub-module	Business Skill Practice
Lecturer	Mr. Aung Khin Myint, Chairman MIFFA
Syllabuses	<ul style="list-style-type: none"> ➤ Types of Risks covered by Insurance ➤ Causal relationship ➤ Claims to insurance company

Subject	IL (6): Global Supply Chain Management (Case Study)
Module	International Logistics
Sub-module	Business Skill Practice
Lecturer	Mr. Aung Khin Myint, Chairman MIFFA
Syllabuses	<ul style="list-style-type: none"> ➤ Concept of global supply chain ➤ Roles of international forwarders ➤ Importance of bonded warehouse ➤ Case studies

(c) Logistics

Subject	IL (3): Transportation Strategy
Module	International Logistics
Sub-module	Logistics
Lecturer	Mr. Aung Khin Myint, Chairman MIFFA
Syllabuses	To be confirmed

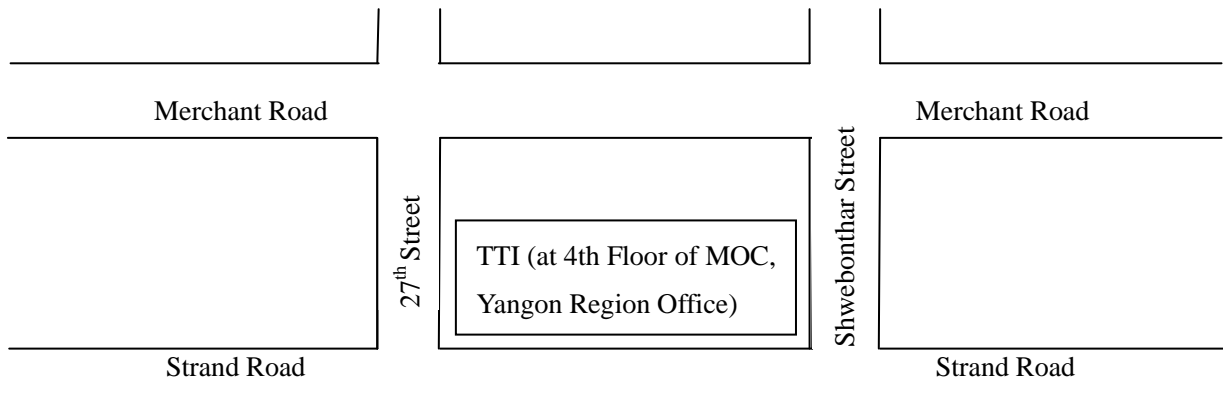
Subject	IL (5): Global Supply Chain
Module	International Logistics
Sub-module	Logistics
Lecturer	Mr. Aung Khin Myint, Chairman MIFFA
Syllabuses	To be confirmed

8. Course Schedule

#	Date	Subject
1	17 Dec (Tue)	Export Led Growth Model
2	19 Dec(Thur.)	GMS (1) Course Introduction & Overview
3	20 Dec (Fri)	National Export Strategy
4	24 Dec (Tue)	WTO/SPS Agreement
5	26 Dec (Thurs)	GMS (2) Global Information Systems and Market Research
6	27 Dec (Fri)	GMS (3) Segmentation, Targeting and Positioning
7	31 Dec (Tue)	Macroeconomics: An Introduction
8	2 Jan (Thurs.)	GMS (4) Global Marketing Entry Strategies
9	3 Jan (Fri)	GMS Report Review & Rise of China & its implications for Neighbouring Countries
10	7 Jan (Tue)	GMS(5) Global Marketing Mix: Product and Pricing
11	9 Jan (Thurs.)	GMS(6) Global Marketing Mix (2) Place and Promotion
12	10 Jan (Fri)	Competitive Advantage of Nations/Principles of Economics
13	14 Jan (Tue)	GMS(8) : Myanmar Products Export (1): Agro and Agro Processing Products
14	16 Jan (Thurs)	GMS (10): Myanmar Products Export (3): Garment Products
15	17 Jan (Fri)	International Business Management
16	21 Jan (Tue)	GMS (9): Myanmar Products Export (2): Wood & Wood Processing Products
17	23 Jan (Thurs)	SMEs Development
18	24 Jan (Fri)	Business Talk (1): "Reintegration of Myanmar into the Regional & World Economy by getting Macroeconomic Fundamentals Rights"
19	28 Jan (Tue)	Supply Chain/ Value Chain
20	30 Jan (Thurs)	Unique Selling Point
21	31 Jan (Fri)	Business Talk (2): "Role of ICT in International Trade Business"
22	4 Feb (Tue)	IL (2): Int'l Sales & Transport Contract and INCOTERMS

23	6 Feb (Thurs)	IL (3): Transportation Strategy
24	7 Feb (Fri)	Business Talk (3)
25	11 Feb (Tue)	IL (4): Marine Insurance
26	13 Feb (Thurs)	IL (5): Global Supply Chain
27	14 Feb (Fri)	IL (6): Global Supply Chain Management (Case Study)
28	18 Feb (Tue)	Mid-term Exam
29	20 Feb (Thurs)	Financial Services
30	21 Feb (Fri)	Business Talk (4): Trade Facilitation (Customs)
31	25 Feb (Tue)	GMS (11) Consultation
32	27 Feb (Thurs)	Corporate Social Responsibility
33	28 Feb (Fri)	Business Talk (5)
34	4 Mar (Tue)	World Bank (suggested by Mr. Thein)
35	6 Mar (Thurs)	Reserved (suggested by Dr.Maung Aung)
36	7 Mar (Fri)	Project Cycle Management
37	11 Mar (Tue)	GMS (12) Presentation
38	13 Mar (Thurs)	Standardization Policy & Regulation
39	14 Mar (Fri)	(vacant)
40	18 Mar (Tue)	MATRADE (suggested by Mr. Thein)
41	20 Mar (Thurs)	Risk Management
42	21 Mar (Fri)	Business Talk (6)
43	25 Mar (Tue)	Insurance
44	28 Mar (Fri)	Human Resource Management
45	1 Apr (Tue)	Small Business Management
46	2 Apr (Wed)	Field Trip
47	3 Apr (Thurs.)	Global Supply Chain & Value Chain
48	4 Apr (Fri)	Business Talk (7)
49	7 Apr (Mon)	Final Exam
50	8 Apr (Tue)	vacant
51	10/11 Apr (Thurs./Fri)	Closing Ceremony/ Certificate Awarding

Map of TTI



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