

Department of Trade Promotion & Consumer Affairs  
Ministry of Commerce  
Republic of the Union of Myanmar

The Project for Capacity Development of Trade  
Promotion in Myanmar  
Phase II

Final Report

January 2016

Japan International Cooperation Agency

KRI International Corp.



**Project Related Photos**



Ministry of Commerce (MOC) in Nay Pyi Taw



Yangon Regional Office, MOC



Kick-off Meeting with MOC



Coordinating Meeting with the Donors



ASEAN Study Tour



Training on International Trade Promotion



Training on International Trade Business



Meeting with MOC on Draft Final Report



## **Summary**

### **1. Outline of the Project**

Under the progress of economic reform by the Myanmar government, trade promotion has become one of the major pillars of trade policies of Myanmar. The Ministry of Commerce (MOC) established the Trade Training Institute (TTI) in Yangon in 2012. The Japan International Cooperation Agency (JICA) implemented a project, “Fast Track Project on the Capacity Development of Trade Promotion in Myanmar” during the period from 2012 until 2014 for the purpose of capacity development of TTI. Amid the progress of globalization, MOC furthermore needs to formulate policies for trade promotion without delay. At the request from MOC, JICA decided to implement the Project for Capacity Development of Trade Promotion Phase 2 (hereinafter referred to as “the Project”) in 2014.

The objective of the Project is to strengthen the capacity of trade promotion services of MOC through the following activities:

- i) To collect and analyze trade-related information such as Myanmar’s trade promotion policies, trade activities by domestic and foreign companies, etc.;
- ii) To identify the necessary policies, activities and organization for trade promotion;
- iii) To increase the understanding of MOC personnel regarding necessary trade promotion policy, activities and organization for trade promotion by developing and implementing trial training programs for MOC personnel; and
- iv) To examine the future roadmap of MOC for trade promotion.

The Project started in March 2015 and completed January 2016.

### **2. Foreign Trade Trends of Myanmar**

Myanmar’s foreign trade has the following problems:

- i) Even though export shows steady growth, trade deficit tends to expand rapidly due to a surge of imports;
- ii) The major export items are resource-based products such as natural gas and agricultural products and labor-intensive garments;
- iii) Supply capacity of export products, especially agro products, is a bottleneck for resource-based product; and
- iv) Destination countries of export concentrate in few countries such as China, Thailand, and India.

### **3. Legal System of Foreign Trade of Myanmar**

The Myanmar government has been improving foreign trade procedures by reforming and upgrading trade systems especially through trade liberalization and facilitation. However, they are still several problems such as i) delay of official announcement of modifications of trade procedures in some cases, ii) time-consuming custom clearance, iii) lack of internationally accredited inspection or testing organization in Myanmar, and iv) need for flexible foreign exchange and financial policies.

#### **4. Foreign Trade Policy of Myanmar**

The Myanmar government has undertaken the trade liberalization and trade facilitation with effort for several years. The simplification of export/import procedures has progressed to a degree. The documents required for export/import license have been reduced and the online application for export/import license has reduced necessary time to one day. The items which need export/import license have been considerably reduced.

However, there still exist barriers of trading business in Myanmar such as restriction on trading license, unclear customs clearance, lack of necessary regulations, etc. The Myanmar government is required to accelerate its trade liberalization process to meet the requirements of international standards. In addition, trade facilitation must be accelerated in accordance with the requirements of the AEC Blueprint 2025.

#### **5. Trade Promotion Policies of Myanmar**

There are two major trade promotion policies in Myanmar. The National Export Strategy (NES) for the five years 2015 - 2019 was officially launched in March 2015 as a national-level master plan. MOC has formulated the Trade Promotion Master Plan (TPMP) which describes how MOC will develop its trade promotion. The trade promotion policy of Myanmar has the following challenges:

- i) Bottlenecks of export development are wide-range and inter-related, thus, the collaboration among stakeholders should be promoted to overcome those bottlenecks.
- ii) MOC, as secretariat, must play the important and difficult role of coordination and facilitation of implementation of NES.
- iii) Donor's assistance is necessary for the successful implementation of NES.
- iv) MOC' TPMP covers all the necessary areas of trade promotion. However, it shows only titles of necessary measures. Detailed actions and measures need to be designed.
- v) The capability of MOC for coordination of trade promotion efforts should be enhanced considering the above challenges.

#### **6. Organization for Trade Promotion of MOC**

MOC established the Department of Trade Promotion (DTP) in 2013. MOC reshuffled DTP to the Department of Trade Promotion and Consumers Affairs (DTPCA) in 2015. MOC opened the Myanmar Trade Center (MTC) in Yangon in 2014 and has been establishing regional trade centers.

There is no single unit which solely engages in trade promotion within MOC because DTPCA is also in charge of consumers affairs. The number of personnel for trade promotion in DTPCA is around 100. The aging of personnel is progressing and the age balance is uneven.

#### **7. Trade Promotion Service of MOC**

MOC provides a variety of trade promotion services. Under MOC, DTPCA and regional offices are major units engaging in trade promotion services. The trade promotion service of MOC has the following problems:

- i) The level of trade promotion services of MOC compares unfavorably with that of other countries' TPOs. The quality of services needs to be improved and the scope of service must be widened.
- ii) Detailed service contents and work flows have not been formulated except trade fairs and domestic market information on price and demand of commodities.
- iii) Target of services is not clearly defined because the understanding of users' needs is insufficient.
- iv) Most of MOC personnel in charge have insufficient knowledge and experience to provide appropriate trade promotion service.
- v) The budget is too limited for the provision of effective trade promotion services.

## **8. Human Resource Development of MOC**

In MOC, the Trade Education Sub-Division, under the Trade Facilitation and Trade Negotiation Division of the Department of Trade, takes charge of human resource development (HRD) for trade knowledge. MOC' training menu consists of functional training by each department, technical training planned by the Trade Education Sub-division targeting all MOC employees, common administrative training for civil servants and technical training offered by international donors.

JICA Project Team conducted the Training Needs Analysis (TNA) and identified the training needs in the area of trade promotion. Based on the results of TNA, JICA Project Team planned and conducted five trial training courses.

## **9. Needs for Trade Promotion Services by the Private Sector**

The Needs Survey for trade promotion service was conducted by distributing a questionnaire to Myanmar exporters. The questionnaire asked i) evaluation of trade business environment of Myanmar, ii) constraints of trade business, iii) source of trade information and iv) needs for trade promotion services. JICA Projected Team collected questionnaires from 84 companies. JICA Project Team tabulated the answers and analyzed the needs for trade promotion services.

## **10. Benchmarking of Trade Promotion Organizations in Asian Countries**

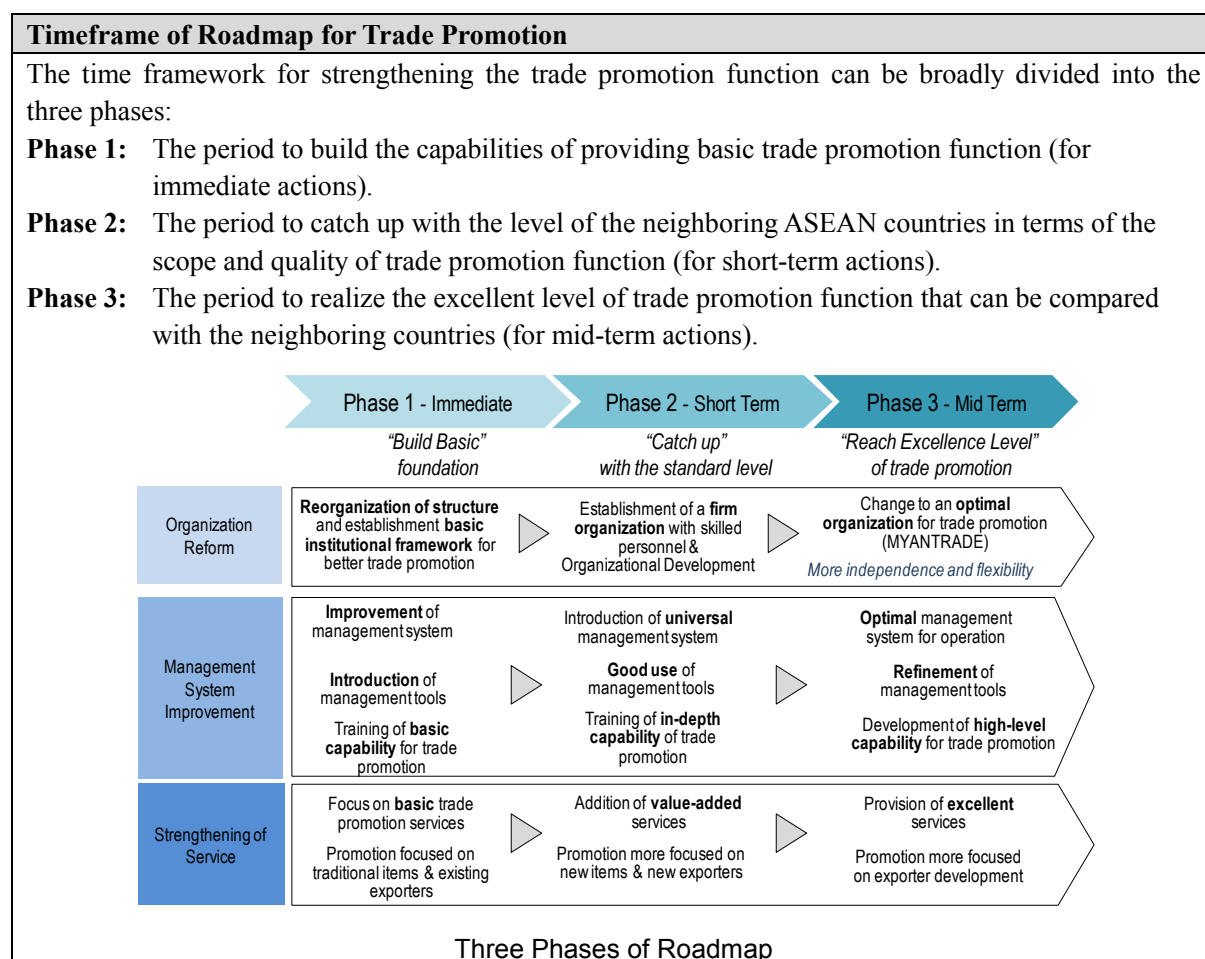
The benchmarking survey of other trade promotion organizations (TPOs) consisted of i) case studies of other TPO in Asian countries, that is, Japan External Trade Organization (JETRO), Malaysia External Trade Development Corporation, Malaysia (MATRADE), and Directorate General for National Export Development (DGNED) of Ministry of Trade in Indonesia, ii) ASEAN Study Tour visiting MATRDE and DGNED, and iii) Case Studies of Organization Structure of TPOs.

## **11. Issues and Necessary Measures for Trade Promotion of MOC**

JICA Project Team analyzed the gap between the current situation of trade promotion in Myanmar and the needs of exporters, and the gap compared with the best practices of other TPOs. JICA Project Team identified issued regarding trade promotion of Myanmar and examined the necessary measures for the identified issues.

## **12 Roadmap for Trade Promotion**

The Roadmap for Trade Promotion of MOC has been formulated based on the results of fact finding surveys, identification issues of trade promotion, and examination of necessary measures.



<b>Management Enhancement Plan</b>
<p><b>Basic Policies for Management Enhancement</b></p> <ol style="list-style-type: none"> <li>[1] To establish stronger leadership in trade promotion.</li> <li>[2] To modify an organization structure so that a satisfactory level of trade promotion services can be provided effectively.</li> <li>[3] To streamline the decision making process and delegate more authority to lower levels for quick and flexible decision making.</li> <li>[4] To give the priority of the human resource development (HRD) in order to improve the service level of trade promotion.</li> <li>[5] To introduce management methods and tools which are widely used by the private sector as well as other TPOs</li> <li>[6] To learn from other TPOs</li> <li>[7] To consider the allocation of minimum necessary budget and human resource.</li> </ol> <p><b>Objectives of Organization Reform</b></p> <ol style="list-style-type: none"> <li>[1] To establish an organization that can effectively provide integrated trade promotion services</li> <li>[2] To realize simple, flexible and smooth operation and avoid the complexity of line of reporting</li> <li>[3] To create business-oriented mind-set and work culture among the personnel</li> <li>[4] To set up a department or an organization that is responsible only for trade promotion</li> <li>[5] To move some of trade promotion function in Nay Pyi Taw to Yangon</li> <li>[6] To establish good work collaboration network among MTC and regional trade centers by</li> </ol>



reviewing the scope of MTC and regional trade centers

**Objectives of Management System Enhancement**

- [1] To establish a strong planning function and an administration function
- [2] To establish workflows and procedures of trade promotion services
- [3] To introduce management tools which are effective for management improvement
- [4] To clarify the line of command and job assignment
- [5] To learn the best practices of other TPOs and design new services
- [6] To implement the above enhancement of management step by step

**Objectives of Human Resource Management**

- [1] To implement comprehensive human resource development plan
- [2] To conduct human resource management based on personnel evaluation
- [3] To realize job rotation for the right person in the right place
- [4] To develop capable personnel who can be core members for trade promotion
- [5] To make use of possible sources of capacity development such as TTI and technical assistance of internal organizations

**Objectives of Resource Allocation**

- [1] To increase the budget for trade promotion service by searching for all possible means
- [2] To focus on cost-effectiveness of activities and programs

**Trade Promotion Service Enhancement Plan**

**Basic Policies for Service Enhancement**

- [1] The Trade Promotion Service Enhancement Plan covers all trade promotion services which are common and important
- [2] The service enhancement will be implemented according to the timeframe of Roadmap
- [3] The actions for service enhancement will be designed by examining carefully the needs of exporters and overseas buyers and best practice of other TPOs
- [4] The implementation of actions should be fully supported by the measures proposed in the Management Enhancement Plan

**Trade Information**

- [1] To develop a plan for market information development for export promotion
- [2] To enhance the collection of data and information by widening sources, especially overseas sources
- [3] To prepare guidelines and manuals for market research
- [4] To implement the capacity development of market research
- [5] To improve the quality and increase the variety of market reports by identifying the priority of market information
- [6] To develop database of market information (overseas market information, suppliers, buyers, etc.)
- [7] To improve websites (targeting overseas buyers)

**Trade Fair and Exhibition**

- [1] To collect the information of world trade fairs
- [2] To select carefully the priority trade fairs to participate or support Myanmar exhibitors
- [3] To make use of the opportunity of trade fairs for promotion of national branding
- [4] To have a booth at every domestic trade fair and extend trade promotion services
- [5] To develop standardized and attractive visual identify of display booth, brochure, etc.
- [6] To enhance supports to exhibitors/participants
- [7] To follow up the results of trade fairs
- [8] To standardize and monitor domestic trade fairs

- [9] To plan and organize a nation-level domestic trade fair for export promotion

**Permanent Display**

- [1] To publicize the permanent displays taking every opportunity and possible means  
[2] To prepare brochures of displayed products with photos, producer name, specifications, etc.  
[3] To make the display more attractive with the help of expert  
[4] To plan display with specific theme/objective and periodically change the products  
[5] To organize an event at the permanent display in collaboration with an association

**Library**

- [1] To clarify the target of library and make policies and plan of library on the basis of the needs of users  
[2] To consider how to collect necessary books, statistics, directories, etc.  
[3] To develop the library management system including collection management  
[4] To train librarians on how to manage the library  
[5] To develop e-library (PC + database) to give digital data of statistics, tariffs, regulations  
[6] To furnish regional trade centers with a library similar to that of MTC

**Consultation and Advisory Service**

- [1] To intensively train potential personnel by giving knowledge and skills required for consultation service  
[2] To publicize the consultation service to attract more visitors  
[3] To prepare data and information necessary for consultation service  
[4] To build a collaboration relationship with other divisions in order to provide timely and adequate advice

**Inquiry and Business Matching Service**

- [1] To advertise inquiry & business matching service on the website  
[2] To make use of the opportunity of trade fairs and incoming trade missions for business matching  
[3] To prepare a manual and brochure for inquiry & business matching service  
[4] To quickly respond to inquiries (to set a target time of response)  
[5] To follow up a business transaction after the introduction of potential business partners  
[6] To keep records of inquiries and responses as a digital data

**Exporter Development**

- [1] To develop product experts at MOC who are in charge of hands-on guidance to potential exporters  
[2] To periodically identify potential exporters as the target of exporter development and to provide integrated support to them in order to realize their exports  
[3] To strengthen the collaboration with associations for exporter development  
[4] To provide technical assistance to (potential) exporters in terms of product quality and product design  
[5] To design and initiate programs for national branding such as the Myanmar Excellent Product Award and Myanmar Brand Mark  
[6] To support the supply chain development of major export products  
[7] To support export marketing of exporters  
[8] To start a membership service for exporters and overseas buyers  
[9] To periodically held a forum for Myanmar exporters  
[10] To increase practical curriculums at TTI  
[11] To design more variety of trade training courses including short-term courses  
[12] To expand training courses in regions

**Publication**

- [1] To regularly update exporter/importer directories (“Explore Myanmar”)
- [2] To increase and enrich articles of Commerce Journal on overseas market information
- [3] To add English articles on Commerce Journal or the websites and issue the English version of Commercial Journal
- [4] To periodically revise and improve the brochures of DTPCA, MTC, and regional trade centers
- [5] To newly prepare brochures introducing Myanmar products
- [6] To publish market research reports conducted by MOC in the future
- [7] To upload the contents of publications to the websites
- [8] To distribute the publications more broadly including embassies

**Service of Regional Office**

- [1] To examine the functions of regional offices and develop work flows of service for effective and efficient trade promotion services
- [2] To enhance the collaboration network among DTPCA, MTC and the regional offices
- [3] To enhance trade information service of the regional offices by improving the information sharing mechanism using the internet
- [4] To train the personnel of the regional offices

**Service of Overseas Office**

- [1] To make use of commercial attachés for trade promotion services to Myanmar exporters and overseas buyers
- [2] To review and redefine the role of commercial attachés for trade promotion in order to widen their activities
- [3] To prepare and provide standard guidelines of activities for commercial attachés including market research and other trade promotion services
- [4] To give additional training to commercial attachés for trade promotion
- [5] To dispatch officers of MOC to the embassies in the priority target countries.



**The Project for Capacity Development of Trade Promotion in Myanmar Phase II**  
**Final Report**

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**List of abbreviations**

ACE	: Automated Commercial Environment
AD	: Additional Duty
ADC	: Additional Duty of Customs
AEC	: ASEAN Economic Community
AFTA	: ASEAN Free Trade Agreement
ASEAN	: Association of Southeast Asian Nations
ATIGA	: ASEAN Trade in Goods Agreement
BCD	: Basic Customs Duty
BIMSTEC	: Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation
BMZ	: Germany's Federal Ministry for Economic Cooperation and Development
CBI	: Centre for the Promotion of Imports from developing countries
CEPT	: Common Effective Preferential Tariff
CIF	: Cost, Insurance and Freight
CLMV	: Cambodia, Lao PDR, Myanmar and Vietnam
CMP	: Cutting, making, and packing
CSC	: Customer Service Center
CSO	: Central Statistical Organization
C-TPAT	: Customs-Trade Partnership Against Terrorism
DBT	: Department of Border Trade Department
DCCA	: Department of Commerce and Consumer Affairs
DGNED	: Directorate General for National Export Development
DTP	: Department of Trade Promotion
DTPCA	: Department of Trade Promotion and Consumer Affairs
FDA	: Food and Drug Administration Office
FDI	: Foreign direct investments
FGD	: Focus group discussion
FOB	: Free on Board
FTA	: Free Trade Agreement
GATT	: General Agreement on Tariffs and Trade
GDP	: Gross Domestic Product
GIZ	: German Agency for International Cooperation
GSP	: Generalized System of Preferences
HKTDC	: Hong Kong Trade Development Council
HRD	: Human resource development
HS Code	: Harmonized System Code
ISO	: International Organization for Standardization

ITC	: International Trade Centre
ITPC	: Indonesian Trade Promotion Center
JETRO	: Japan External Trade Organization
KOTRA	: Korea Trade-Investment Promotion Agency
L/C	: Letter of Credit
MAPT	: Myanmar Agricultural Produce Trading
MATRADE	: Malaysia External Trade Development Corporation
MBIC	: Malaysia Business Information Centre
MDG	: Market Development Grant
METI	: Ministry of Economy, Trade and Industry
MEXPO	: Malaysia Export Trade Centre
MFN	: Most favored nation
MITI	: Ministry of International trade and Industry
MNPED	: Ministry of National Planning and Economic Development
MOC	: Ministry of Commerce
MOT	: Ministry of Trade
MOT	: Ministry of Trade
MTC	: Myanmar Trade Center
MTDC	: Myanmar Trade Development Committee
MYANTRADE	: Myanmar Trade Promotion Organization
NACCS	: Nippon Automated Cargo and Port Consolidated System
NAFED	: National Agency for Export Development
NES	: National Export Strategy
NGO	: Non Governmental Organization
NPT	: Nay Pyi Taw
NSW	: National Single Window
PC	: Personal Computer
PR	: Public Relations
PSI	: Pre-shipment inspection
RCEP	: Regional Comprehensive Economic Partnership
RETPC	: Regional Export Training and Promotion Center
SEZ	: Special economic zone
SME	: Small- and medium-enterprise
SOP	: Standard operating procedure
T/T	: Telegraphic Transfer
TA	: Technical Assistance
TI	: Trade Information



TNA	:	Training Needs Analysis
TNM	:	Training Needs Matrix
TPMP	:	Trade Promotion Master Plan
TPO	:	Trade promotion organization
TTI	:	Trade Training Institute
UMFCCI	:	Union of Myanmar Federation of Chambers of Commerce and Industry
UMTA	:	Union of Myanmar Travel Association
UNCTAD	:	United Nations Conference on Trade and Development
US/USA	:	United States of America
USD	:	United States Dollar
WTO	:	World Trade Organization



## **Chapter 1 Outline of the Project**

### **1.1 Background**

The current government in Myanmar, since its inauguration in March 2011, has been introducing economic and industrial development measures focusing on the democratization and market-oriented economic reform. As a consequence, the business activities of the private sector have been rapidly developing.

The Ministry of Commerce (MOC) adopts four basic trade policies: trade liberalization, trade facilitation, trade promotion, and trade education. In line with these policies, MOC established the Trade Training Institute (TTI) in Yangon in April 2012. The Japan International Cooperation Agency (JICA) implemented a project, “Fast Track Project on the Capacity Development of Trade Promotion in Myanmar” during the period from 2012 until 2014 for the purpose of capacity development of TTI. This project identified the needs for TTI’s training and developed the capacity of TTI by supporting curriculum development and administration of training.

MOC’s steps for trade promotion include preparing trade promotion policies and an implementing organization. MOC reorganized the Myanmar Agriculture Produce Trading to the Department of Trade Promotion (DTP)<sup>1</sup> in April 2013. In June 2014, the Myanmar Trade Center (MTC) was established to provide information and consulting services for trade promotion.

As the ASEAN Economic Community (AEC) is planned to be inaugurated at the end of 2015, MOC needs to collect and analyze the information of trades by domestic and foreign companies, understand the needs of private companies for public trade promotion services, and decide the policies for trade promotion without delay. Hence, MOC requested technical assistance from JICA. JICA decided to implement the Project for Capacity Development of Trade Promotion Phase 2 (hereinafter referred to as “the Project”) in 2014.

### **1.2 Objectives**

The objective of the Project is **to strengthen the capacity of trade promotion services of MOC** through the following activities:

- To collect and analyze trade-related information such as Myanmar’s trade promotion policies, trade activities by domestic and foreign companies, etc.;
- To identify the necessary policies, activities and organization for trade promotion;
- To increase the understanding of MOC personnel regarding necessary trade promotion policy, activities and organization for trade promotion by developing and implementing trial training programs for MOC personnel; and

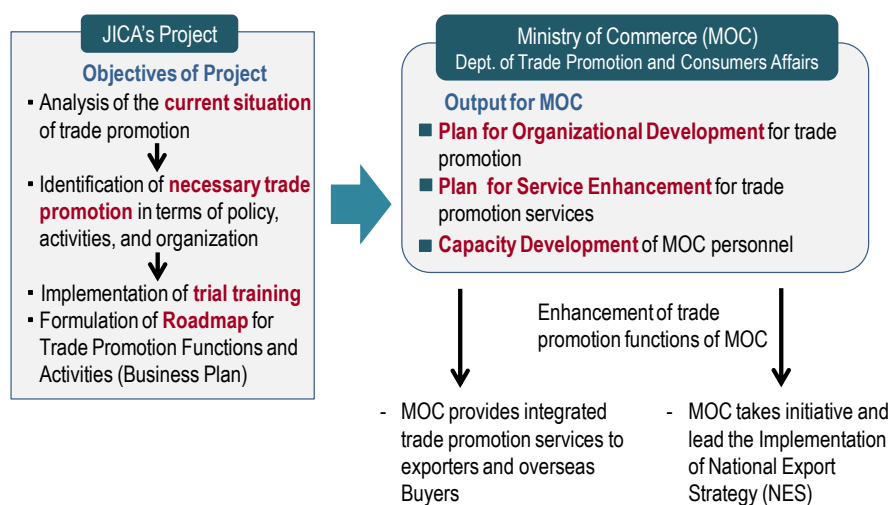
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<sup>1</sup> The DTP was reorganized to be the Department of Trade Promotion and Consumer Affairs (DTPCA) in April, 2015.

- To examine the future roadmap of MOC for trade promotion.

The Department of Trade Promotion and Consumer Affairs (DTPCA) of MOC is regarded as the trade promotion organization (TPO) of Myanmar. DTPCA is expected to act as the focal point of trade promotion services of Myanmar. DTPCA also serves as the key promoter of the National Export Strategy (NES).

This Project aims at formulating a roadmap to strengthen the organizational capability of trade promotion services and a plan of capacity development to enhance those functions of MOC in order to enhance the capacity of MOC to implementing trade promotion services and lead the implementation of National Export Strategy (NES).



Source: JICA Project Team

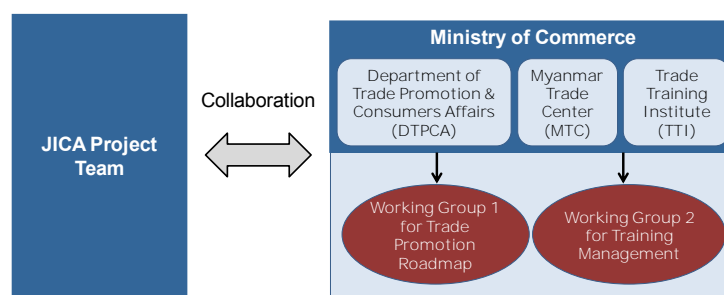
Figure 1-1: Objectives of the Project

### 1.3 Implementation Structure of the Project

JICA dispatched JICA Project Team organized by KRI International Corp. The counterpart agency is MOC of the Republic of the Union of Myanmar. DTPCA, MTC and TTI of MOC organized the following two working groups to implement the Project.

- Working Group 1 for Trade Promotion Roadmap
- Working Group 2 for Training Program

JICA Project Team and Working Group 1 had a series of workshops to formulate the Roadmap. JICA Project Team and Working Group 2 jointly designed, implemented and evaluated the trial training programs.

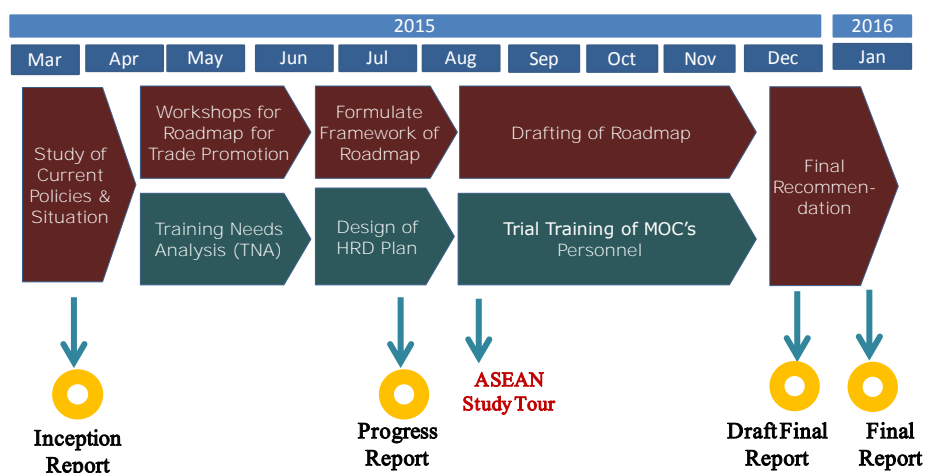


Source: JICA Project Team

Figure 1-2: Organization for Project Implementation

## 1.4 Project Schedule

The project period is from March until December 2015. The implementation schedule is shown in Figure 1-3.



Source: JICA Project Team

Figure 1-3: Schedule of the Project

## 1.5 Composition of Final Report

The final report consists of the following chapters.

### Design of Project

- Chapter 1 – Outline of the Project

### Current Situation Study

(Trade Trend and Policy)

- Chapter 2 – Foreign trade trends of Myanmar
- Chapter 3 - Legal System of Foreign Trade of Myanmar
- Chapter 4 - Foreign trade policies of Myanmar
- Chapter 5 - Trade promotion policies of Myanmar

(Trade Promotion of MOC)

- Chapter 6 - Organization for Trade promotion of MOC
- Chapter 7 - Trade promotion service of MOC
- Chapter 8 - Human resource development of MOC

**Needs Survey**

- Chapter 9 - Needs for trade promotion services by the private sector

**Benchmarking Survey**

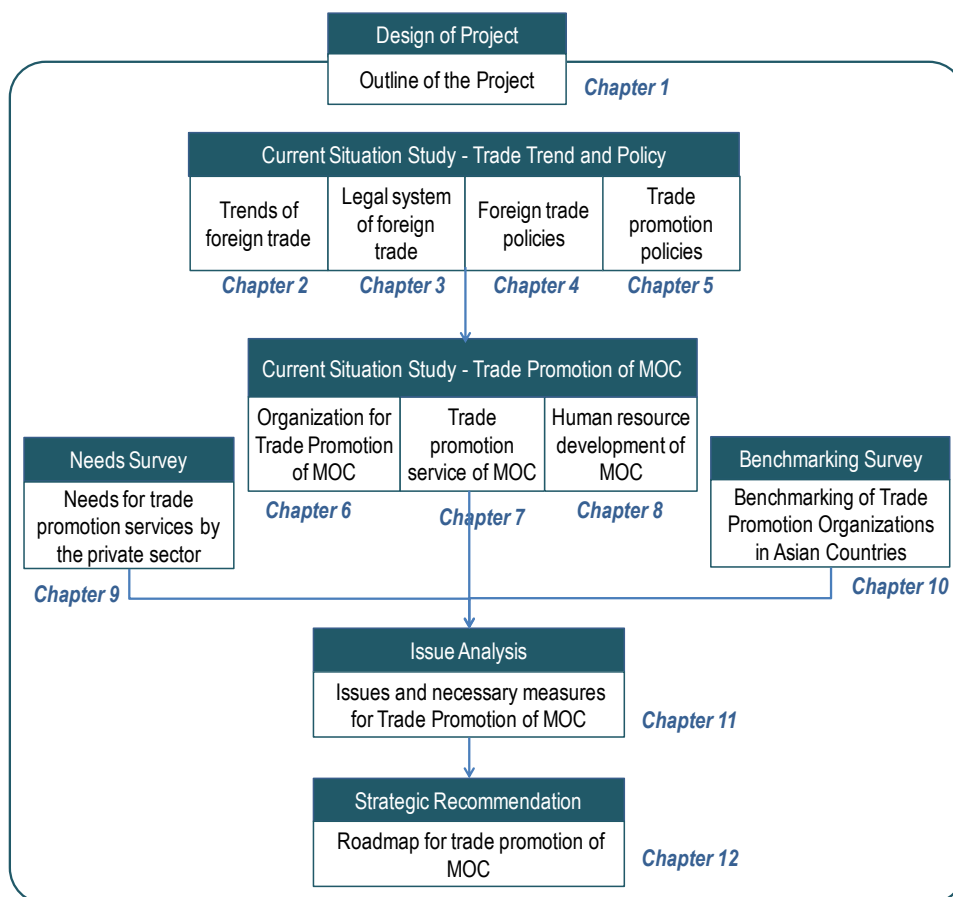
- Chapter 10 - Benchmarking of Trade Promotion Organizations in Asian Countries

**Issue Analysis**

- Chapter 11 - Issues and necessary measures for Trade Promotion of MOC

**Strategic Recommendation**

- Chapter 12 - Roadmap for trade promotion of MOC



Source: JICA Project Team

Figure 1-4: Composition of Final Report

## **1.6 List of JICA Experts**

The experts of JICA Project Team are as listed in the following table.

Table 1-1: Areas of Responsibility of the Experts

<b>Name</b>	<b>Position</b>
Kazuo MISHIMA	Team Leader/ Trade Promotion Policy
Takuji KAMEYAMA	Human Resource Development 1
Yoichi MATSUI	Human Resource Management 2 (Market Access)
Maiko OHTSURU	Trade Promotion Services 1
Toshio ASAKURA	Trade Promotion Services 2
Ryota SAI	Coordinator/ Human Resource Development

Source: JICA Project Team



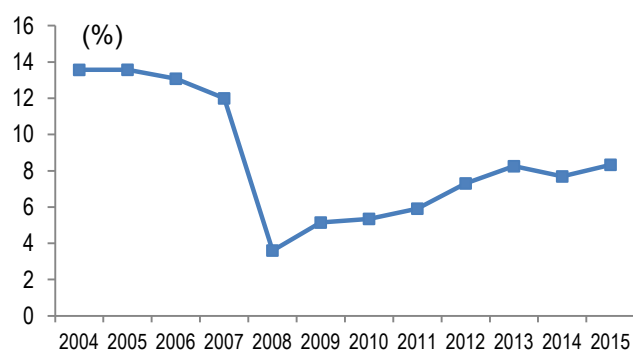


## Chapter 2 Foreign Trade Trends of Myanmar

### 2.1 Overview of the Myanmar Economy

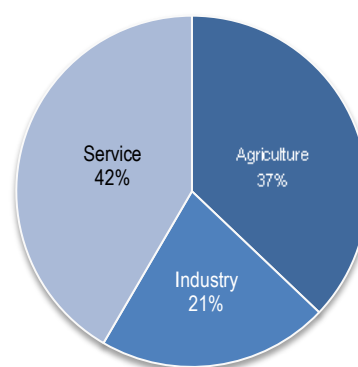
The economic growth rate in FY2014 is estimated to be 7.7%, driven mainly by the construction, manufacturing, and service sectors. The structural reforms led by the government have sustained consistent growth in recent years. The construction sector was expanded by the government's investment in infrastructure and by property development. The manufacturing sector has grown through booming flows of foreign direct investment, especially in the garment industry. Furthermore, the development in service sector seems to be the result of a surge in tourist arrivals.

The composition of Myanmar GDP by Sector in 2014 is shown in Figure 2-2.



Note: The figures of 2014 and 2015 are based on the estimation of IMF  
Source: International Monetary Fund, "World Economic Outlook Database" April 2015

Figure 2-1: Real GDP Growth Rate



Source: World Factbook, Central Intelligence Agency (CIA)

Figure 2-2: GDP by Sector

Inflation averaged an estimated 5.9%.<sup>2</sup> Prices have been pushed up due to rising food prices and higher import costs due to depreciation of the Myanmar kyat. The Kyat has sharply weakened since the beginning of FY2014 because of a widening current account deficit and a stronger US dollar.

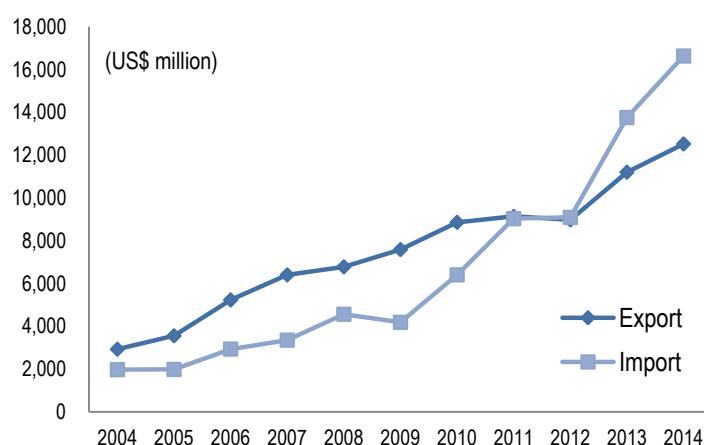
### 2.2 Trends of Foreign Trade

#### 2.2.1 Trends of Trade Balance

The trade balance of Myanmar entered the red in FY2012 for the first time in 12 years, and its deficit has been recently expanding.

In FY2013, exports were valued at US\$11,204 million while the value of imports reached US\$13,759 million. The trade balance ended with a deficit of US\$2,555 million. The trade deficit expanded in FY2014; US\$4,109 million. The deficit increased by 60% compared to the figure of the previous fiscal year. The value of imports was reported to be US\$15,109 million compared with US\$10,420 million for exports.

<sup>2</sup> Asia Development Bank, "Asian Development Outlook 2015 - Financing Asian's Future Growth" (2015:227)



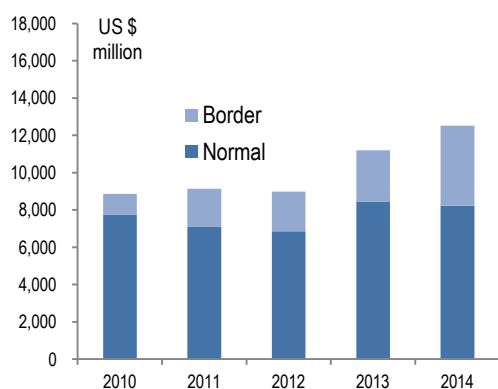
Note: Fiscal year (from April to March)  
Source: World Development indicator (2003-2007) and Central Statistical Organization (CSO) (2008-2014)

Figure 2-3: Value of Foreign Trade

Foreign trade in Myanmar is categorized into “normal trade” and “border trade”. MOC defines normal trade as “selling or buying of commodities through shipping or air freight” and border trade as “selling or buying of commodities with the local currencies or the currencies accepted by both sides, which are produced at border areas”.

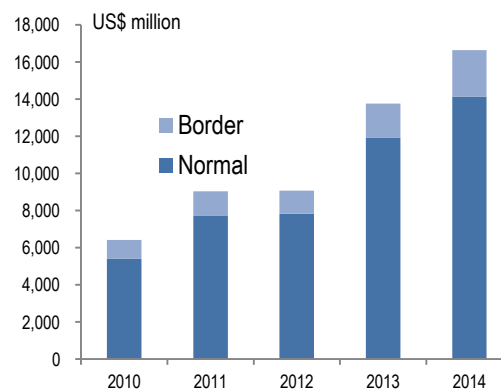
As for export, border trade has expanded by 55%. On the other hand, normal trade slightly decreased. As a consequence, the share of border trade in FY2014 became 34% (25% in the previous fiscal year), which is the highest in the past five years.

As for import, in the past five years, the value of normal trade has continuously increased, whereas border trade has not change in value. This was due to a growing demand for construction materials, vehicles and equipment to support the economic boom. Then, normal trade takes a large share of import value; 85% in FY2014.



Note: Fiscal year (from April to March)  
Source: CSO

Figure 2-4: Export by Type of Trade



Note: Fiscal year (from April to March)  
Source: CSO

Figure 2-5: Import by Type of Trade

## 2.2.2 Export Trends

In terms of major commodities, natural gas has remained as the top export item for that whole period. In FY2014, the second was beans, pulses and oilseeds, and the third was garments.

Garments has constantly increased its share for six years. According to the Central Statistical Organization (CSO), its value sharply surged from US\$283 million in FY2009 to US\$1,023 million in FY2014. This is because Myanmar garment exporters within CMP system<sup>3</sup> are continuously competitive in the global market and the major importing countries such as Japan and South Korea have increased their orders.

Table 2-1: Share of Export Value by Commodity

Item	2009	2010	2011	2012	2013	2014	(%)
Gas	38.6	28.5	38.3	40.8	29.4	41.4	
Beans, pulses and oilseeds	12.7	9.5	11.4	13.8	11.0	10.6	
Garments	3.7	4.3	5.4	7.7	7.9	8.2	
Jade	12.4	22.8	0.4	3.3	9.0	8.1	
Rice	3.4	2.2	2.9	6.1	4.1	5.2	
Base metal	0.4	0.5	0.8	1.0	1.2	3.5	
Maize	0.0	0.1	0.5	2.2	2.6	3.1	
Fishery products	3.6	3.2	4.8	6.3	1.1	2.8	
Rubber	1.0	1.7	1.4	2.4	1.8	0.9	
Forestry products	6.8	6.9	6.8	6.5	8.1	0.6	
Others	17.4	20.2	27.1	9.7	23.8	15.6	

Note: Fiscal year (from April to March)

Source: CSO

Thailand had been the main export destination of Myanmar for years. Nevertheless, in FY2014, China expanded imports from Myanmar by 60% and took over the position of the top importer from Myanmar<sup>4</sup>. Myanmar started the export of natural gas to China in 2013 after the completion of pipeline. China became one of the main importers from Myanmar. The share of export value by destination is shown in the following table.

Table 2-2: Share of Export Value by Destination

Country/Economy	2009	2010	2011	2012	2013	2014	(%)
China	8.1	13.6	24.2	24.9	26.0	37.3	
Thailand	42.4	32.8	41.9	44.6	38.4	32.2	
Singapore	8.8	5.2	5.9	3.2	6.2	6.1	
India	13.4	9.8	11.4	11.3	10.2	6.0	
Japan	2.3	2.7	3.5	4.5	4.6	4.4	
South Korea	1.0	1.7	2.4	3.1	3.1	3.0	
Hong Kong	12.5	21.4	0.5	0.1	4.4	2.3	
Malaysia	2.0	4.9	1.7	1.1	1.0	2.1	
Indonesia	0.5	0.5	0.4	0.4	0.5	0.7	
Germany	0.5	0.4	0.5	0.5	0.4	0.5	
UK	0.5	0.4	0.2	0.3	0.4	0.4	
US	0.0	0.0	0.3	0.0	0.2	0.4	
Others	7.9	6.6	7.1	5.9	4.6	4.6	

Note: Note: Fiscal year (from April to March).

Source: CSO

<sup>3</sup> CMP stands for cutting, making, and packing (CMP) arrangements. The CMP system is a form of production on consignment in which the main raw materials are provided by overseas buyers and imported free of charge and the finished products are exported. (IDE-JETRO, 2012).

<sup>4</sup> According to CSO data; export to China is US\$ 4,674 million in FY2014, compared to US\$ 2,910 million in FY2013.

### 2.2.3 Import Trends

As a result of democratic transitioning, easing restrictions on imports and economic growth have increased the volume of imports since 2011.

The top three imported product categories have been quite stable. The top category is machinery & transport equipment, the second is petroleum products and the third category is base metals and manufactures.

In terms of value, the import of machinery & transport equipment increased fivefold from US\$900 million in FY2009 to US\$4,945 million in FY2014. The expansion of urban development has required import of more construction machinery. In addition, the import of used cars has increased after the easing of restrictions in 2011-2012.

Table 2-3: Share of Import Value by Commodity

	(%)					
	2009	2010	2011	2012	2013	2014
Machinery & Transport equipment	21.5	18.8	20.2	29.1	30.1	29.7
Petroleum products	16.1	21.7	21.3	17.5	16.7	14.7
Base metals & manufactures	8.7	8.6	10.5	11.3	11.2	11.6
Electrical machinery & apparatus	4.3	5.4	5.2	5.4	5.1	6.2
Food products & edible oil	5.6	4.1	5.3	4.7	4.8	4.4
Plastics	3.8	3.9	3.5	3.9	3.4	3.1
Fabric	5.0	4.6	3.4	4.3	4.2	2.8
Chemicals	1.3	1.0	0.9	3.2	3.1	2.8
Construction materials	1.6	2.4	1.8	1.9	1.7	2.0
Others	32.1	29.5	28.0	18.7	19.6	22.5

Note: Fiscal year (from April to March).

Source: CSO

As for import partner countries, China has remained the top in the last five years by holding nearly 30% of share. Although Singapore has ranked second during the whole period, its figure includes intermediary trade from third countries.

Table 2-4: Share of Import Value by the Origin

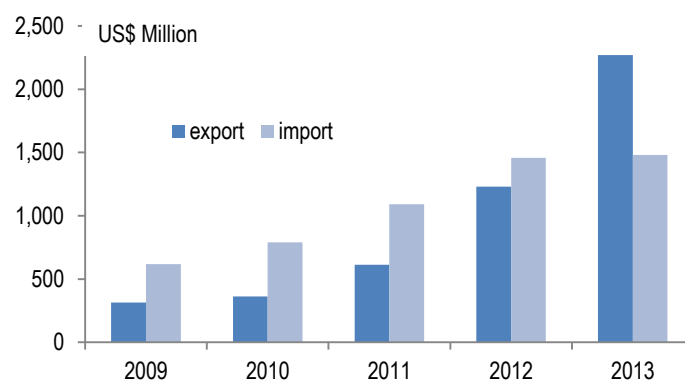
	(%)					
	2009	2010	2011	2012	2013	2014
China	30.1	33.9	30.9	29.9	29.8	30.2
Singapore	28.7	25.7	27.9	27.9	21.2	24.9
Japan	6.2	4.0	5.6	12.0	9.4	10.5
Thailand	9.0	11.1	7.7	7.7	10.0	10.1
Malaysia	3.8	2.3	3.4	4.0	6.1	4.5
India	4.6	3.1	3.6	3.3	3.6	3.6
Indonesia	3.3	4.3	4.8	2.1	3.2	3.3
US	0.4	0.9	2.9	1.3	0.6	3.0
South Korea	5.4	4.8	5.0	3.8	8.9	3.0
Germany	0.8	0.8	1.1	1.6	0.6	0.5
Hong Kong	0.3	0.1	0.1	0.2	0.1	0.3
UK	0.1	0.3	0.3	0.2	0.2	0.2
Others	7.2	8.8	6.9	6.1	6.4	6.1

Note: Note: Fiscal year (from April to March).

Source: CSO

## 2.2.4 Trends of Services Trade Balance

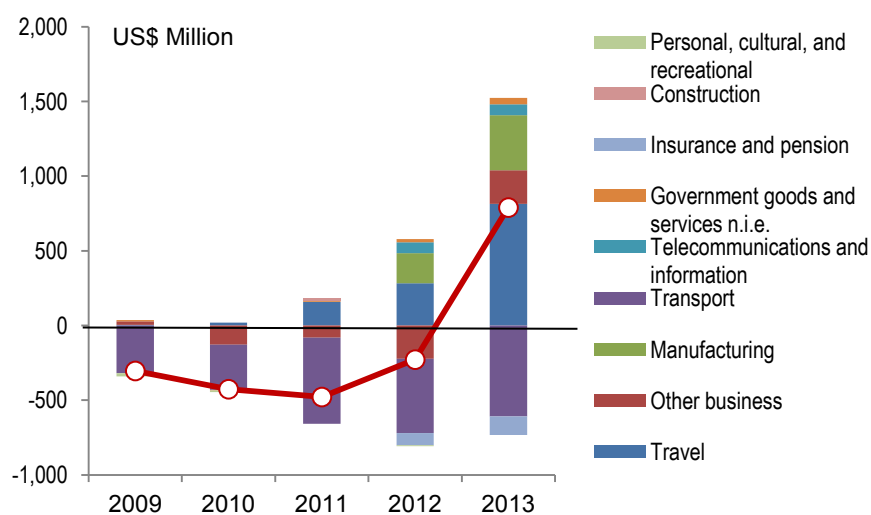
Figure 2-6 describes the value of service trade of Myanmar. The export value has been sharply increasing since 2011 when the current government was inaugurated. The service trade balance became a huge surplus in 2013.



Source: International Trade Center (ITC), Trade Map  
ITC, UNCTAD, WTO joint dataset, calculated based on IMF statistics.

Figure 2-6: Trend of Services Trade

The composition of services trade is shown in Figure 2-7. The tourism sector recently posted a trade surplus. The value of travel exports increased from US\$71.9 million in 2010 to US\$280.6 million in 2011, US\$538.7 million in 2012, and US\$928.7 million in 2013<sup>5</sup>.



Source: International Trade Center (ITC), Trade Map

Figure 2-7: Services Trade by Item

## 2.3 Issues of Foreign Trade of Myanmar

The problems of foreign trade of Myanmar can be summarized as follows:

<sup>5</sup> ITC, Trade Map

- i) Even though export shows steady growth, trade deficit tends to expand rapidly due to a surge of imports, especially imports of machinery and vehicles.
- ii) The major export items are resource-based products such as natural gas and agricultural products and labor-intensive garments. In order to increase export value, high value addition by quality improvement and processing with modern machinery is needed.
- iii) Supply capacity of export products is a bottleneck for resource-based product. Especially for agricultural products, exports are not stable because they are allowed according to the domestic demand situation.
- iv) Destination countries of export concentrate in few countries such as China, Thailand, and India. Accessing new market is needed for the diversification of destination countries.

## Chapter 3      Legal System of Foreign Trade of Myanmar

### 3.1 Trade-related Laws and Regulations

The laws and regulations concerning foreign trade in Myanmar are shown in Table 3-1.

Table 3-1: Legal Framework of Export and Import

Structure	Law, Orders, Regulation, etc.	Remarks
Basic law for export/import	The Export and Import Law (2012) Notification No. 16/2013 (list of goods which can be exported/imported without license) Notification No. 100/2013 (regarding petroleum product importing)	Amended from the Control of Imports and Exports (Temporary) Act 1947
Export/Import Control	The Essential Supplies and Services Act (2012) The (Importers and Exporters) Registration Order 1954	The previous Law(1947) was repealed
	The Foreign Exchange Management Law (2012) The Central Bank of Myanmar Law (2013)	The Foreign Currency Exchange Control Law (1947) was repealed by this Law
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	The Law Amending the Commercial Tax Law (2014)	The Commercial Tax Law (1990)

Source: JETRO and ADB

The new Export and Import Law was enacted in September 2012 replacing the Control of Imports and Exports Temporary Act (1947). The main purposes of the new law are as follows:

- a) To enable to implement the economic principles of the State successfully;
- b) To enable to lay down policies relating to exports and imports which support the development of the State;
- c) To confirm conformity with international trade standards for the export and import policies of the State; and
- d) To streamline and speed up the matters relating to export and import.

The new law describes basic regulations regarding export/import control and the detailed procedures are supplemented by regulations, rules, etc. The Ministry of Commerce (MOC) is authorized to publish necessary regulations, rules and procedures by obtaining the approval of the Union Government, and can release notifications, orders, instructions and procedures.

## **3.2 Export and Import Procedures**

### **3.2.1 Registration of Exporters/Importers**

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 the Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI)<sup>6</sup>. These three registrations should be acquired prior to an application for an export/import license.

### **3.2.2 Export/Import License**

Except items exempted from licensing, exporters and importers are required to apply for export/import licenses on every shipment at the concerned department of MOC in Nay Pyi Taw or the Yangon Regional office.

In advance to applying for an import license, an importer is required 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.

### **3.2.3 Customs Clearance**

As for customs clearance, an exporter/importer submits an export/import declaration form with necessary documents to the Customs Department.

Major conditions for export or import are as follows.

#### **Export**

For export clearance, an exporter is required to receive an L/C valued at the payment amount or receive payment by T/T in advance. The commercial tax on goods for export is levied on the basis of FOB value for the following particular commodities.

**Table 3-2: Commercial tax on Exports**

Commodity	Rate
1. Crude oil	5%
2. Natural Gas	8%
3. Teak, hardwood logs	50%
4. Jade and gemstones	15%
5. Jewelry	5%
6. Electricity	8%

Source: The Law Amending the Commercial Tax Law (2014) and the Union Tax law (2015)

Tax rate changes took place through the Union Tax Law 2015, which is effective from 1 April 2015; Jade and gemstones used to be subject to 30% commercial tax, and the rate for Jewelry was reduced from 10%

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<sup>6</sup> Fishery exporters are able to register at the Myanmar Fishery Federation, instead of UMFCCI.



to 5 %. In addition, 8% of commercial tax is levied on the export of electricity.

In the case of applying the reduced tariffs under the Free Trade Agreements (FTAs) and the Generalized System of Preferences (GSP) schemes at the importing sides, exporters need to obtain the certificate of origin.

### **Import**

After the payment settlement with a foreign exchange bank in Myanmar and receipt of shipping documents, an importer starts the import clearance at the Customs Department. The importer is required to pay customs duty based on the sum of CIF value and landing charges (0.5% of CIF value). Commercial tax is also levied together with the customs duty depending on the commodity.

Permission and/or recommendation from a relevant ministry or organizations are required for customs clearance for some commodities. For example, export of forest products requires a forest pass.

#### **3.2.4 Inspection and Testing Certificate**

If required, an exporter has to prepare an inspection or testing certificate depending on the commodity. Export commodities need a pre-shipment inspection for specification, weight, quality and packing. Inspection organizations, which are usually nominated by importers, issue testing certificates.

### **3.3 Border Trade**

MOC defines “border trade” as “selling or buying of commodities with local currencies or the currencies accepted by both sides, which are produced at border area”.

The Myanmar government established border trade agreements with five neighboring countries as follows:

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

These agreements aim to promote border trade, to realize revenues of the states, and to provide a favorable environment to traders.

Under the border trade system, local currencies of partner countries, in addition to US dollar, are also available except for the Myanmar-Bangladesh border trade which permits only US dollar.

There are totally about 15 trading posts to trade with China, Thailand, Indian and Bangladesh. The highest earning trading post is Muse, near the Myanmar-China border followed by the Myawaddy post at the Myanmar-Thailand border.

### **3.4 Foreign Exchange Control**

The Foreign Exchange Management Law (10 August 2012) is a law governing foreign exchange control, enacted by repealing the Foreign Currency Exchange Control Law Act (1 August 1947). Under the supervision of the Ministry of Finance, the Foreign Exchange Management Department and the Exchange Management Board are responsible for foreign currency control.

As for the foreign exchange system, multiple exchange rates were abolished and integrated into a market exchange rate (managed floating-rate system) in April 2012.

Although the Myanmar government had initially allowed only state commercial banks to run foreign exchange business, private banks were qualified in October 2011. As of March 2015, three national banks and 14 private banks provide services such as remittance and L/C opening.

The Kyat rate has drastically dropped in 2015, from 1,026 Kyat against US dollar on December 31, 2014 to 1,300 Kyat on November 30, 2015. As the reasons, expanding trade account deficit, government budget deficit, political uncertainty and expectation of for stronger dollar are pointed out. In October 2015, the Central Bank of Myanmar announced the revocation of Foreign Exchange Acceptor and Holder License regarding foreign currency transactions in order to promote the circulation of Kyat in domestic transactions.

### **3.5 Issues of Legal System of Foreign Trade of Myanmar**

The Myanmar government has been improving foreign trade procedures by reforming and upgrading trade systems especially through trade liberalization and facilitation. However, they are still several problems such as:

- i) Official announcement of modifications of trade procedures sometimes delays after actual implementation.
- ii) Customs clearance takes time due to insufficient facilities and trained personnel.
- iii) There is no internationally accredited inspection or testing organization in Myanmar to issue certificates required for export and import.
- iv) The flexible foreign exchange and financial policies is needed for stable export and import business environment.

## **Chapter 4 Foreign Trade Policy of Myanmar**

### **4.1 Outline of Trade Policy**

The Myanmar government has made a series of gradual and drastic reforms in trade policy since 2011. The Ministry of Commerce (MOC) adopts four basic trade policies: trade liberalization, trade facilitation, trade promotion, and trade education. These trade policy reforms are related with the regional economic cooperation, especially, the establishment of the ASEAN Economic Community (AEC).

According to the Trade Policy Review by WTO, Myanmar's trade policy objectives consist of: i) "systematically" implementing trade policies in line with the market-oriented economic policy; ii) manufacturing value-added products from primary goods to increase value-added in exports; promoting international trade; and iii) facilitating exports and imports<sup>7</sup>. The World Bank also pointed out several issues relating trade policies: poor infrastructure, lack of government transparency, and lack of laws and regulation posted on the internet<sup>8</sup>.

### **4.2 Policies for Trade Liberalization**

#### **4.2.1 Tax**

The government has reformed the commercial tax on exports so that the payment of 8% was abolished and several particular commodities are subject to commercial tax on export goods. According to the authorities, this is to preserve natural resources<sup>9</sup>.

#### **4.2.2 Tariff Reduction**

Myanmar was a member of GATT since 1948 and has been a WTO original member since 1995. According to WTO data, for agricultural products, 18.5% of tariff lines in Myanmar are bound and for non-agricultural products 5.7% are bound. The average bound tariff rate was 87.2% and that Most-Favored Nation (MFN) tariffs was 5.5% in 2013. Myanmar applies at least MFN treatment to all its trade partners. Almost 95% of MFN tariff lines are less than 15% and about 50% of MFN tariff lines are less than 2%.<sup>10</sup>

Meanwhile, Myanmar has implemented tariff reductions, through several Free Trade Agreements (FTAs), by applying preferential tariff rates which are lower than MFN tariff rates imposed on partners' commodities. According to the ASEAN Trade in Goods Agreement (ATIGA) in 2010, ASEAN countries have eliminated duties on most tariff lines. Myanmar has had 98.86% of tariff lines reduced to 0-5%.<sup>11</sup>

Myanmar, as a developing country, also benefits from preferential treatment provided by developed countries. Under the Generalized System of Preferences (GSP), industrial countries grant preferential

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<sup>7</sup> WTO, 2014, 'Trade Policy Review: Myanmar'

<sup>8</sup> [www.mmbiztoday.com/articles/wto-outlines-myanmar-s-trade-policy-problems](http://www.mmbiztoday.com/articles/wto-outlines-myanmar-s-trade-policy-problems)

<sup>9</sup> WTO, 2014, 'Trade Policy Review: Myanmar'

<sup>10</sup> Ibid

<sup>11</sup> Ibid

treatment to eligible commodities imported from developing countries with the purpose of promoting their exports. Currently, Myanmar is a beneficiary of GSP schemes, launched by such countries as Australia, Belarus, Japan, New Zealand, the Russian Federation, Switzerland, Turkey, EU, Norway, China, India and the Republic of Korea<sup>12</sup>. In particular, the reinstatement of GSP by EU in 2013 has contributed to the growth of Myanmar’s garment exports to EU.

#### 4.2.3 Free Trade Agreements of ASEAN

Myanmar also, as a member of ASEAN, has preferential import tariffs for China (ACFTA), Japan (AJFTA), Republic of Korea (AKFTA), Australia and New Zealand (AANZFTA), and India (AIFTA). According to the schedules planned by each agreement, tariff reductions are gradually taking effect.

In addition, other negotiations are in progress as the following table shows.

**Table 4-1: Status of FTA**

Status	FTAs
Negotiations Launched	<ul style="list-style-type: none"> <li>• ASEAN-EU Free Trade Agreement</li> <li>• Regional Comprehensive Economic Partnership (RCEP)</li> <li>• Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC) Free Trade Area</li> </ul>
Proposed/ Under Consultation and Study	<ul style="list-style-type: none"> <li>• ASEAN-Hong Kong, China Free Trade Agreement</li> <li>• ASEAN-Pakistan Free Trade Agreement</li> <li>• Comprehensive Economic Partnership for East Asia (CEPEA/ASEAN+6)</li> </ul>

Source: ADB

ASEAN and the 6 ASEAN Free Trade partner countries precede the FTA negotiation of the Regional Comprehensive Economic Partnership (RCEP). The negotiation was launched on November 2012 with the purpose of establishing an open trade and investment environment in the region.

#### 4.2.4 Special Economic Zones

The establishment of special economic zone (SEZ) is a measure of trade liberalization. The Myanmar government has launched three SEZs: Thilawa, Dawei, and Kyauk Phyu. According to the Special Economic Zone Law (January 2011), invested companies in SEZ are eligible for exemption from tariffs on raw materials, machinery, and equipment.

### 4.3 Policies for Trade Facilitation

#### 4.3.1 Export/Import License

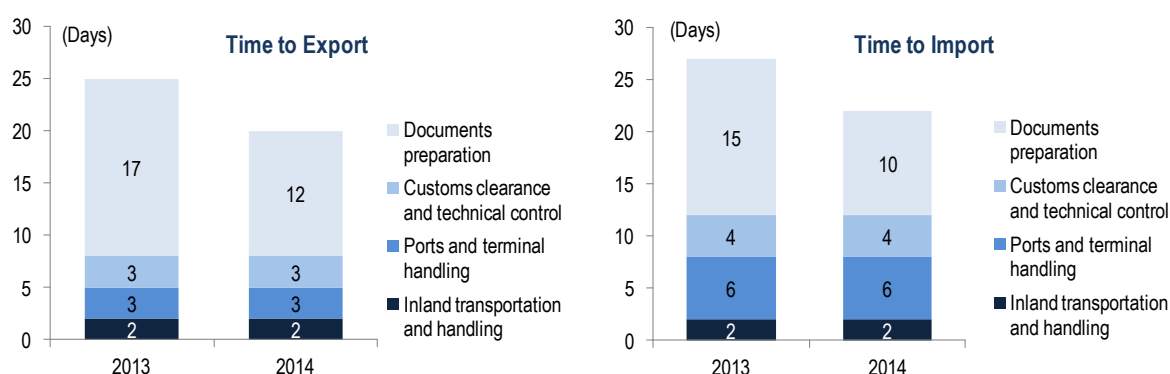
The Myanmar government has promoted exports, by simplifying and quickening export/ import procedures.

The government has tried to reduce the number of documents required to obtain an export/import license.

<sup>12</sup> WTO, 2014, ‘Trade Policy Review: Myanmar’

MOC started to accept applications for export/import licenses at the Yangon in October 2011 in addition to MOC in Nay Pyi Taw. In June 2012, the automatic licensing was introduced for some products. The Myanmar government continuously reduced the items subject to a license (e.g., it reduced license requirements on 152 exported commodities and 166 imported commodities in February 2013, and on 153 import items in July 2014). In July 2015, the Ministry of Commerce changed its licensing control a positive list system to a negative list system by announcing a negative list of products (covering 4,405 items of H.S. Codes) subject to export/import license. The Ministry of Commerce started online application for licenses in 2014. The time for issuance has been shortened to 24 hours.

The data of “Doing Business” of World Bank shows the reduction of time for export/import documents preparation as shown in the following table.



Source: World Bank “Doing Business”

Figure 4-1: Time to Export/Import in Myanmar

#### 4.3.2 Custom Procedure

As a method of facilitating customs clearance, the government has implemented a National Single Window (NSW) in accordance with the principles of transparency, simplicity, efficiency and consistency in order to prepare for the integration with the ASEAN Single Window by 2015. In order to implement the NSW, with assistance from JICA, the Customs Office is introducing a new electronic clearance system, MACCS, which was modeled after the Japan’s Nippon Automated Cargo and Port Consolidated System (NACCS). The Customs Department is planning to commence its operation at the end of 2016. The new clearance system is expected to help traders reduce the cost and time required for customs clearance. Also, the government will be able to collect export/import duties more effectively and accurately.

#### 4.4 Trade Facilitation According to ASEAN Economic Community (AEC)

The 13<sup>th</sup> ASEAN Summit held in 2007 has set the deadline of the establishment of ASEAN Economic Community (AEC) on 31 December 2015. During the Summit, the member countries launched the AEC Blueprint which specifies four pillars, consisting of 17 approaches, and 176 measures to be implemented as priority actions during the period of 2008 - 2015.

Table 4-2: AEC Blueprint

<b>Strategic Schedule of the AEC Blueprint (2008-2015)</b>			
<u>Pillar 1</u> <b>Single Market and Production Base</b>	<u>Pillar 2</u> <b>Competitive Economic Region</b>	<u>Pillar 3</u> <b>Equitable Economic Development</b>	<u>Pillar 4</u> <b>Integration into the Global Economy</b>
<ul style="list-style-type: none"> <li>• Free flow of goods</li> <li>• Free flow of services</li> <li>• Free flow of investment</li> <li>• Freer flow of capital</li> <li>• Free flow of skilled labor</li> <li>• Priority Integration Sectors</li> <li>• Food, agriculture and forestry</li> </ul>	<ul style="list-style-type: none"> <li>• Competition policy</li> <li>• Consumer protection</li> <li>• Intellectual property rights</li> <li>• Infrastructure development</li> <li>• Taxation</li> <li>• E Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• SME development</li> <li>• Initiative for ASEAN Integration</li> </ul>	<ul style="list-style-type: none"> <li>• Coherent approach towards external economic relations</li> <li>• Enhanced participation in global supply networks</li> </ul>

Source: ASEAN Economic Community Blueprint

As for free flow of goods in the Pillar 1, there are nine measures: the 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, and standards and conformance.

Myanmar has been steadily implementing trade liberalization and trade facilitation measures for free flow of goods since the inauguration of new regime in 2011. The implementation has faced with obstacles such as time-consuming legal reform, insufficient technical expertise, inadequate infrastructure and so on.

The Agreement on the Common Effective Preferential Tariff (CEPT) Scheme for the ASEAN Free Trade Area (AFTA) was signed in 1992. After joining ASEAN in 1997, Myanmar started to comply with the CEPT-AFTA. New ASEAN members, that is, Cambodia, Lao PDR, Myanmar and Vietnam (CLMV) were not far behind their implementation commitments. Myanmar was given a longer timeframe until 2008 than ASEAN-6 to reduce tariff rates within 5% for the products in the CEPT Inclusion List.

The ASEAN Trade in Goods Agreement (ATIGA) overwrote CEPT-AFTA in 2008 and entered into force in 2010 with the purpose of establishing an integrated market and production base with a free flow of goods. Tariff reduction of ASEAN countries is implemented according to ATIGA. In the ATIGA (Article 19), member countries shall eliminate import duties on all products traded between the member countries by 2010 for ASEAN-6 and by 2015 for CLMV including Myanmar, with flexibility to 2018 for some products.

The establishment of ASEAN Single Window is also one of the most important measures for free flow of good. Singapore (in 2007), Thailand (in 2008), Malaysia (in 2009), the Philippines (in 2009), Indonesia (in 2010), Brunei Darussalam (in 2013) and Vietnam (2015) have launched their national single windows (NSWs). Myanmar has been implementing the project of the establishment of NSW with cooperation of JICA, and plans to commence its operation at the end of 2016.

The ASEAN Leaders adopted the AEC Blueprint 2025, which succeeds the AEC Blueprint (2008 - 2015), on 22 November 2015. It consists of five goals: i) a highly integrated and cohesive economy; ii) a competitive, innovative, and dynamic ASEAN; iii) enhanced connectivity and sectoral cooperation; iv) a resilient, inclusive, people-oriented, and people-centred ASEAN; and (v) a global ASEAN. In the area of goods trade, ASEAN will continue to reduce or eliminate border and behind-the-border regulatory barriers by strategic measures of i) strengthening the ASEAN Trade in Goods Agreement (ATIGA), ii) simplifying and strengthening the implementation of the Rules of Origin (ROO), and iii) accelerating and deepening the implementation of trade facilitation measures.

#### **4.5 Issues of Foreign Trade Policy of Myanmar**

The Myanmar government has undertaken the trade liberalization and trade facilitation with effort for several years. The simplification of export/import procedures has progressed to a degree. The documents required for export/import license have been reduced and the online application for export/import license has reduced necessary time to one day. The items which need export/import license have been considerably reduced.

However, there still exist barriers of trading business in Myanmar such as restriction on trading license, unclear customs clearance, lack of necessary regulations, etc. The Myanmar government is required to accelerate its trade liberalization process to meet the requirements of international standards. In addition, trade facilitation must be accelerated in accordance with the requirements of the AEC Blueprint 2025.





## **Chapter 5 Trade Promotion Policies of Myanmar**

### **5.1 National Export Strategy (NES)**

The National Export Strategy (NES) for the five years 2015-2019 of the Myanmar government was officially launched in March 2015. As a leading ministry for trade promotion, the Ministry of Commerce (MOC) has taken responsibility on the NES initiative with technical assistance by ITC and financial support from Germany's Federal Ministry for Economic Cooperation and Development (BMZ) in collaboration with German Agency for International Cooperation (GIZ) from January 2013.

#### **5.1.1 Outline of the NES**

NES begins with an analysis of the current economic performance and issues to be overcome. The major findings pointed out are as follows:

- Among Myanmar's exports, natural gas has become dominant in the past decade. Wood products and agricultural products have the next highest share of exports following natural gas. These three items account for 60% of exports.
- Type of export products has been mainly limited to unprocessed items. In the past five years, however, there is a tendency of gradual increase in the share of manufactured products. Also exports of services and tourism have increased recently.
- Due to the economic sanctions led by EU and US, the trade partners of Myanmar shifted to neighboring countries, such as mainly Thailand, China and India. Of these, exports to Thailand alone have the highest share with 40% out of the total.

NES concluded by identifying three issues: namely; i) diversification of export products is important to Myanmar rather than concentration on limited export items, ii) development of value added products/industries is essential to Myanmar rather than focusing on export un-processed products, and iii) diversification on trade partners is crucial to overcome vulnerability caused by depending excessively on a few countries.

According to NES, its design process focused on the internal factors. The main competitiveness constraints related to supply-side capacity, business environment, market entry capacity and development aspects have been identified and addressed in this strategy. Constraints to export competitiveness in Myanmar are summarized below.

Table 5-1: Export Competitiveness Constraints of Myanmar

Supply Side	Market Side
<ol style="list-style-type: none"> <li>1. Sanctions have shaped existing economic and export structures.</li> <li>2. Access to finance is limited as Myanmar's financial sector remains largely underdeveloped.</li> <li>3. Low product quality levels.</li> <li>4. Low productivity, underemployment and low education levels.</li> </ol>	<ol style="list-style-type: none"> <li>5. Market access conditions are becoming more favorable.</li> <li>6. Insufficient information on market demand prevents exporters from tapping promising markets.</li> <li>7. There is no export promotion agency in Myanmar.</li> </ol>
Development Perspective	
<ol style="list-style-type: none"> <li>1. Poverty rates remain high but have been decreasing.</li> <li>2. Gender mainstreaming in the formal sector is required to strengthen gender equity.</li> <li>3. Business activity is concentrated around few geographic locations.</li> <li>4. Ethnic conflicts create obstacles for economic stability and export development.</li> <li>5. Export development will accelerate economic activity and industrialization, thereby amplifying environmental sustainability issues.</li> </ol>	

Source: NES

To overcome such economic situation in Myanmar and promote Myanmar's export strategically, the details for vision, strategic objectives, priority sectors, and plans of actions are presented below.

#### Vision of NES

*"Sustainable export-led growth and prosperity for an emerging Myanmar"*

#### Strategic Objectives

- To foster sustainable and equitable 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
- To develop competitive, diversified and branded exports by expanding productive capacities and fostering innovation
- To build modern, enabled and supportive institutions to respond to the diverse needs of current and emerging exporters
- To build up physical infrastructures

The strategic direction of the NES is also defined with three main targets: market development, structural enhancements to sector value chains, and cross-sector improvements.

### Priority Sector Selection

Although Myanmar faces many challenges on export promotion summarized above including limited resources, NES needs to select priority sectors along with their capacity to contribute to sustainable export growth, employment generation, potential for broad-based socioeconomic development, and based on their ability to meet selected qualitative criteria.

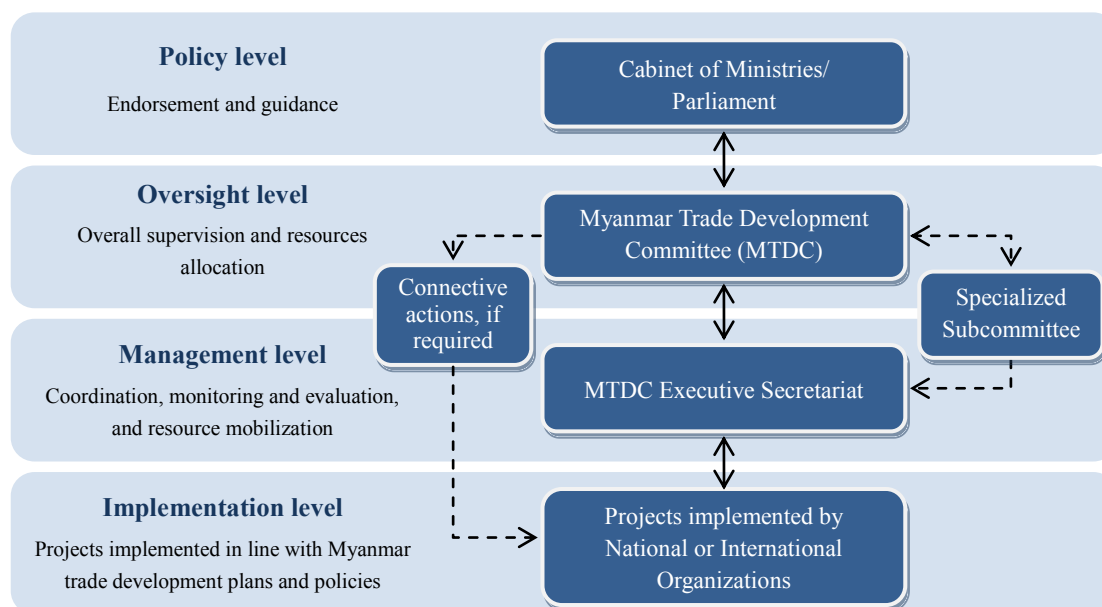
Table 5-2: List of NES Priority Sectors

NES priority sectors	NES priority cross-sector function
1. Rice	1. Trade facilitation and logistics
2. Beans, pulses and oilseeds	2. Quality management
3. Fisheries	3. Access to finance
4. Textiles and garments	4. Trade information and promotion
5. Forestry products	
6. Rubber	
7. Tourism	

Source: NES

### 5.1.2 Structure for the Implementation of the NES

The following governance structure for implementation has been endorsed in NES<sup>13</sup>.



Source: NES

Figure 5-1: Governance Structure for Implementation of the Myanmar NES

<sup>13</sup> The Myanmar Trade Development Committee (MTDC) was established by the Ministry of Commerce on the basis of Order No.35/2014.

Myanmar Trade Development Committee (MTDC) is the core export development decision-making body composed of representatives of both the public and private sectors. The MTDC was established by Ministry of Commerce, Order No.35 / 2014. The MTDC is mandated to spearhead the NES implementation and manage its sustainability by ensuring the effective implementation and monitoring the NES.

The Executive Secretariat is established under the MTDC as a technical and coordination unit to complete the daily operational work required for NES implementation management. The Executive Secretariat is hosted at the Ministry of Commerce.

The Sector Implementation Committee is set up under the MTDC. Under the Sector Implementation Committee, working groups are established for 7 priority sectors and 4 cross-sectors of NES in order to formulate and coordinate a work plan for individual sector.

### 5.1.3 Plan of Action

To reach the strategic objectives of NES, 48 operational objectives and 198 activities are designed which are composed of macro-level activities and also complementary activities.

Table 5-3: Strategic Objectives and Activities in NES

Strategic objective		Operational Objective	No. of Activities
<b>Strategic objective 1:</b>	To foster sustainable inclusive and equitable export-led growth	12	40
<b>Strategic objective 2:</b>	To ensure a consistent, effective, predictable and transparent policy, legal and regulatory framework	11	44
<b>Strategic objective 3:</b>	To develop competitive, diversified and branded exports by expanding productive capacities and fostering innovation	13	57
<b>Strategic objective 4:</b>	To build modern, enabled and supportive institutions to respond to the diverse needs of current and emerging exporters	8	44
<b>Strategic objective 5:</b>	Build up physical trade infrastructures	4	13
<b>Total</b>		48	198

Source: NES

The number of activities for strategic objectives reaches nearly 200 and the sum of activities listed in 11 sector strategies is about 650 including agricultural development, and infrastructure development such as railway. Activities which are directly related to the Project or have some sort of connection with the Project are extracted in the next table.

Table 5-4: Plan of Activities of NES Related to JICA Project

Activities	Priority	Beneficiaries	Target	Estimated Cost in USD
<b>Strategic objective 3:</b> To develop competitive, diversified and branded exports by expanding productive capacities and fostering innovation				
3.5. Support trade promotion efforts of exporting enterprises				

3.5.1. Upgrade MOC's trade promotion department into a Trade Promotion Organization as a stand-alone organization similarly to other ASEAN countries. Consider and assess the feasibility of integrating in the TPO and investment promotion function for priority sectors as well as potential benefits and challenges of having a PPP organization using a SWOT analysis.	1	Agro-producers processors, manufacturers, exporters, traders	Concept and business plan of the TPO developed. Required legislation establishing the TPO passed. TPO established and adequately resourced increased visibility for Myanmar products in foreign markets. Increased Myanmar's export performance	10,000,000
3.5.3. Train more commercial attachés to be sent to target counties. Sector associations to train the commercial attachés on their sector's export products and provide continuous information sharing on the evolution of products and promotional materials.	2	Exporting enterprises, commercial attachés	A training program for commercial attachés established. Commercial attachés in major export markets trained and refreshed regularly	1,000,000
3.5.4. Organize regular trade missions to target markets for existing and emerging exporters through the setting up of a joint cost-sharing scheme (market intervention scheme to support costs of participating in trade fairs and market research). Study the sustainability and operational design of a special fund for such promotional activities, which may be financed from income taxes or contributions via associations.	1	Exporters, Traders	Joint cost-sharing mechanism for trade promotion established. Increased visibility for Myanmar products in target markets	4,000,000
3.5.4. Receive technical assistance to prepare more professional annual Myanmar international trade fair by inviting local and international business partners to participate.	2	Exporters, Traders	A technical assistance project on international trade fair in Myanmar formulated and partners identified. Annual international trade fair launched	1,000,000
<b>Strategic objective 4:</b> To build modern, enabled and supportive institutions to respond to the diverse needs of current and emerging exporters				
4.5. Establish a trade information network to provide useful and easily accessible trade information				
4.5.1. Establish trade information centers where users could access physical documents and have access to the web. This could be achieved by expanding the trade information centre in the MOC-Dept of Trade Promotion and in each region/Dept. Of trade offices or regional chambers of commerce. Also establish more specific resource centre by sector or market and make information more easily accessible. Provide training to staff in the information centers.	1	Private sector enterprises, Exporters, Importers, Traders	Trade information centers established in major cities (Yangon, Mandalay, etc.) MOC Trade Information Website upgrade and expanded and single-window compatible, Staff trained	5,000,000
4.5.2. Set up, update, and maintain an Internet portal to provide news, statistics, and information relating to export news (Customs, TFL, finance, trade law, etc.) in Myanmar and important trade partner	2	Private sector enterprises, Exporters, Importers, Traders	Trade information portal set up, operational and compatible with future single window project, Extensively used by traders	1,000,000

countries. The information contained in this portal should be integrated with the e-government single window. Among others, the website shall contain sections on: - General and product-specific customs and licensing procedures - Market demand and market access conditions - General and product-specific certification procedures and requirements - Dangerous goods and restrictions - Port, warehousing, cargo and transport services - Business matching				
4.5.3. Establish a trade enquiry support service, since the current system is not responsive and does not have an established framework to answer queries using an IT system. Review current institutional set ups and analyze failures through interviews with users (or survey based questionnaires) and propose remedial measures.	1	Private sector enterprises, Exporters, Importers, Traders	Trade enquiry support service or point established and/or upgraded and single-window compatible, Staff trained	300,000
4.5.6. Provide training in market information research, technology, methodology and tools to key service providers and training in sources for information and databases.	2	TI service providers	Key TI service providers identified, Training program designed and initiated, Increased number service provided trained	1,000,000
4.5.9. Expand trade information network internationally to include information on associations, business and investment opportunities, certification and standards, market access conditions, distributors and importers, etc. Provide technical assistance to prepare a strategy and assist in implementing the strategy.	1	TI service providers, Importers, Exporters, Traders	TA partners identified, Implementation plan prepared, Trade information network covers at least 5 new target markets annually	300,000

Source: NES

As for the trade information cross-sector, the plan of activities has been formulated and shown in the Trade Information Cross-sector Strategy. In March 2015, the task force for trade information has identified the priority activities in the plan of action for the fiscal year 2015 and 2016.

The priority activities for 2015 are: i) to set up a special task force consisting of representatives from both the private and public sector (the activity number in the plan of action is 1.1.3), ii) to establish trade information centres at the district level (4.1.2), iii) to organize training workshops for representatives of trade support institutions on data collection and processing (3.2.1), and iv) to define comprehensive guidelines for data collection.

The priority activities for 2016 are: i) to establish an IT system/infrastructure (3.1.3), ii) to maintain active

cooperation and coordination of key partners in the trade information network (4.3.1), iii) to develop a national programme for data computerization (3.1.2), iv) to provide training in market information research to key service providers (1.1.2), and v) to develop a strategy to improve the dissemination of TI in printed media (2.1.1).

## 5.2 Trade Promotion Policies of MOC

Trade Promotion Master Plan (TPMP) is the policy developed by MOC. It describes how MOC plans to develop its trade promotion. TPMP was endorsed by the Director General of DTP in 2013. Currently MOC positions both TPMP and NES as primary policies on trade promotion which are closely connected each other. In this section, an outline of TPMP is abstracted along with MOC's document.

The objective of TPMP is to promote international trade effectively and systematically in accordance with the National Economic Policies, Trade Policies objectives and Strategies.

### Nine Categories for Trade Promotion Strategies

1. Institution
2. Human Resource Development
3. Trade Information
4. Export Development
5. Competitiveness
6. Market Access
7. Private Sector Development & Cooperation
8. Research & Development
9. Strategic Trade

MOC designed strategies for each category as follows:

**Table 5-5: TPMP's Strategies**

Categories	Strategies
1. Institution	<ul style="list-style-type: none"> <li>- International Trade Promotion &amp; Information Centre (ITPIC)* to be established at Yangon</li> <li>- Trade Promotion &amp; Information Centres (TPIC) to be established at each cities of Regions and States</li> <li>- Commercial attaché offices to be opened at countries of Major Markets.</li> <li>- Central Committee on Trade Promotion to be formed</li> <li>- Working Committees on Trade Promotion by products and regions to be formed collaboration with Relevant Departments and Trade Associations</li> <li>- To establish legal framework for Trade Promotion</li> </ul>
2. Human Resource Development	<ul style="list-style-type: none"> <li>- Training on Trade Promotion</li> <li>- Providing awareness for Private entrepreneurs</li> <li>- Recruiting employee</li> <li>- Motivation</li> <li>- Cooperation with International organizations and partner countries to provide knowledge and experiences of foreign countries</li> </ul>
3. Trade Information	<ul style="list-style-type: none"> <li>- Exchange and dissemination of foreign and local trade information through the network of trade centres among Yangon and regional cities</li> </ul>

	<ul style="list-style-type: none"> <li>- Providing trade information to farmers through journals and internet websites</li> <li>- Publishing leaflet on trade promotion periodically</li> <li>- Broadcasting and publishing report of market analysis on previous month and market outlook for next month through state media</li> </ul>
4. Export Development	<ul style="list-style-type: none"> <li>- Development of major export products</li> <li>- Development of potential and value added export products</li> <li>- Development of new export items</li> <li>- Quality improvement of export</li> <li>- Technical transfer</li> <li>- Inspection and testing of export and import</li> <li>- Encouragement of attractive packaging and design creation</li> <li>- Quality of export statistics</li> <li>- Study on obstacle which directly or indirectly affecting export promotion</li> </ul>
5. Competitiveness	<ul style="list-style-type: none"> <li>- Study on supply chain of major exports and cooperate to reduce transaction cost</li> <li>- Warehousing service for export crops</li> <li>- Arrangement on cooperation to develop access road from farms to roads</li> <li>- To reduce transportation cost</li> <li>- To improve trade environment</li> </ul>
6. Market Access	<ul style="list-style-type: none"> <li>- Trade promotion plan by country</li> <li>- Domestic and foreign trade fair plan</li> <li>- Inviting and visiting trade delegation</li> <li>- Cooperation with international organizations</li> <li>- Cooperation with commercial attaché in Myanmar and abroad</li> <li>- Doing domestic and foreign market research and expansion of Market for various quality of product in accordance with the market demand</li> <li>- Sharing knowledge of foreign Trade delegation to regional offices</li> <li>- Promotion fairs for domestic export product to be organised at the cities inviting foreign commercial councillors and including seminars</li> </ul>
7. Private Sector Development & Cooperation	<ul style="list-style-type: none"> <li>- Cooperation with domestic and foreign trade associations</li> <li>- Providing trade centre service collaboration with private sector</li> <li>- Development of commodity exchange centres</li> <li>- Development of specialized companies and public companies</li> <li>- Development of Small and Medium Enterprises</li> <li>- Supporting private sector by trade centre services</li> <li>- Expansion of Trade Associations and production zones for potential exports</li> </ul>
8. Research & Development	<ul style="list-style-type: none"> <li>- Export products research</li> <li>- Domestic and foreign market research</li> <li>- Trade environment research</li> <li>- Quarterly survey report from companies and trade associations</li> <li>- Development of quality and standard policy</li> <li>- Sharing mechanical information to private entrepreneurs to be able to use modern machine unit for export manufacturing sector</li> <li>- Sharing success stories on trade promotion from successful countries to regional offices</li> <li>- Fund raising for Research &amp; Development</li> <li>- Development of post harvest technology for agriculture products</li> <li>- Providing information and technologies relating to rice purchasing, transportation, storage, manufacturing, exporting to private entrepreneurs</li> <li>- Supporting on financial assistant for the development of rice mills and bean mills</li> </ul>
9. Strategic Trade	<ul style="list-style-type: none"> <li>- Price stability and regular exportation of kitchen foods</li> <li>- Price stability and regular exportation of Sensitive goods</li> <li>- Cooperation and supporting of rice reserve</li> <li>- Trade promotion with neighbouring giant market utilizing strategic geographical location</li> </ul>



	<ul style="list-style-type: none"><li>- Trade promotion utilizing FTAs effectively</li><li>- Trade promotion utilizing trade preference including GSP</li><li>- Exploration and cooperation of potential strategic trade partners</li></ul>
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\* ITPIC was transformed into the Myanmar Trade Center (MTC) in 2014.

Source: MOC

### **5.3 Trade Promotion by Ministries Other than MOC**

National Export Strategy (NES) consists of a full-range of actions required for national-level export development of Myanmar. As for the market information cross-sector, the Ministry of Commerce and the Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI) are the major implementing agencies.

Meanwhile, for other sectors, the major ministries play a role of leading implementing agency of actions in their specific fields. These ministries include the Ministry of Industry, Ministry of Agriculture and Irrigation, Ministry of Livestock, Fisheries and Rural Development, Ministry of Environmental Conservation and Forestry, Ministry of Health, Ministry of Labour, Ministry of Higher Education, Ministry of Transport, Ministry of Finance, etc.

### **5.4 Trade Promotion by the Private Sector**

Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI) is the largest not-for-profit business federation of Myanmar. UMFCCI is composed of the following types of members:

- i) State/regional chambers, border trade associations and associations based on services and commodities established as per Myanmar Company Act 26, Section 26
- ii) Central level business associations formed as per any prevailing law apart from the 1950 Special Company Act, Myanmar Company's Act and Joint Venture Act
- iii) Business associations grouped as per their activities and organized exclusively under the supervision of relative ministries.

The UMFCCI and member associations provide the following activities related to trade promotion:

- Cooperation with foreign Chambers and Associations by contracting the memorandum of understanding (MOU)
- Business matchmaking for the trade promotion and joint ventures with foreign and local entrepreneurs
- Organizing of trade fairs and exhibitions
- Participation in trade fairs, exhibitions, etc. organized locally and internationally
- Dissemination of trade and market information
- Consultancy services in matters relating to economic, industrial, legal and environmental issues

- HRD activities such as seminars, conferences, workshops, training and business forums.

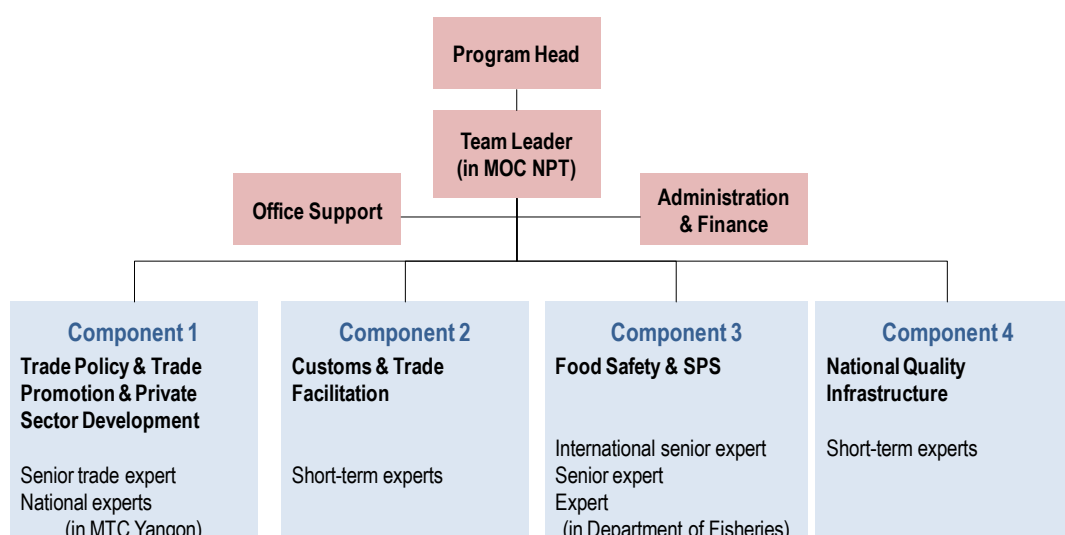
### 5.5 Donor's Assistance in Trade Promotion

National Export Strategy (NES) consists of lists of actions in 11 sectors (7 priority sectors and 4 cross-sectors). The Myanmar Government expects many of these actions are implemented with assistance of donors. ITC has developed a portal site ([www.tradestrategy.org](http://www.tradestrategy.org)), which is database of projects related to NES activities, with the purpose of monitoring the progress of NES and avoiding the duplication of activities.

Several donors currently provide assistance in the area of trade promotion. They include ITC, EU, GIZ, KOICA (KOTRA) and CBI.

International Trade Centre (ITC) has supported the formulation and implementation of NES. NES was formulated with the technical assistance of ITC and financial support from Germany's Federal Ministry for Economic Cooperation and Development (BMZ). The formulation of NES was started in 2013 and NES was officially launched in March 2015.

European Union (EU) and Deutsche Gesellschaft Fur Internationale Zusammenarbeit (GIZ) implement a three-year assistance, Trade Development Programme (TDP). The programme was launched in October 2015. The programme aims at supporting the reform of trade policies, export promotion, customs procedures improvement and quality standards for food safety and consumer protection. At the first stage, the programme focuses on two sectors, fishery and beans, which have strong potential for exporting to the EU. The budget for the programme of €10.5 million will be co-funded by the EU and Germany.



Source: EU & GIZ

Figure 5-2: Implementation Organization of Trade Development Programme

Korea International Cooperation Agency (KOICA) and MOC agreed a project implementation plan of the Capacity Building for Trade Promotion and Establishment of the Master Plan for the Myanmar Trade

Promotion Agency in July 2015. The project period is from December 2014 until October 2016 and the budget is KRW 266 million. As for the master plan for the Myanmar Trade Promotion Agency, the policy consulting on improving the system and relevant laws and consulting on establishment of the organization are provided. Regarding capacity building for trade promotion, one-week training of 20 officials and two-week training of 100 officials are being implemented.

Table 5-6: Outline of KOTRA's Assistance

<b>Establishment of a Master Plan for Policy Consulting and Organization</b>		
<b>Division</b>	<b>Classification</b>	<b>Contents</b>
Policy Consulting	Proposal of policy and ways of improving the system	Economic development plan and industry promotion policy Strategy for promoting trade and FDI Improvement of trade and investment environment
	Proposal of a means of improving the relevant laws	Method of improving the relevant laws and regulations concerning trade and investment promotion Plan for improving the relevant contents
Consulting on Founding the Organization	Planning and modeling	Procedure for setting up an organization Design of organization Roadmap for medium- and long-term development
	Developing and building capacity	Plan for building organizational capacity Project execution manual Method of PR and data preparation
<b>Training in Korea</b>		
Short-term Training	<b>Target:</b> 20 officials (managerial positions) at the Ministry of National Planning and Economic Development, Ministry of Commerce, and Ministry of Industry <b>Duration:</b> One week	
Long-term Training	<b>Target:</b> 100 officials(working level) of the Ministry of National Planning and Economic Development, Ministry of Commerce, and Ministry of Industry <b>Duration:</b> Two weeks. One time 25 officials x 4 times.	
<b>Dispatch of Experts (Project Coordinator)</b>		
Objective	- To share KOTRA's know-how on export promotion by dispatching experts to the recipient country coordinating the project	
Duration	- One year	
Recipient Organization	- Department of Trade Promotion (Ministry of Commerce)	
Main Job	- To establish a master plan and conduct field research. In this case, however, the activity of transmitting KOTRA's know-how will be included in order to build the capacity of DTP personnel	
Consulting Areas	- Management of organization, overseas marketing, methods of researching information, and management of overseas networks	

Source: MOU among MOC, KOICA and KOTRA

Centre for the Promotion of Imports from developing countries (CBI), an agency of the Netherlands Ministry of Foreign Affairs, provides technical assistance in the area of trade promotion. CBI provides trainings on market information. The major counterparts of CBI's assistance are UMFCFI and other associations. Furthermore, the CBI market information database is to be installed on the website of the

Union of Myanmar Travel Association (UMTA). CBI also implements export coaching programmes to support market entry activities of participating Myanmar companies through coaching, consultancy, training, sharing knowledge about EU marketing and introduction of relevant contacts with buyers on the EU market. The target sectors are garments, food and tourism.

## **5.6 Issues of Trade Promotion Policy of Myanmar**

The trade promotion policy of Myanmar has the following challenges:

- i) Bottlenecks of export development are wide-range and inter-related, thus, the collaboration among stakeholders should be promoted to overcome those bottlenecks.
- ii) NES consists of sector development activities for 7 industrial sectors and activities in 4 cross-sectors. It has prepared a list of about 650 activities which are to be implemented by many stakeholders, for example, related ministries and associations. MOC, as secretariat, must play the important and difficult role of coordination and facilitation of implementation of these activities.
- iii) Donor's assistance is necessary for the successful implementation of NES because the Myanmar governments' budget and expertise are limited. Several donors are positive in support trade promotion of Myanmar. However, good coordination between ministries and donors is necessary to realize the participation of donors and avoid the duplication of activities.
- iv) Trade Promotion Master Plan of MOC covers all the necessary areas of trade promotion. However, it shows only titles of necessary measures. Detailed actions and measures need to be designed.
- v) The capability of MOC for coordination of trade promotion efforts should be enhanced considering the above challenges.

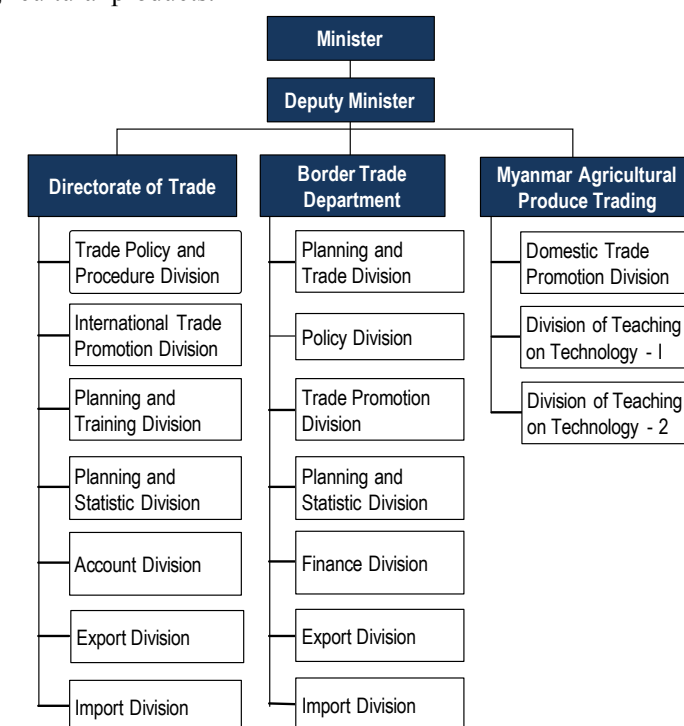
## Chapter 6 Organization for Trade Promotion of MOC

### 6.1 Organizational Reform of MOC

MOC is the ministry responsible for trade policy and trade promotion for both domestic trade and international trade under the Union Government of Myanmar.

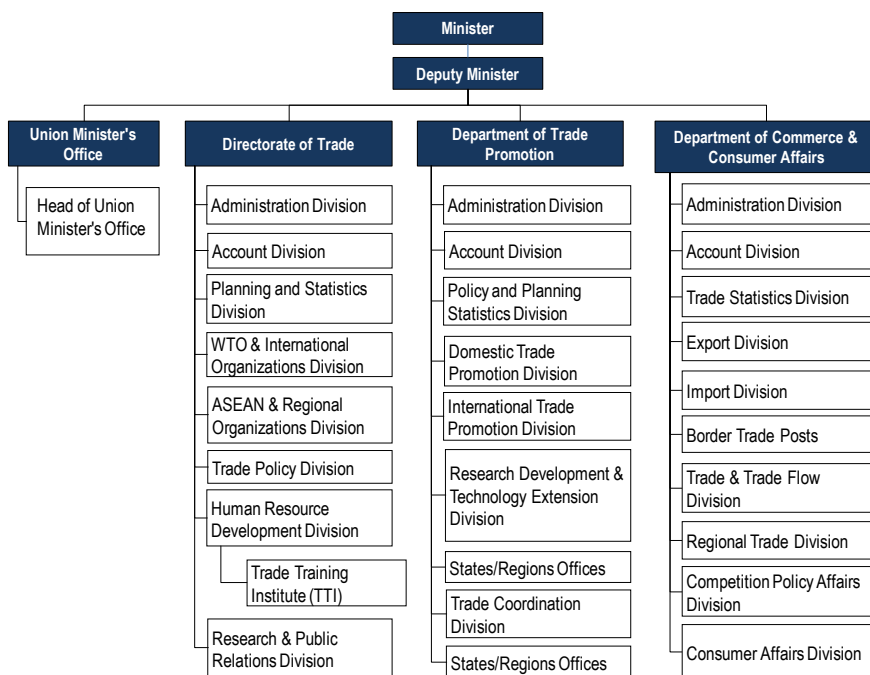
In April 2013, the organization structure of MOC was reshuffled. The two departments, the Department of Border Trade Department (DBT) and the Myanmar Agricultural Produce Trading (MAPT), were reorganized into the Department of Trade Promotion (DTP) and the Department of Commerce and Consumer Affairs (DCCA). Under the organization, the DTP is responsible for trade promotion policies and services. As a result, under the structure, MOC consisted of four bodies: namely, the Union Ministers Office, Directorate of Trade, DTP and DCCA.

The purpose of reorganization was to realize a stronger function-based organization. MAPT had been the largest government trading organization of agricultural products and engaged in the production promotion, quality improvement and trading of agricultural products. However, as the result of liberalization of agricultural product trade, MAPT had ended its role. Succeeding the activities of MAPT, the functions of DTP were mostly related to in the areas of the production development, technical transfer, distribution and trade promotion of agricultural products.



Source: MOC

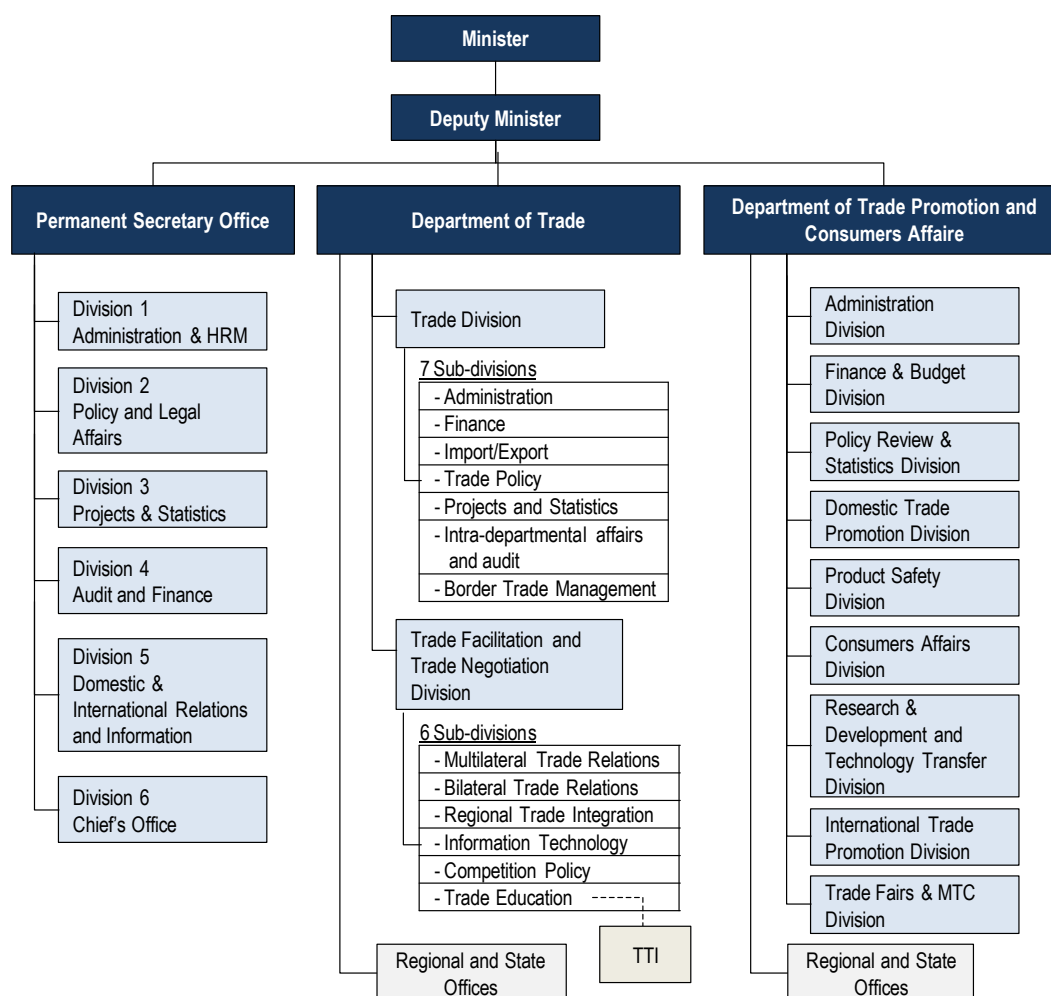
Figure 6-1: Organization Structure until March 2013



Source: MOC

Figure 6-2: Organization Structure after April 2013

MOC reshuffled the organization structure in April 2015 upon the appointment of the Permanent Secretary. The two departments, DTP and DCCA were merged into one department, the Department of Trade Promotion and Consumers Affairs (DTPCA).



Source: MOC

Figure 6-3: Organization Structure after April 2015

MOC currently plans to reshuffle its organization at the beginning of fiscal year 2016. The number of departments is planned to be 4 by dividing the existing Department of Trade Promotion and Consumer Affairs. The new unit for trade promotion will be named the Myanmar Trade Promotion Organization (MYANTRADE). MYANTRADE will consist of 4 divisions: Administration & Finance Division, Trade Promotion Strategy Division, Trade Information and Research Division, Trade Development Division and Trade Development Division.

## 6.2 Organization Related to Trade Promotion

### 6.2.1 Central Office of Ministry of Commerce

Under the current organization, two divisions of the Department of Trade Promotion and Consumer Affairs (DTPCA), i.e., the International Trade Promotion Division and the Trade Fairs & MTC Division are directly engage in export/import promotion. Under Trade Fair and MTC Division, MTC was established in Yangon Regional Office in 2014.

In addition, the activities of Domestic Trade Promotion Division are related to export promotion through domestic trade promotion. The Research & Development and Technology Transfer Division engages in the technical improvement of domestic producer including exporters.

The roles and functions of these divisions are shown in the following table.

**Table 6-1: Roles and Functions of Divisions of MOC Related to Trade Promotion**

<b>Division</b>	<b>Roles and Functions</b>
International Trade Promotion Division	<ul style="list-style-type: none"> <li>- Supervise the issues of international marketing and cooperation with the organizations for export promotion</li> <li>- Cooperate with international and regional trade organizations, and trade partner countries</li> <li>- Seek and select domestic products which can be exported to be international market</li> <li>- Study and explore potential products with the opportunity of being traded both in the international market and the domestic market</li> <li>- Monitor the global economic situation, analyze potential effects on Myanmar economy and trade based and provide advice on solutions</li> <li>- Develop the country profile including information of social, politics, trade, etc.</li> <li>- Develop international trade relation practice</li> <li>- Exchange delegation with trade partner countries and regions</li> <li>- Draft visit schedules of delegations visiting abroad and make necessary arrangements</li> <li>- Coordinate NES Projects and cooperate with international organizations</li> <li>- Search ways of building networks with end-users in the global market for export promotion</li> </ul>
Trade Fair and MTC Division	<ul style="list-style-type: none"> <li>- Supervise international external trade fairs for export promotion</li> <li>- Provide information of domestic and overseas trade fairs to Myanmar Exporters</li> <li>- Arrange visits of international sponsors and experts to Myanmar for the selection of Myanmar companies which participate in overseas trade fairs.</li> <li>- Arrange the internal and external permanent displays of export products</li> <li>- Supervise and organize internal and external trade fairs, issuance of license for Import/Export of exhibitions for the purpose of Trade Fairs, Exhibitions/ Trade Show</li> <li>- Support program for exporter development and product development</li> <li>- Provide trade and economic information</li> <li>- Operate the library</li> <li>- Operate the electronic resource center to provide digital information</li> <li>- Operate the show room (display) and souvenir shop</li> <li>- Provide support service related to trade fairs</li> <li>- Provide consultation</li> <li>- Implement seminars on trade</li> <li>- Organize a business study tour</li> <li>- Provide business matching service</li> </ul>
Domestic Trade Promotion Division	<ul style="list-style-type: none"> <li>- Implement the promotion of crops, market/price research and private sector development</li> <li>- Explain trade promotion policies to the private sector and related ministries</li> <li>- Promote the production of agricultural products for domestic consumption and exports</li> <li>- Establish groups and zones for the improvement of farm management</li> <li>- Study and report the conditions of six crops in terms of production,</li> </ul>



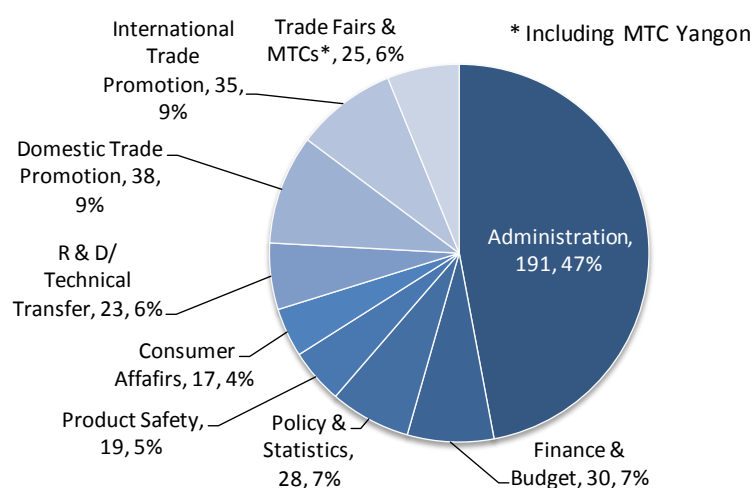
Division	Roles and Functions
	<ul style="list-style-type: none"> <li>consumption, surplus and export</li> <li>- Monitor and report the prices of domestic crops, consumer goods and construction materials</li> <li>- Daily monitor and analyze the prices of crops and basic food</li> <li>- Promote companies specialized in rice and bean and commodity exchange centers in respective regions/ states and all stakeholders</li> <li>- Survey the profitability of farmer, broker, merchant and exporter along the supply chain</li> <li>- Develop the process from production to exporting for the domestic market stability and export promotion</li> <li>- Hold workshops on supply chain, export promotion, quality improvement, etc.</li> <li>- Monitor the demand and supply situation of major item in the global market</li> <li>- Participate in seminars and workshops abroad in order to learn solutions for the issues in Myanmar</li> <li>- Promote Private Public Partnership with the participation of associations, commodity exchange centers, specialized companies and entrepreneurs</li> </ul>
Research & Development and Technology Transfer Division	<ul style="list-style-type: none"> <li>- Collect data for large-scale production and modernized production technologies</li> <li>- Provide advice on how to solve the problems of standardized quality production</li> <li>- Provide permission to new construction, relocation and demolition of private rice and bean mills</li> <li>- Improve specifications and standardization of crops</li> <li>- Develop small-scale production in rural areas</li> <li>- Develop One Village One Product and Many Villages One Product by supporting technology, capital and marketing</li> </ul>

Source: MOC

The number of personnel of DTPCA in Nay Pyi Taw is 401 as of July 2015. The number of personnel of divisions related to trade promotion are as follows:

Domestic Trade Promotion Division:	38 persons
International Trade Promotion Division:	35 persons
Trade Fair and MTC Division:	20 persons
MTC:	10 persons <sup>14</sup>

<sup>14</sup> The number of permanent officers and staff is 5. The other 5 persons are dispatched from the regional offices as the status of “attached personnel.”



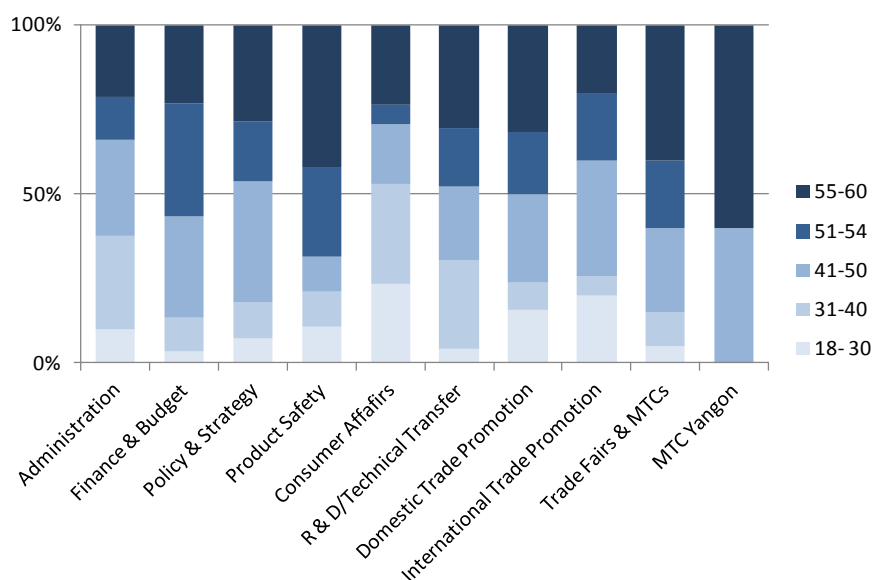
Note: As of July 2015.

Source: MOC

Figure 6-4: Personnel of Department of Trade Promotion and Consumers Affairs by Division

The age of personnel is advancing at DTPCA. The composition of personnel by age shows that approximately half of personnel are more than 50 years old.

Domestic Trade Promotion Division:	50% are more than 50 years old
International Trade Promotion Division:	40% are more than 50 years old
Trade Fair and MTC Division:	60% are more than 50 years old
MTC:	60% are more years old



Source: MOC

Figure 6-5: Personnel of Department of Trade Promotion and Consumers Affairs by Age

The ministry's established regulations are applied for budgeting, accounting, procurement, remuneration

and so on to the operation of DTPCA. The decision-making procedures and organization culture follow the bureaucratic practice of Myanmar.

Personal computers (PCs) have been introduced and used at DTPCA. The most-used applications are MS-Word and MS-Excel. Daily documents are produced by MS-Word. Officers use the internet for daily communications but they usually use Gmail or other free email services instead of a mail address of “@commerce.gov.mm”. However, insufficient supply of PCs and generally low proficiency of applications are big issues for improving the productivity of their task.

### 6.2.2 Myanmar Trade Center (MTC)

Under the Trade Fair and MTC Division of DTPCA, MOC opened the Myanmar Trade Center (MTC) in Yangon on 21 June 2014 on the second floor of the Yangon regional office of MOC. The objective of MTC is to promote international trade of Myanmar by providing trade and economic information and consultation to Myanmar exporters and overseas buyers. MTC operates product displays and library.



The 10 officers and staff work at MTC with the duties described in the table below. Although the number of officers and staff allocated to MTC is reasonable as a one-stop window

for trade promotion services, experience and service mechanisms have not been sufficiently developed through only one year operation.

Table 6-2: Duties of Personnel Allocated to MTC

Rank	Duty in Charge					
	Management	Administration	Consultation & Meeting	Inquiry	Library	Permanent Display
Deputy Director	x	x	x			
Officer	x	x	x			
Officer						x
Deputy Superintendent			x			
Deputy Superintendent				x		
Clerk Level 1					x	
Senior Clerk			x			x
Junior Clerk			x	x		
Junior Clerk					x	
Daily Wages Worker						x
Total	2	2	5	2	2	3

Source: MOC

### **Regional Offices**

The organization structure of state and regional offices resembles that of Central Office (Nay Pyi Taw). The divisions named same as the above engage in similar activities. At a regional/state office of MOC, the organization consists of nine units, the same as DTPCA in Nay Pyi Taw. The numbers of personnel of the regional/state offices are as shown in the table below. Although the allocation of personnel to the state offices has been small due to the political reasons, MOC is increasing personnel in state offices.

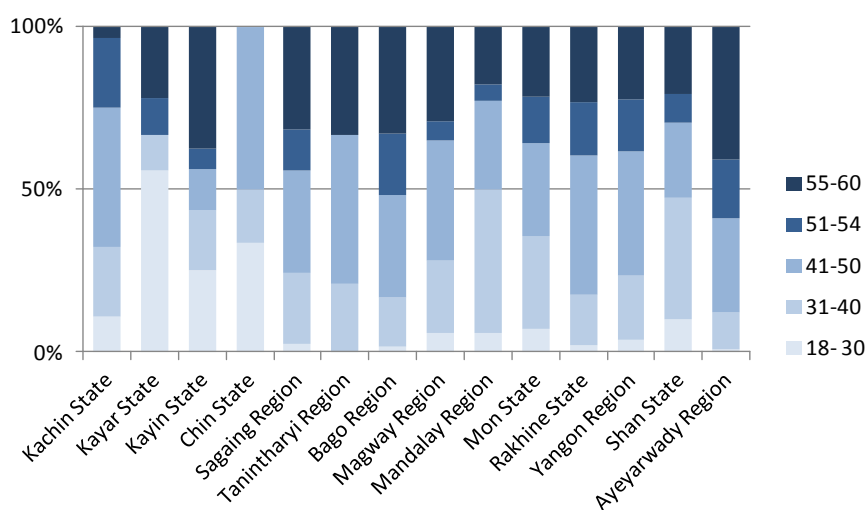
MOC plans to set up a regional trade center in all the states and regions. As of December 2015, five regional trade centers, in Patheingyi of Ayeyarwady Region, Taunggyi (Shan State), Mandalay (Mandalay Region), Myittha (Kachin State), and Monywa (Sagaing Region), have been established under the Division of International Trade Promotion and Consumers Affairs of the regional offices. MOC plans to establish 5 new regional trade centers in 2016 in Sittwe (Rakhine State), Muse (Shan State), Magway (Magway Region), Mawlamyaing (Mon State) and Loikaw (Kayah State). The functions of regional trade centers are basically same as MTC. The activities of Mandalay Regional Office and Ayeyarwady Regional Office are outlined in Appendix 1.

**Table 6-3: Personnel of State/Region Offices of MOC**

State/Region	No of Personnel
Kachin State	28
Kayah State	9
Kayin State	16
Chin State	6
Sagaing Region	127
Tanintharyi Region	24
Bago Region	278
Magway Region	86
Mandalay Region	110
Mon State	42
Rakhine State	91
Yangon Region	254
Shan State	91
Ayeyarwady Region	226
Total	1,314

Source: MOC

There is a big difference in the composition of personnel by age according to state and region. However, generally speaking, the personnel of state/region offices are younger than the central office.



Source: MOC

Figure 6-6: Personnel of State/Region Office of MOC by Age

### 6.2.3 Overseas Offices

MOC doesn't have its own branch office abroad. The commercial attachés are stationed at nine embassies among a total of 25 embassies. In addition to diplomats of the Ministry of Foreign Affairs, the Myanmar Government dispatches commercial attachés on a trial basis to nine priority countries/economy: Hong Kong, Japan, China, India, USA, Singapore, Belgium, Thailand and South Korea. The commercial attachés were originally officers that belong to different Ministries. One commercial attaché is from the MOC. They were selected and trained at Ministry of National Planning and Economic Development (MNPED) in 2012. They came back to Myanmar in October 2015 with the termination of their term (3 years) and returned their original ministries. The second batch of commercial attachés has been dispatched.

The Ministry of Commerce has established a trade representative office in Nanning (China) and a permanent mission office for WTO representative in Geneva, Switzerland in 2015. The task of trade representative office is the trade promotion between two countries.

### 6.3 Issues of Trade Promotion Organization of MOC

The trade promotion organization of MOC faces with the following issues:

- i) There is no single unit which solely engages in trade promotion within MOC because DTPCA is also in charge of consumers affairs.
- ii) The organization reform was implemented two times during 2013 - 2015. But the last reform was rather stopgap as a result of the establishment of Permanent Secretary Office, and effectiveness and benefits of the reform were not carefully examined.
- iii) The history of serious and practical trade promotion is rather new at MOC because it started after

the organization reform in 2013.

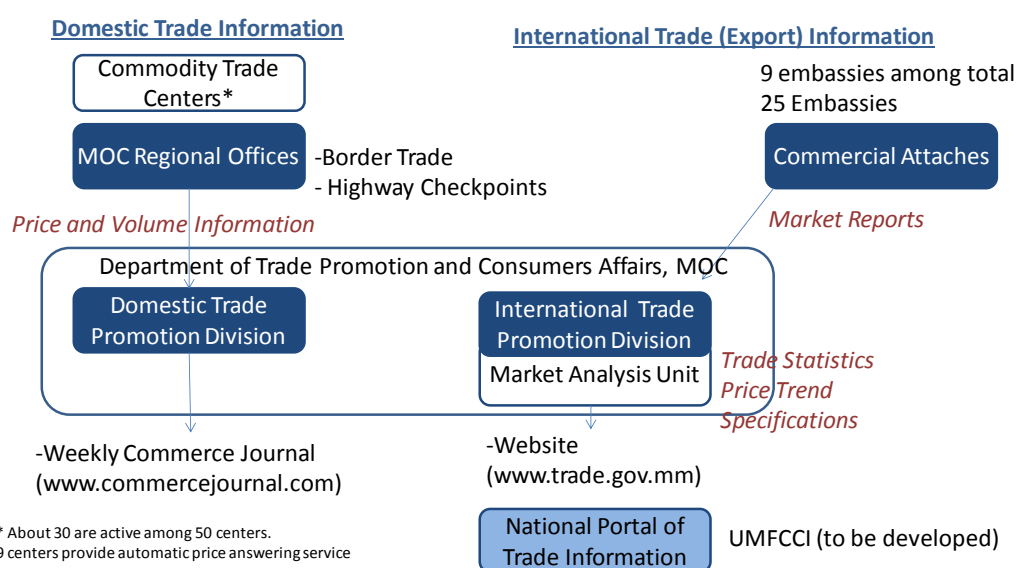
- iv) The number of personnel for trade promotion in DTPCA is around 100. The aging of personnel is progressing and the age balance is uneven.
- v) The functions of divisions related to trade promotion have been formulated. However, detailed workflows and job descriptions have not been developed.
- vi) The establishment of MTC is a good step for expansion of trade promotion service. Furthermore, MOC has been establishing regional trade centers in states and regions. The service capability development of those trade centers is required.

## Chapter 7 Trade Promotion Service of MOC

MOC provides a variety of services for trade promotion. Under MOC, the Department of Trade Promotion and Consumers Affairs (DTPCA) and regional offices are major units engaging in trade promotion services.

### 7.1 Trade Information

The trade information handled by DTPCA can be divided into two categories: domestic trade information and international trade information. Most of trade information produced by DTPCA is domestic trade information prices and trade volume of major commodities.



Source: JICA Project Team

Figure 7-1: Flow of Trade Information

### Domestic Trade Information

Domestic trade information covers prices and trade volume of commodities such as rice, edible oil, pulses & beans, chili, onion, garlic, potato, fish & shrimp, gold and rubber.

A routine mechanism for sharing domestic trade information has been established. The flow of collection and distribution of domestic trade information is shown in the Figure 7-2. District/township offices collect information daily from the commodity exchange centers. There are approximately 30 active commodity exchange centers among a total of 50. The district offices report to the regional office usually by telephone. The regional offices also collect trade information from border trade checkpoints and highway checkpoints. The regional offices prepare a market analysis report every week and submit it to Domestic Trade Promotion Division in Nay Pyi Taw. Domestic Trade Promotion Division publicizes the information on MOC's website (www.commerce.gov.mm) and MOC's weekly journal "Commerce Journal." Domestic Trade Promotion Division plans to build a database of trade information.

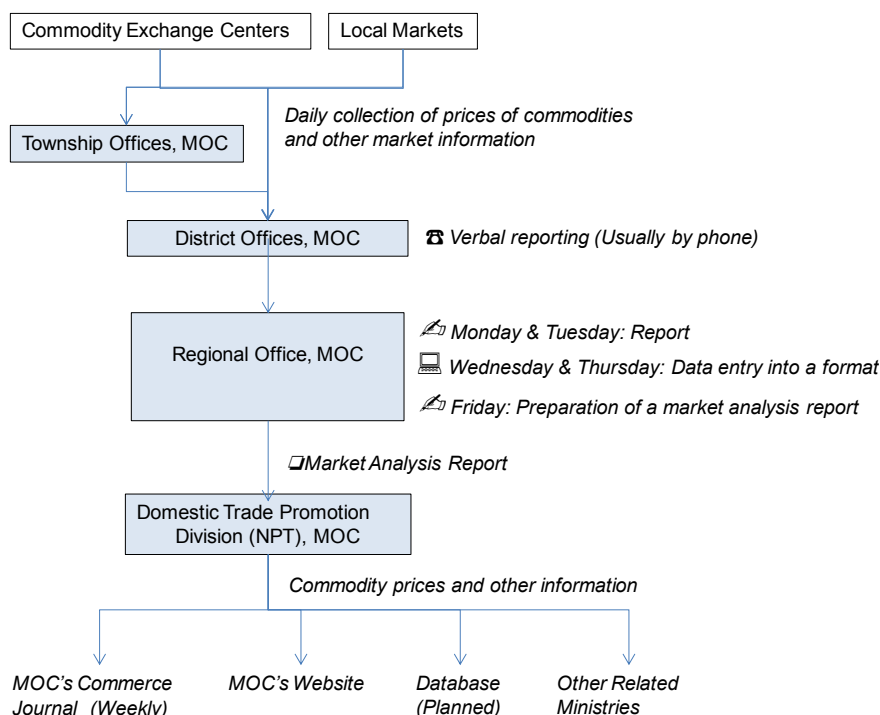


Figure 7-2: Flow of Domestic Trade Information on Commodity Trade

### **International Trade Information**

The International Trade Promotion Division consists of two units: that is, the Market Promotion & Analysis Unit and the International Trade Organizations Unit. The former is in charge of international trade information service. However, the scope of international trade information service is very limited. This is because the tasks and expected output are officially determined and job descriptions are not prepared. And this is because the activities of International Trade Promotion Division are mostly concentrated on coordination of the projects with international partners such as ITC, KOTRA and World Bank.

The Market Promotion & Analysis Unit is in charge of collection, processing and dissemination of international trade information. The major task of this unit is a handling of market report sent by the commercial attachés.

The commercial attachés of nine embassies overseas periodically make a brief market report and submit it to the International Trade Promotion Division. The contents of a market report are simple information of trade statistics of appointed countries. They write a one-page report on price trend every week. Some commercial attachés attach statistics and reference to their report. They also write short articles (of a few paragraphs) as overseas market news for the weekly journal "Commercial Journal".

The Market Promotion & Analysis Unit collects and distributes the reports from the commercial attachés to the related parties including the President Office.



### **Information Provision by Websites**

MOC operates the following three websites as information portals:

- Website of the Ministry of Commerce ([www.commerce.gov.mm/](http://www.commerce.gov.mm/))
- Website of the DTPCA ([www.trade.gov.mm/](http://www.trade.gov.mm/))
- Website of commerce journal ([www.commercejournal.com.mm/](http://www.commercejournal.com.mm/))

The contents of websites are as shown in the following tables. Most of the contents are in Burmese; therefore, helpful information for foreign business people is limited.

Table 7-1: Contents of Website ([www.commerce.gov.mm/](http://www.commerce.gov.mm/))

Menu	Contents	Language
<b>Top Page</b>		
Trade News	- News of international trade - News of domestic trade - News of border trade	Burmese
<b>Top Menu</b>		
About Myanmar	- Outline of Myanmar (location, geography, climate, population, natural resources, agricultural products, industries, export commodities, import commodities, currency, fiscal year, international organization membership, administrative divisions, ethnic groups, religions, and languages)	Burmese and English
About MOC	- Basic policy and objective, main objectives, basic principles, organization	Burmese and English
Market Prices	- Domestic market prices of major commodities, gold, and steel (Burmese and English) - International market prices of major commodities, gold, and steel (English)	Burmese and English
Data and Chart	- Trade statistics of last two years	Burmese
Contacts	- Contact address of MOC	Burmese and English
Trade Figures	- Trade statistics	Burmese

Source: [www.commerce.gov.mm/](http://www.commerce.gov.mm/)

Table 7-2: Contents of Website ([www.trade.gov.mm/](http://www.trade.gov.mm/))

Menu	Contents	Language
<b>Top Menu</b>		
About DTP	- Duties and functions of divisions	Burmese and English
Trade Policies	- Announcement of regulations, newsletter, and product standards	Burmese and English
Exhibitions	- List of exhibitions to be held in 2015 and link to news of those exhibitions (Burmese) - List of exhibitions held in 2014 and link to news of those exhibitions (English)	Burmese and English
News	- New of events (News in Burmese and English are different contents)	Burmese and English
Products	- This menu is intended to introduce Myanmar	Burmese

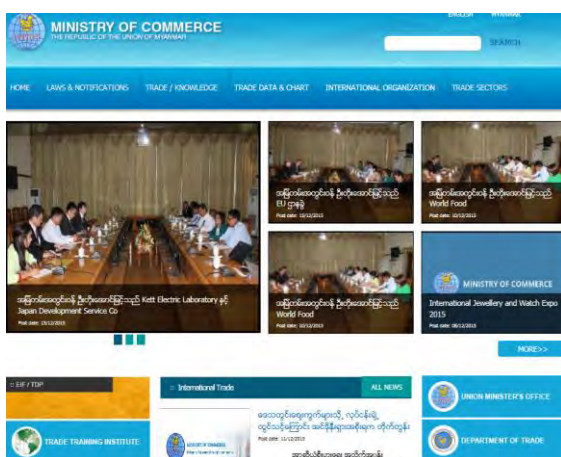
	<ul style="list-style-type: none"> <li>producers and traders.</li> <li>- Information is only a company name, telephone number and photo of products.</li> <li>- The companies' names are mostly shown in Burmese.</li> <li>- Lists of producers, traders and associations</li> </ul>	
National Export Strategy	<ul style="list-style-type: none"> <li>- Documents of National Export Strategy (English)</li> <li>- List of trade support institutes under MOC and other ministries mostly related to beans, and oil seeds, rice and rubber (Burmese)</li> </ul>	<p>English</p> <p>Burmese</p>
Consumer Protection	<ul style="list-style-type: none"> <li>- Documents related to consumer protection</li> </ul>	Burmese and English
<b>Side Menu</b>		
Market Information	<ul style="list-style-type: none"> <li>- Export and import data by product</li> <li>- Commodity prices, currency exchange rates and gold price (Burmese)</li> <li>- Directories of associations (Burmese)</li> <li>- Directories of exporters and importers (Mixture of Burmese and English)</li> <li>- Contact address of DTPCA (Mixture of Burmese and English)</li> <li>- Enquiry form to DTPCA (Under construction)</li> </ul>	Burmese and English
Myanmar Trade Center	<ul style="list-style-type: none"> <li>- Under construction</li> </ul>	Burmese
Commodity Test & Quality Management	<ul style="list-style-type: none"> <li>- Organization structure</li> <li>- Functions of divisions</li> </ul>	Burmese

Source: [www.trade.gov.mm/](http://www.trade.gov.mm/)

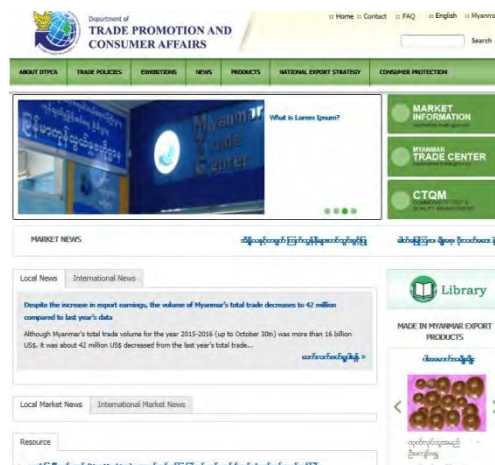
Table 7-3: Contents of Website ([www.commercejournal.com.mm/](http://www.commercejournal.com.mm/))

Menu	Contents	Language
<b>Top Page</b>		
Cover Story	<ul style="list-style-type: none"> <li>- Cover stories of latest and past issues</li> </ul>	Burmese
News	<ul style="list-style-type: none"> <li>- News of business, politics, sports, trade, agricultural commodities, etc.</li> </ul>	Burmese
Market News	<ul style="list-style-type: none"> <li>- News of domestic market, international market, commodity prices, financial market, etc.</li> </ul>	Burmese
<b>Top Menu</b>		
News	<ul style="list-style-type: none"> <li>- News of business, politics, sports, trade, agricultural commodities, etc.</li> </ul>	Burmese
Market News	<ul style="list-style-type: none"> <li>- News of domestic market, international market, commodity prices, financial market, etc.</li> </ul>	Burmese
Archives	<ul style="list-style-type: none"> <li>- Past articles</li> </ul>	Burmese
Photo Gallery	<ul style="list-style-type: none"> <li>- Photos of Myanmar products</li> </ul>	Burmese
Contact Us	<ul style="list-style-type: none"> <li>- Address of the Commerce Journal</li> </ul>	Burmese
Download PDF	<ul style="list-style-type: none"> <li>- Files of past issues</li> </ul>	Burmese and English

Source: [www.commercejournal.com.mm](http://www.commercejournal.com.mm)



Website of Ministry of Commerce



Website of DTPCA



Website of Commerce Journal

**Measures for Market Information Proposed in the National Export Strategies**

The International Trade Division is responsible for the implementation of the National Export Strategy (NES). MOC serves as the leading partner for several activities in the area of trade information (TI) of NES as shown in Table 7-4. In NES, a focal web portal will be established to be the central gateway for trade information services in a user-friendly manner. This portal will include market access information such as:

- Myanmar’s trade agreements
- Business events, trade shows and workshops, conferences in Myanmar and around the world
- Interactive guides on how to export
- Publications, e.g. newsletters
- Contact information for the regional offices of MOC
- List of exporters and importers with contact information
- Logistics
- Market trends.

Table 7-4: Activities for Which MOC Serves as Leading Partner in NES

Strategic Objective	Operational Objective	Activity
1: Improve the	1-1 Improve methodological	Guidelines for data collection (1.1.1) ☆

collection of trade information (TI)	aspects of data collection	Special task to improve the quality of source information (1.1.3) ☆
	1.2 Improve the collection of private sector information	Surveys at Customs borders (1.2.4) ☆☆☆
	1.3 Improve the TI infrastructure for collecting and systematizing information	Online publish of information on public events on trade (introduction of computers connected to the regional offices of MOC (1.3.3) ☆☆
2. Improve the reach and relevance of TI within Myanmar	2.2 Include new partner in the dissemination of information	A strategy to disseminate TI through mobile networks (2.2.1) ☆☆☆
		A strategy to disseminate TI through new organizations and institutions (2.2.2) ☆☆
		Training workshops for new information providers (2.2.3) ☆
	2.3 Create a one-stop portal for information dissemination	A joint task force to prepare guidelines for the web portal (2.3.1) ☆☆☆
		A focal web portal to be the central gateway for TI services (2.3.2) ☆☆☆
	2.4 Engage directly with grass-roots people to collect and disseminate crucial information	An information exchange system with community leaders in rural areas (2.4.1) ☆☆
An information exchange framework with civil society organizations (2.4.2 - 2)		
3. Improve the quality and timeliness of TI	3.1 Improve the timeliness of TI provision	A national program for data computerization (3.1.2) ☆
		Establish an IT system / infrastructure (3.1.3) ☆
	3.2 Add value to the information provided through analysis and commentary	Training workshops for TSI representatives on data collection and data processing (3.2.1) ☆
		A strategy to improve the availability of information on third market requirements for exports (3.2.2) ☆☆
4. Increase coordination and collaboration among TSIs in Myanmar	4.1 Create and establish focal points for the TI network	Trade Promotion Organization, as a stand-alone organization (4.1.1) ☆☆☆
		Trade Information Centers (4.1.2) ☆
		A focal point for the TI network to enhance cooperation with the Trade Information Centers (4.1.3) ☆☆
	4.2 Strengthen the TI network	Expand the scope of the information available on the web portal (4.2.1) ☆☆
	4.3 Ensure the sustainability of the TI network	A trade enquiry support system for the TI network (4.3.1) ☆
		Sustainable partnerships with local and overseas TI agencies (4.3.2) ☆☆

Note: ☆☆☆ High Priority, ☆☆ Medium Priority, ☆ Low Priority  
Source: NES

## 7.2 Trade Fairs

### 7.2.1 Overseas Trade Fairs

The Trade Fair and Myanmar Trade Centers Division is in charge of MOC's participation in trade fairs. A standard operating procedure (SOP) for trade fairs has been prepared. The process of overseas trade fair participation is as follows:

- Collect information on trade fairs
- Find support from overseas organizers for exhibition space for Myanmar companies and financial support
- Allocate necessary budget for MOC officers to join the trade fairs
- Share the information about the trade fairs with associations and the private sector
- Support Myanmar companies to participate in the trade fairs
- Attend the trade fairs

The ministry's budget is for the travelling cost of MOC officers only for the trade fairs which are supported by overseas organizers. Annually the budget has covered several overseas trade fairs. The examples are China ASEAN Expo and HKTDC Food Expo organized by Hong Kong Trade Development Council (HKTDC).

The trade fairs in which MOC participated during the period from February until December, 2015 are as shown in the table below.

**Table 7-5: List of Overseas Trade Fair Which MOC Officially Participated**

Name	Date	Place	No. of Participated Companies
Bangkok Gems & Jewelry Fair (55th)	February 24 - 28, 2015	Bangkok, Thailand	11 companies
Bangkok International Fashion & Bangkok International Leather Fair 2015	March 11 - 15, 2015	Bangkok, Thailand	3 companies/ association
International Innovative Craft Fair 2015	March 19 - 22, 2015	Bangkok, Thailand	2 companies
Bangkok International Gift Fair & Houseware Fair	April 19 - 23	Bangkok, Thailand	6 companies
THAIFEX - World of Food Asia	May 20 - 24	Bangkok, Thailand	5 companies
Bangkok Gems & Jewelry Fair (56th)	September 10 - 14, 2015	Bangkok, Thailand	6 companies
Tokyo Game Show 2015	Sep 17 - 21, 2015	Tokyo, Japan	3 companies
ASEAN Food & Beverage Exhibition & Business Matching	Oct 18 - 23, 2015	Tokyo, Japan	3 companies
ASEAN Trade Fair 2015	November 18 - 21, 2015	Soul, Korea	9 companies

Source: MOC

In the private sector, UMFCCI and associations collect the information of overseas trade fairs and announce it to the member companies. Private companies participate in the overseas trade fairs base on their own considerations.

### 7.2.2 Domestic Trade Fairs

The regional offices of MOC hold regional trade fairs in collaboration with the private sector, but domestic

trade fairs organized by MOC are very limited. Domestic trade fairs are frequently held in Myanmar. The private sector (associations) plays an active role in domestic trade fairs. The organizers are mostly foreign government/institutions, trade associations and private organizers. Many domestic trade fairs are mainly held to sell foreign products to Myanmar or to find business partners in Myanmar.

Domestic trade fairs are mostly held at the following venues:

- Tatmadaw Exhibition Hall, Yangon
- Myanmar Convention Center, Yangon
- Myanmar Event Park, Yangon
- Myanmar International Convention Center, Nay Pyi Taw
- Maniradana Jade Emporium Hall and Gems Museum, Nay Pyi Taw



Photo: Japan Festival 2014



Photo: Showcase Malaysia 2015

Table 7-6: List of Trade Fairs in Yangon during the Second Half of 2015

Name	Period
Myanmar Phar-med Expo 2015 - 3rd International Exhibition & Conference on Medical & Pharmaceutical Industry for Myanmar	July 9 to 11, 2015
Auto Expo Myanmar - Myanmar International Auto Parts & Accessories Exhibition	July 22 to 25, 2015
Myanmar International Machine Tool & Automation Exhibition	July 22 to 25, 2015
Myanmar Medical Exhibition & Healthcare Conference	August 7 to 9, 2015
Myanmar Cosmetics, Beauty, Spa & Wellness Products Exhibition	August 7 to 9, 2015
Builders Myanmar 2015	August 13 to 15, 2015
Electric Myanmar 2015	August 13 to 15, 2015
Oil & Gas Myanmar 2015	August 13 to 15, 2015
2015 Myanmar International Agriculture Techniques & Equipment Exhibition	August 14 to 17, 2015
Myanmar Int'l Food-tech Industry Exhibition	August 14 to 17, 2015
Myanmar Int'l Plastics and Rubber Industry Exhibition	August 14 to 17, 2015
MyanmarWater 2015	September 17 to 19, 2015
INTERMACH MYANMAR 2015 - Myanmar's International Industrial Manufacturing and Subcontracting Exhibition	September 24 to 26, 2015
SUBCON MYANMAR 2015 - Myanmar's International Industrial Subcontracting Event - 3rd Edition	September 24 to 26, 2015

Medical Myanmar 2015, Pharma Myanmar 2015 and Hospital Construction Myanmar 2015	October 8 to 10, 2015
International Auto Parts, Accessories, Service and Repair Equipment Exhibition	October 9 to 11, 2015
Aqua Fisheries Myanmar 2015	October 14 to 16, 2015
Manufacturing Myanmar 2015	October 15 to 17, 2015
Oil & Gas Myanmar 2015	October 15 to 17, 2015
MyanWater 2015	October 22 to 24, 2015
Myanmar International Agriculture, Feed & Livestock Show	November 26 to 28, 2015
MYANFOOD 2015	November 26 to 28, 2015
MYANHOTEL 2015	November 26 to 28, 2015
Myanmar International Building & Construction Industry Show	December 3 to 5, 2015
International Power & Electrical Engineering Show	December 3 to 5, 2015

Source: JETRO

### 7.3 Permanent Display

Myanmar products are displayed at MOC Nay Pyi Taw, MTC, and regional offices.

In the main building of MOC, Myanmar products are exhibited in the entrance hall, the stairs to the second floor, and the second floor. The products cover major export items such as rice, beans and pulses, rubber products, garments, other manufactured products, etc.

At MTC, around 90 products from 30 companies of 7 sectors are displayed. The product items are varied such as furniture, garments, tea, foodstuff, souvenir items, etc. During the collection of products for display, MTC announced the opening of MTC to the public and invited exhibitors. MTC currently displays the products offered at the first announcement. MTC has not made a second invitation announcement.



Photo: Permanent Display at MTC

MTC operates the permanent display space as follows:

- a. To display Myanmar export items by category. The existing export products such as bean, seafood, metal, handicrafts, etc. and potential products are displayed.
- b. To examine a proper way of display, for example, display with producer profiles, brochures and product photos.
- c. To exhibit souvenir items so that foreign buyers can check and find major souvenir items to handle or so foreign visitors can purchase souvenirs at one place.

At the instruction of MOC, the regional trade centers establish permanent displays. They exhibit specialty product of regions.

### 7.4 Library

A library is located at MTC and the regional trade centers.

The library of MTC stores the following books and document (in the forms of hard copies and/or soft copies).

- a. Books, documents and papers produced by MOC such as Import/Export Procedures and "Explore Myanmar".
- b. Trade-related documents, papers, statistics and books released by international organizations such as IMF, World Bank, WTO, UNCTAD, etc.
- c. Import procedures, directories, statistics, HS Code (soft copy) and trade-related books from the major trading partner countries. The collection is carried out with the assistance of Myanmar Embassies.
- d. Directories, yellow pages and producer profiles of Myanmar producers prepared by the associations, private publishers, etc.

As of October 2015, around 300 books, brochures and documents are registered as stock with the following classifications:

Laws and regulations:	about 80
Directories:	about 20
Economics:	about 30
International relations:	about 100
Magazines:	about 80

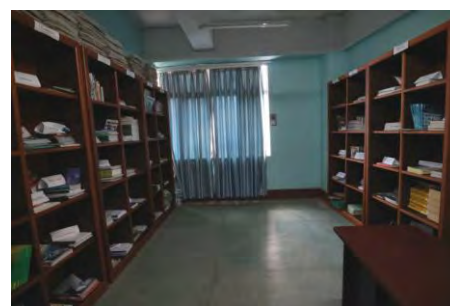


Photo: Library of MTC

MTC also collects data and information through the websites of international organizations, trade promotion organizations, etc. MTC periodically requests the latest publications to UMFCCI and its member associations. The library lends books for one week to registered companies and MOC personnel. The library provides photo copying service for a charge.

Regional trade centers display similar books and documents as MTC but of smaller variety.

## **7.5 Consultation and Advisory Service**

MTC and the regional trade centers provide consultation service to exporters and overseas buyers.

MTC provides the following:

- a. Advice to local and foreign businessmen about import/export business
- b. General information and advice on import-export procedures, trade laws, tariff rates, certificate of origin and other regulations of trading with other countries.
- c. Introduction of possible information sources as for specific information which MTC does not have.
- d. Providing new exporters with the necessary information for the entry into the international market.
- e. Providing Myanmar businessmen with information for market assessment and new markets. The information is collected from the commercial attachés abroad as well as from other international trade promotion organizations in other countries. This information is also shared with local businessmen through media (journals) and websites.



- f. Support to a business trip by Myanmar businessmen to other countries in collaboration with Myanmar commercial attachés abroad.
- g. Support to the participation in international trade fairs by arranging and coordinating with respective organizers and related embassies.
- h. General information to overseas businessmen as for trade and investment opportunities, and how to set up a company and do business in Myanmar.

MTC receives around 20 visitors per month (visitors: 10 persons, phone or e-mail: 10 persons). Around 80% of consultations are for domestic businessmen and the rest are from foreigners. The major topics are requests of MOC's recommendation letter for business visa, tariff information, and how to set up a new company. When the person in charge cannot give appropriate advice, he/she introduces a concerned association or department in MOC.

## **7.6 Inquiry & Business Matchmaking Service**

MTC and the regional trade centers provide inquiry and matching service to domestic producers and overseas buyers.

MTC handles an inquiry according to the following procedure:

- a. Reply to inquiries for trade information from local and international businessmen by emails, telephone and fax.
- b. Record every inquiry in a list with the contact number and e-mail address.
- c. Prepare business matching for a business inquiry from an overseas buyer or introduced by commercial attachés abroad and introduce appropriate suppliers and associations.
- d. When MTC cannot answer promptly, necessary information will be collected and replied to the registered address.
- e. Follow up the result of inquiry if considered necessary.

During the first 1 year since the opening in June 2014, MTC received a total of 114 incoming inquiries by e-mail/fax. MTC possesses a list of 20 - 30 reliable larger-scale exporters for each major sector/product and introduces potential exporters to inquiries from overseas buyers.

## **7.7 Exporter Development**

The current major activities of exporter development are a part of information and technical support to farmers and small- and medium-enterprises (SMEs) such as handicraft makers which include existing exporters and potential exporters. The types of support are training, workshops, dispatch of experts to improve the product quality, etc. MOC collaborates with associations, NGOs and donors for those activities. The several units of MOC engage in support programs for farmers and SMEs with the purposes of improving their competitiveness and increasing their domestic trade and exports.

- The Trade Training Institute (TTI) provides trade training to company employees and entrepreneurs who conduct or have an interest in trading business.
- MTC and regional trade centers hold seminars and workshops for export business development, and other related topics in collaboration with associations, donors, etc.
- The Research Development and Technical Support Division provided technical support to exporters in the forms of training and workshops. The Research & Development and Technical Transfer Division and the regional offices dispatch technical experts to SMEs with the purpose of improving the production techniques.

## **7.8 Publication**

MOC publishes the following publications:

- “Commerce Journal” (Burmese, weekly)
- “Explore Myanmar” (English, annual directory, suspended two years)
- “Trade News” (Burmese/English, monthly, suspended in 2015)
- “Exporter/Importer Guide” (Burmese/English, annually revised)
- Mandalay regional office published “Newsletter” (biweekly).
- MOC prepares brochures (MTC, regional trade centers, trade fairs, etc.).

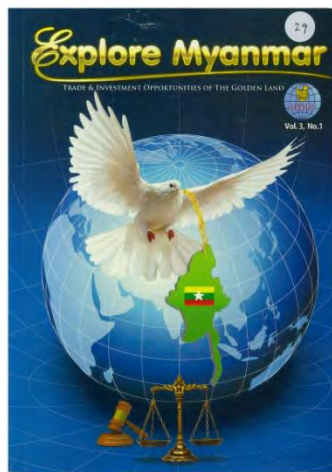
The most popular publication is “Commerce Journal” which places recent news and information related to trade business in Myanmar. The journal is edited by MOC by collecting news and information and about 1,000 copies are circulated. However, articles in English are very few and foreign business people cannot get information. The articles of “Commerce Journal” are available on the Website.

“Trade New” was a magazine of trade policies and trade business but suspended due to sales lower than breakeven. “Explore Myanmar” is a business directory of export-related industries, but a new edition is no published. Therefore, there is no current publication of business directory. “Exporter/Importer Guide” is a booklet which introduces export/import regulation and announcement.

The publication of MOC faces with financial limitation and availability of good editors inside.



Commerce Journal



Explore Myanmar



Trade News

## 7.9 Services of Regional Offices

The scope of trade promotion service that regional offices are expected to offer is wide as same as the Central Office. The major services are as follows:

- Trade Information: Monitoring of the price and demand trends of commodities, provision of domestic market information, provision of information regarding trade promotion policies, etc.
- Trade Fair: Holding of regional trade fairs, provision of information of trade fairs, etc.
- Training: Technical training towards producers, training courses of specific topics, etc.
- Consultation: Advise to producers and traders in the region
- Collaboration: Collaboration with the regional CCI and other stakeholders

MOC has been setting up a regional trade center in all the states and regions. As of December 2015, five regional trade centers have been established. The services of those regional trade centers are expected to provide trade promotion service as same as MTC.

## 7.10 Services of Overseas Offices

The commercial attachés collect information on the economy and business of countries where they stay. Every week, the commercial attachés make their market reports about market/price trend and send the reports to the Market Analysis Unit of International Trade Promotion Division under DTPCA.

## 7.11 Issues of Trade Promotion Service of MOC

The trade promotion service of MOC has the following problems:

- i) The level of trade promotion services of MOC compares unfavorably with that of other countries'

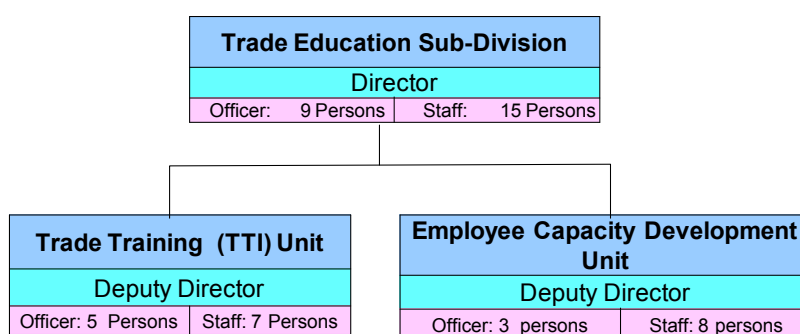
TPOs. The quality of services needs to be improved and the scope of service must be widened.

- ii) Detailed service contents and work flows have not been formulated except trade fairs and domestic market information on price and demand of commodities.
- iii) Target of services is not clearly defined because the understanding of users' needs is insufficient.
- iv) Most of MOC personnel in charge have insufficient knowledge and experience to provide appropriate trade promotion service.
- v) The budget is too limited for the provision of effective trade promotion services.

## Chapter 8 Human Resource Development of MOC

### 8.1 Organization for Human Resource Development

The Trade Education Sub-Division under the Trade Facilitation and Trade Negotiation Division of the Department of Trade takes charge of human resource development (HRD) for trade knowledge in the Ministry of Commerce (MOC). The organizational structure of the Trade Education Division as of December 2015 is shown in the following figure. Under the Trade Education Division, there are two units: Trade Training Institute (TTI) and Employee Capacity Development Unit.



Source: MOC

Figure 8-1: Organizational Structure of Trade Education Sub-Division

The functions of TTI and Employee Capacity Development Sub-division are described in the table below. TTI's main target trainees are local traders (including potential traders). The function of Employee Capacity Development Unit is to enhance the competencies of MOC's personnel in respective area but not particularly focusing on trade.

Table 8-1: Duties and Responsibilities of Trade Education Department

Sub-Division	Duties and Responsibilities
Trade Training Institute (TTI)	<ol style="list-style-type: none"> <li>1. Create people to be in line with trade business environment</li> <li>2. Make business people, to become capable to compete in international market</li> <li>3. Train and practice human resources development (trainings) for trading sector.</li> <li>4. Support in making promising trade surroundings</li> <li>5. Arrange workshops through inviting local and international experts</li> <li>6. Strengthen the linkage with International Associations to carry on trade knowledge dissemination</li> <li>7. Arrange accordingly to launch short courses on International Trade not only at Regional (State &amp; Divisional MOC office level), but also at township levels.</li> <li>8. Carry on trade dissemination relating Trade Promotion</li> <li>9. Conduct respectively the trainings/ the talks (and the meetings), for the sake of promoting Myanmar Products to be able to launch in International Markets</li> </ol>

Employee Capacity Development Sub-division	<ol style="list-style-type: none"> <li>1. Arrange internal trainings for MOC personnel as part of Human Resources Development (process)</li> <li>2. Make necessary arrangement for MOC personnel to attend the training or the workshop in the departments of other Ministries</li> <li>3. Make necessary arrangement for MOC personnel to attend the training or the workshop abroad</li> <li>4. Organize workshop internally</li> <li>5. Every MOC personnel shall become the expert in his/her job related area</li> <li>6. Arrange books rental to private sectors; businessmen and merchants: such books include International Trade Rules &amp; Regulations, Market Price Information and other Trade related knowledge booklets</li> <li>7. Arrange books (both general knowledge and literature): newspapers, magazines, journals, books and pamphlets, for books loan to MOC personnel</li> <li>8. E-Library to establish</li> </ol>
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Source: MOC

## 8.2 Current HRD Programs

According to the interview with the director of the Trade Education Department, MOC currently offers the following four types of training programs:

- i) Functional training based on the initiative of each department, with the target of respective department
- ii) Technical training planned by the Trade Education Department targeting all MOC employees
- iii) Common administrative training for the promotion of civil servants in the Government
- iv) Technical training offered by international donors

The track record of the recent training programs is listed in the following table.

**Table 8-2: Recent Track Record of MOC's Training Program**

No.	Theme	Level/Target	Course Outline	Instructors	Participants	No. Of Attendance	Training Venue	Timing	Planned Frequency	Frequency in Reality
1.	Computer	Basic	E.g., Word, Excel, PowerPoint	MOC officers with computer skills	MOC officers/ staff	30-50	MOC, NPT (1 time in TTI, YGN)	1 to 1.5 months	2 times/year	2 times in 2013 & 1 in 2014
		Advanced	E.g., Advanced Excel, PageMaker, PhotoShop, Intro WebDesign	MOC officers	MOC officers/ staff	30-50	MOC, NPT (1 time in TTI, YGN)		2 times/year	1 time in 2013 (NA for 2014)
2.	English Proficiency	Basic	Grammar/ 4 skills	MOC officers	MOC officers/ staff	30-50	MOC, NPT	1 to 1.5 months	2 times/year	2 times in 2013 & 1 in 2014
		Advanced	NA	Outside native English speakers (fees basis)	MOC officers/ staff	30-50			2 times/year	1 time at Building 52, MOC NPT
3.	Capacity Development of MOC Officers & Staff	Staff	Functions of each department & divisions	MOC DGs, directors (sometimes) & senior-level officers from relevant department and division	MOC staff only	50	MOC, NPT	1 to 1.5 months (from 9:30 am- 12 noon)	2 times/year	2 to 3 times during 2013-2014
		Officer	Functions of each department & divisions (in more details & emphasize on certain part: 3.g. Country of Origin (DOT))	MOC DGs and directors	MOC officer level only	20-30			2 times/year	1 or 2 times during 2013-2014
4.	Office Administration		Office letter writing, meeting minutes taking, rules & regulations (about leave, pension, welfare related, etc.)	MOC senior-level officers from the administration (usually)	MOC staff only	50	MOC, NPT	2 weeks	2 times/year	
5.	Trade Training	Basic	International trade flow, HRD, business law, management, finance, export & import procedure, export practice, etc.	Advisers and directors of MOC, high-level officials from other ministries and prominent instructors	Public & MOC officers & Staff	70-100	TTI	4 months (from 9:30am - 12:30pm )	Minimum 2 times/year	6 times during 2013-2015
		Advanced	Business law, business management, finance, logistics, trade and industrial policy, market research, export & import procedure, marketing strategy practice, etc.			30-50			Minimum 2 times/year	3 times during 2013-2014

Source: JICA Project Team based on the interview with MOC officers

Although several training courses on English, computer, function and administration have been provided, a training system has not been established yet for trade promotion purpose except for TTI's trade-related training courses.

### 8.3 HRD Needs of MOC

#### 8.3.1 Overview of the Training Needs Analysis

JICA Project Team conducted the training needs analysis in order to evaluate the current skill level of MOC personnel in charge of trade promotion and identify the necessary capacity development.

### **(1) Objective of Training Needs Analysis**

The objective of the Training Needs Analysis (TNA) is to collect and analyze the capacity development needs (training needs) for officers and staff of the Department of Trade Promotion and Consumer Affairs (DTPCA) of MOC who directly or indirectly provide trade promotion services to exporters and importers. It also aims to obtain necessary information for the preparation of training programs to increase their capacity of performing their job and function of trade promotion services for exporters and importers.

### **(2) Target Groups**

The target groups of TNA are officers and staff of the following organizations:

- 1) Market Analysis Sub-Division of the International Trade Promotion Division, DTPCA (Nay Pyi Taw)
- 2) Domestic Trade Promotion Division, DTPCA (Nay Pyi Taw)
- 3) MTC under the Trade Fair and MTC Division, DTPCA (Nay Pyi Taw)
- 4) DTPCA of Mandalay Regional Office
- 5) DTPCA of Patheingyi Regional Office
- 6) DTPCA of Monywa Regional Office
- 7) Myittha Trade Center of DTPCA, Kachin Regional Office

### **(3) Methodology of the Training Needs Analysis**

TNA was conducted from April 23 until June 3 in accordance with the following 5 steps:

#### Step 1: Preparation of Questionnaire:

The questionnaire sheet (Appendix 2) was prepared by JICA Project Team and revised by the comments from Working Group 2.

#### Step 2: Distribution and Collection of Questionnaire:

The questionnaire sheet was distributed to the above mentioned target groups with the support from MTC and collected by the 30th of June 2015.

#### Step 3: Interview and Focus Group Discussion (FGD):

Interviews and FGD were conducted with the following groups:

- Market Analysis Sub-Division, International Trade Promotion Division ( 4 persons)
- Domestic Trade Promotion Division (6 persons)
- MTC ( 8 persons)
- Mandalay Regional Office ( 6 persons)
- Patheingyi Regional Office ( 6 persons)



**Step 4: Analysis of the Result of Questionnaire Survey and FGD:**

The result of the questionnaire survey was analyzed in terms of the following perspectives:

- Contents of the current tasks
- Difficulties in performing the current tasks
- Required skills and knowledge in performing the current tasks<sup>15</sup>
- Training needs to improve the current capacity

**Step 5: Development of Training Matrix**

The training needs for officers and staff were reviewed and organized as the Training Needs Matrix.

### 8.3.2 Results of Training Needs Analysis

#### (1) Response of TNA Questionnaire Survey

The number of respondents to the TNA questionnaire was 70 from the above mentioned target organizations as shown in the following table. Among them, 16 are officers and 54 are staff.

Table 8-3: Number of Responses to TNA Questionnaire

Unit		Officer	Staff	Total
Market Analysis Unit, International Trade Promotion Division	DTPCA(NPT)	2	1	3
Domestic Trade Promotion Division	DTPCA(NPT)	4	4	8
MTC, Trade Fair and MTC Division	DTPCA (NPT)	3	6	9
DTPCA	Mandalay Regional Office	6	21	27
DTPCA	Patheingyi Regional Office	1	7	8
DTPCA	Monywa Regional Office		13	13
DTPCA	Myittha Regional Office		2	2
Total		16	54	70

Source: JICA Project Team

#### (2) Required Knowledge

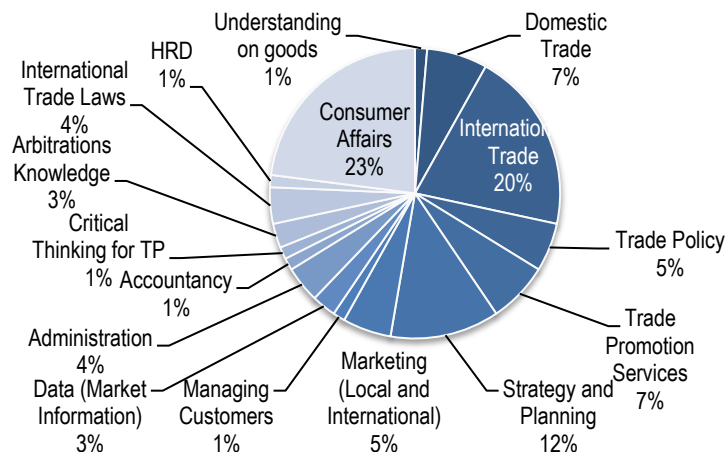
##### Officers

According to the results of TNA, officers selected from 16 main topics of required knowledge to perform their current duties as shown in the figure below. Among the responses, the top 5 required knowledge areas were:

- 1) Consumer Affairs: 23%
- 2) International Trade: 20%

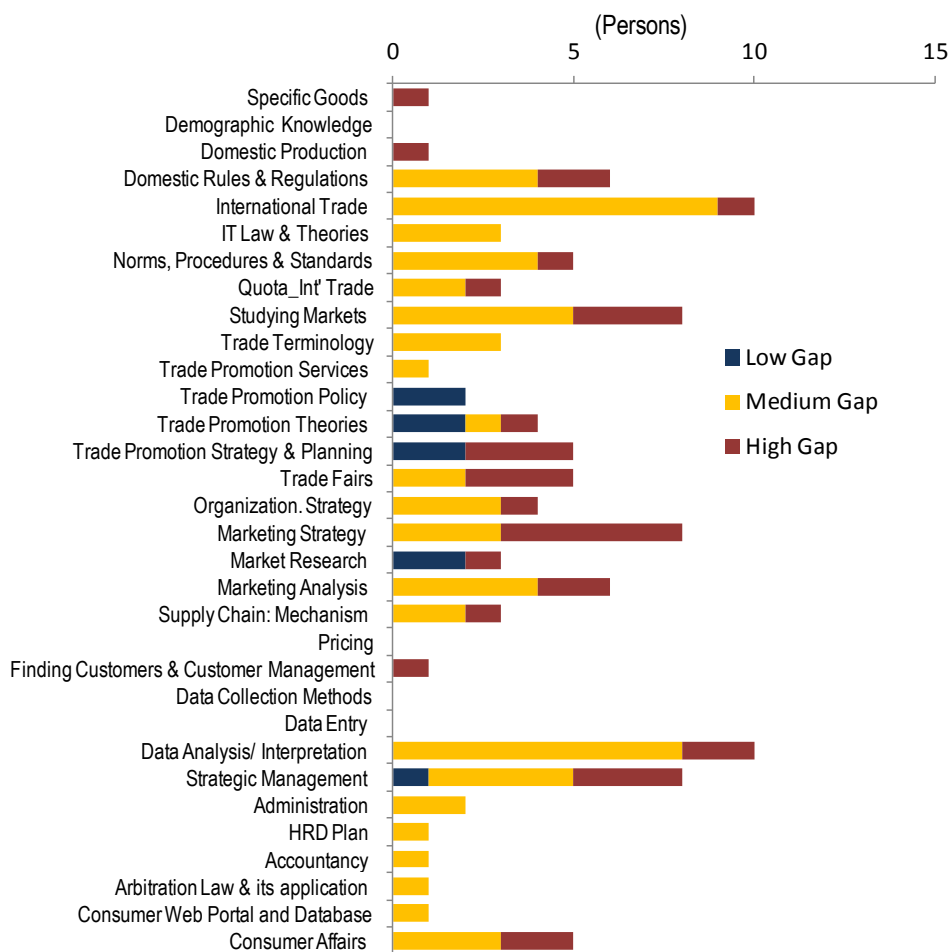
<sup>15</sup> When analyzing the required skills and knowledge in performing current tasks, those for officers and staff are separately analyzed as required competencies for officers and staff are different.

- 3) Strategy and Planning: 12%
- 4) Trade Promotion Services: 7%
- 5) Marketing (Local and International): 5%



Source: JICA Project Team

Figure 8-2: Topics of Required Knowledge for Officers



Source: JICA Project Team

Figure 8-3: Topics of Required Knowledge for Officers by Size of Gap

**Consumer Affairs:** This topic was selected as the most required knowledge area since it is regarded in MOC as one of the most emerging issues in accordance with the increase of imports from a country like China. In particular, the food safety is currently a very hot issue for MOC as many consumers have been complaining about the quality of imported food from China. Recently, the regional office of MOC and the Food and Drug Administration Office (FDA) have been working together to organize seminars and workshops to educate about “food safety” for both consumers and traders/manufacturers. However, this topic is not directly related to trade promotion, in particular export promotion activities.

**International Trade:** This topic includes the following areas:

- Common norms, procedures and standards
- Quota in international trade
- Trade business terminology, etc.

**Strategy and Planning:** This topic includes the following areas:

- Marketing strategy (How to make a strategy to launch domestic products into the international market)
- Organizational strategy (How to make a short term/ long term plan for one’s own team, office, MTC, etc.)

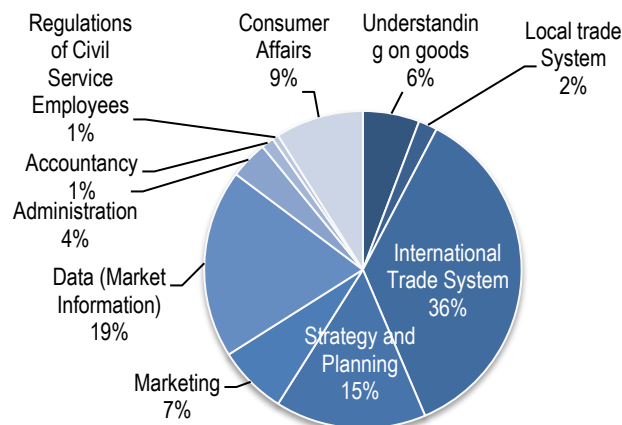
**Trade Promotion Services:** This topic refers to specific knowledge such as trade fairs, market intelligence service, etc.

**Marketing:** This topic includes market data, marketing plan and market data analysis.

### **Staff**

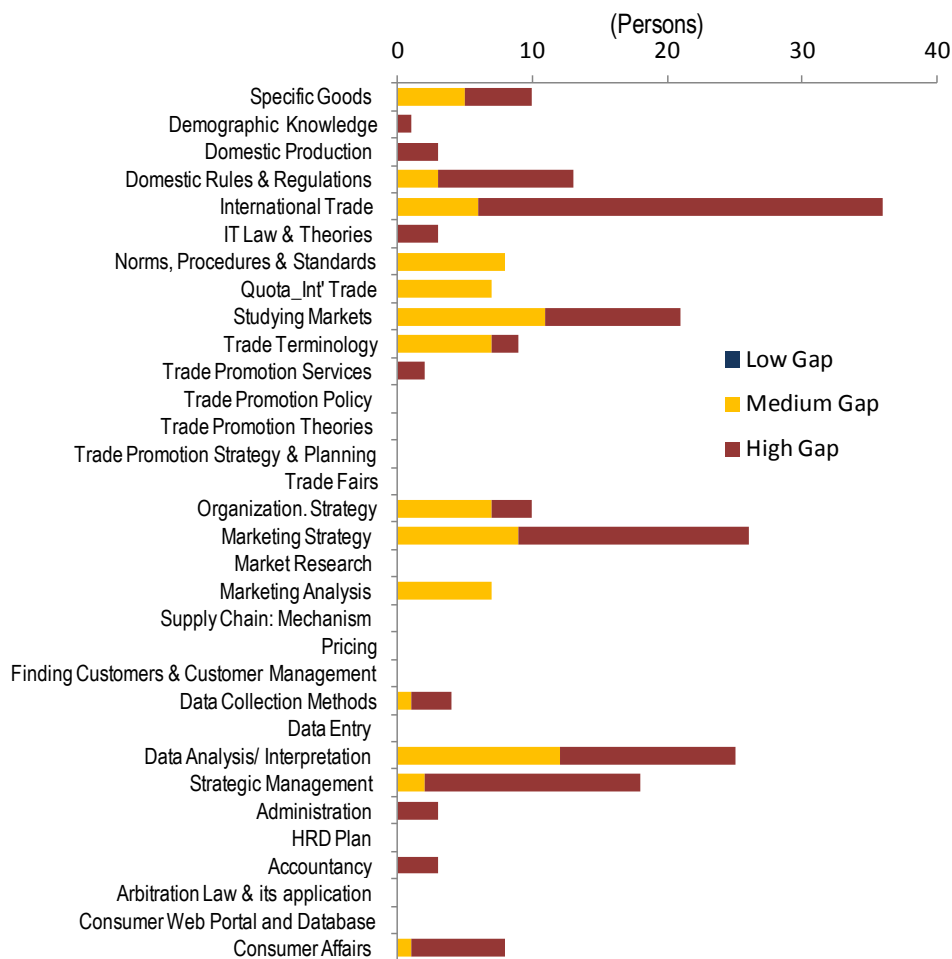
Among the 54 staff responding, 10 main topics cover the required knowledge to perform their current duties. The top 5 priority knowledge areas are:

1) International Trade:	36 %
2) Data Management (Market Information):	19%
3) Strategy and Planning:	15%
4) Consumer Affairs:	9%
5) Marketing:	7%



Source: JICA Project Team

Figure 8-4: Topics of Required Knowledge for Staff



Source: JICA Project Team

Figure 8-5: Topics of Required Knowledge for Staff by Size of Gap

International Trade System: Required topics are similar to those of officers: namely, common norms, procedures and standards, quota in international trade and trade business terminology. However, in addition to the above, staff particularly indicated

they needed market knowledge of specific area/country.

Data Management (Market Information): The requirement for this topic mainly focuses on how to make consistent and coherent data compilation and analysis of market information.

Strategy and Planning: Required topics are the same as those of officers.

Consumer Affairs: Required topics are the same as those of officers.

Marketing: Required topics are more prioritized on collection of data than market analysis and marketing plan.

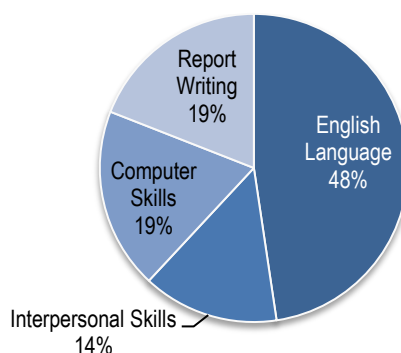
### (3) Required Skills

#### Officers

The officers responded that 4 main skills were key requirements to perform their current duties as follows:

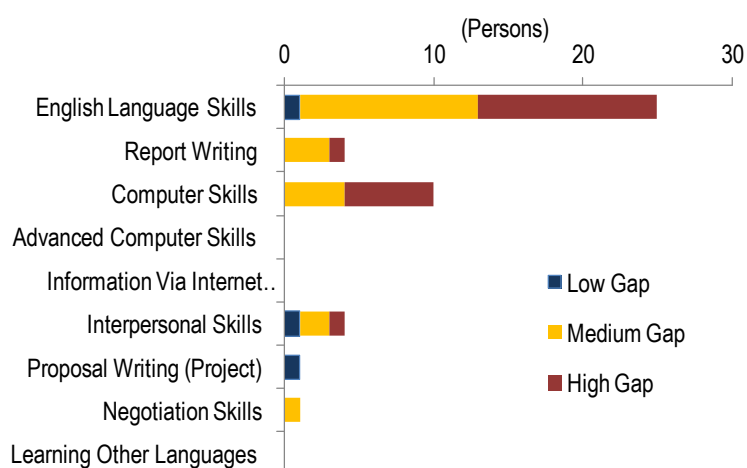
- |                          |     |
|--------------------------|-----|
| 1) English Language:     | 48% |
| 2) Report Writing Skill: | 19% |
| 3) Computer Skill:       | 19% |
| 4) Interpersonal Skill:  | 14% |

English language is the most required skill for officers, followed by report writing, computer skills, and interpersonal skills. According to the FGD, “report writing skill” particularly refers to the reporting of domestic and international trade fairs as well as a market analysis report in other countries. Although there are some formats, they want to know how to improve structure and contents of the current reports. “Computer skills” refers to internet research using a computer as well as the basic computer application like “MS-Word” and “MS-Excel”. “Interpersonal skills” refers how to make effective communication and work together with foreign and domestic business persons and guests.



Source: JICA Project Team

Figure 8-6: Required Skills for Officers



Source: JICA Project Team

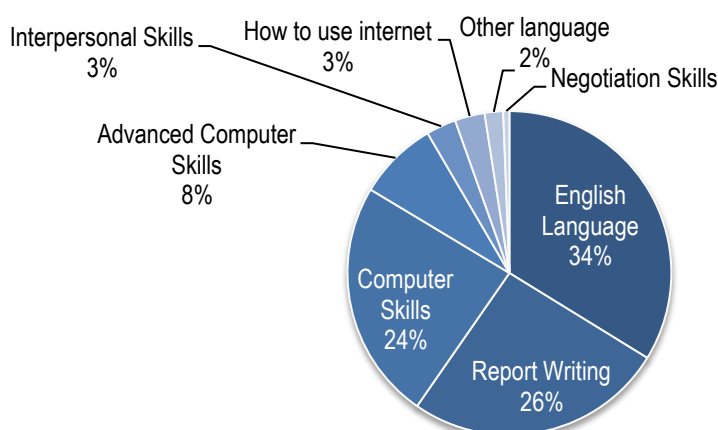
Figure 8-7: Topics of Required Skills for Officers by Size of Gap

### Staff

The total of 54 responding staff indicated 8 skills as key requirements to perform their current duties. The top 4 skills are:

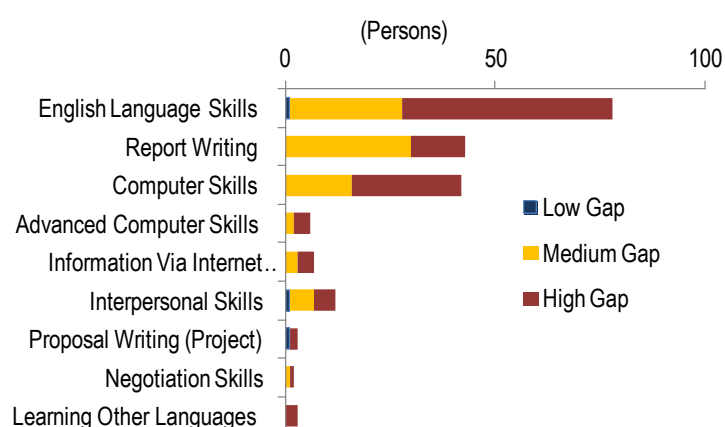
- |                            |     |
|----------------------------|-----|
| 1) English Language        | 34% |
| 2) Report Writing Skill    | 26% |
| 3) Computer Skill          | 24% |
| 4) Advanced Computer Skill | 8%  |

Although English Language skill ranks the highest, the percentage is lower than that of officers, which implies that staff does not perceive English as significantly as officers. “Report writing skill” means that how to make effective reports to a superior or the management by taking meeting minutes, preparing internal memos and market overview reports. “Advanced computer skill” refers to making effective use of Photoshop or web design application.



Source: JICA Project Team

Figure 8-8: Required Skills for Staff



Source: JICA Project Team

Figure 8-9: Topics of Required Skills for Officers by Size of Gap

#### (4) Training Needs Matrix (TMM) for Trade Promotion Activities

Based on the results of questionnaires and FGD, the Training Needs Matrix (TNM) of the target groups was formulated and is shown in Appendix 3.

The following topics are identified as training needs for each group by TNA. Some topics like “consumer affairs” which is not directly related to trade promotion (especially export promotion) were deleted.

Table 8-4: Topics of Training Needed for Trade Promotion

Topics of Training by Group	
<b>Group A: Directors/Deputy Directors/Assistant Directors</b>	
1	International Trade (theory, procedure, standard, etc)
2	Trade Promotion (policy, theory, strategy, trade fair, etc)
3	Market Strategy (entry strategy, product development)
4	Market Research (market analysis, supply chain management, customer management, etc.)
5	English Language Skill
6	Interpersonal Skill (effective communication and consultation with local and foreign traders, business delegations, etc.)
<b>Group B: Officers Other than Director/Deputy Director/Assistant Director</b>	
1	International Trade (theory, procedure, standard, etc)
2	Trade Promotion (policy, theory, strategy, trade fair, etc)
3	Market Strategy (entry strategy, product development)
4	Market Research (market analysis, etc.)
5	Data Management (data analysis/interpretation)
6	English Language Skill
7	Report Writing Skill (trade fair, market analysis, etc.)
8	Computer Operation Skill (internet research)
9	Interpersonal Skill (effective communication and consultation with local and foreign traders, business delegations, etc.)
<b>Group C: Staff</b>	
1	International Trade (theory, procedure, standard, etc)

2	Market Strategy (entry strategy)
3	Market Research (market strategy, market analysis, etc.)
4	Product Knowledge (particularly agro, mining and resource based products)
5	Data Management (data collection, data analysis/interpretation)
6	English Language Skill
7	Report Writing Skill (trade fair, customer enquiry, market analysis, etc.)
8	Computer Operation Skill (both basic and advanced like Photoshop)

Source: JICA Project Team

The needs of training can be classified as follows:

- i) Knowledge of international trade and trade promotion
- ii) Specific skills such as market strategy, market research, data management and report writing
- iii) English language skill

These are principal knowledge and skills required for personnel in charge of trade promotion. The following reasons exist for these training needs are high.

- i) For most of personnel, trade promotion is new task because most of them are assigned to the department responsible for trade promotion in 2013. They have little experience of actual trade promotion service.
- ii) MOC does not properly prepare and implement trainings of trade promotion.

## 8.4 Implementation of Trial Training

### 8.4.1 Implemented Training Courses

The Training Needs Analysis has identified two major areas of training needs: international trade promotion policy area (focusing on administrative policy and programs) and international trade procedure area (focusing on international trade procedures and marketing plan, etc.). JICA Project Team has designed, implemented and evaluated the trial training programs in accordance with the both areas, targeting for officers and staff who have been engaged in or will be likely to be engaged in trade promotion activities in MOC.

JICA Project Team, jointly with MOC, designed and implemented the following training programs. The details of programs are shown in Appendix 4.

Table 8-5 List of Trial Training Programs

<b>Short Course for Staff on International Trade Promotion (1 days)</b>	
Objective:	To give the basic knowledge of international trade promotion activities
Participants:	Staff of MOC
No. of Participants:	50 persons
Date:	August 24, 2015
Venue:	MOC, Nay Phi Taw
Topics:	Trade Promotion Policy in Myanmar/ Role and Function of TPO/ Market Analysis/ Activities of Myanmar Trade Center



Evaluation:	88% of participants agreed that the training course is useful, among them 48% answered very useful. Suggestions for future training For future training, the 71% of the participants have indicated that they want to learn “SME Development”, followed by “International Trade Procedure” (67%) and “Trade Promotion Policy” (63%) and “Market Research” (46%).
<b>Short Course for Officers on International Trade Promotion (3 days)</b>	
Objective:	To give the basic knowledge of international trade promotion activities
Participants:	Officers of MOC
No. of Participants:	65 persons
Date:	August 25 - 27, 2015
Venue:	MOC, Nay Phi Taw
Topics:	Trade Promotion Policy in Myanmar/ Role and Function of TPO/ Case Study of Japan’s TPO/ Market Information Service/ Export Product Development/ Website Service/ Consultation Service/ Trade Fair/ Lessons from ASEAN Study Tour/ Activities of Myanmar Trade Center/ Group Exercise: How to Implement Trade Promotion
Evaluation:	63% of the participants evaluated that the training course was very useful and 47% useful. For future training, the 58% and 57% of the participants have indicated that they want to learn “International Trade Procedure” and “SME Development” respectively, followed by “Market Research” (27%) and “Trade Promotion Policy” (17%).
<b>Understanding of International Trade Business (3 days)</b>	
Objective:	To give the basic knowledge of international trade business
Participants:	Officers and staff of MOC
No. of Participants:	52 persons
Date:	September 29 - October 1, 2015
Venue:	TTI (MOC), Yangon
Topics:	Global Trade & Myanmar Trade Policy/ Overview of International Trade Flow/ INCOTERMS & Sales Contract/ Import/ Export License/ Procedures/ Export to Japanese Market/ Trade Settlement (L/C) & Bank Transfer/ Shipping Documents/ Custom Clearance/ Market Selection Analysis/ Export Market Plan/ Group Exercise and Presentation for Export Market Plan
Evaluation:	83% of the participants answered the course (10 subjects in this course) as a whole was very useful and 17% useful. For future training, 37% of the participants have indicated that they want to learn “Trade Promotion Policy”, followed by “International Trade Procedure” (30%) and “SME Development” (21%) and “Market Research” (12%).
<b>Understanding of International Trade Business (4 days)</b>	
Objective:	To give the basic knowledge of international trade business
Participants:	Officers and staff of MOC
No. of Participants:	53 persons
Date:	October 10 - 13, 2015
Venue:	MOC, Mandalay
Topics:	Global Trade & Myanmar Trade Policy/ Overview of International Trade Flow/ Market Selection Analysis/ INCOTERMS & Sales Contract/ Technical Barriers to Trade/ Custom Clearance/ Consumer Affairs/ Shipping Documents/ Export Market Plan/ Import/Export Procedures/ Trade Fairs & Trade Centers/ Group Exercise and Presentation for Export Market Plan
Evaluation:	In general, 97% of the participants evaluated that the course as a whole was useful. For future training, 45% of the participants have indicated that they want to learn “Trade Promotion Policy”, followed by “International Trade Procedure” (23%) and “SME Development” (23%) and “Market Research” (11%).
<b>Workshop on Trade Promotion</b>	
Objective:	To learn how to develop export promotion learning from the case of MATRADE and through discussions.

Participants:	Officers of MOC
No. of Participants:	45 persons
Date:	December 9 - 10, 2015
Venue:	MOC, Nay Pyi Taw
Topics:	History of Malaysia's Export Development and MATRADE/ Management of MATRADE/ Programs for exporter development of MATRADE/ Industry Excellence Award/ Lessons from MATRADE and Other TPOs/ Roadmap of Trade Promotion for MOC/ Group Discussion
Evaluation:	55% of the participants answered that the course of first day was very useful and 45% useful. 40% of the participants evaluated that the course of second day was very useful and 60% useful.

Source: JICA Project Team

#### 8.4.2 Post Training Evaluation

In order to identify the impact of the trial training courses and obtain participants' feedback for better utilization of the learning of the training, post training evaluation were conducted. The studied items were as follows: i) usefulness of training, ii) useful subjects, iii) how to use what they learnt, iv) difficult issues in using what they learnt, etc. The evaluation was conducted by five-time focus group discussions (FGDs) with totally 17 officers and 4 staff during October 27 to November 4, 2015.

The post training evaluation identified the following problems:

- i) Partial use of learning in daily tasks  
Most of the participants replied they partially apply what they learnt at the training, but not directly in their daily tasks.
- ii) Selection of participants who do not engage in trade promotion services  
The participants were chosen by MOC management mainly considering the balance of departments and location. As a result, jobs of many participants have are not related to trade promotion.
- iii) No time to review what they learnt  
Even for the participants working for trade promotion, they are busy for their routine work and they have no time to review what they learned.
- iv) Insufficient time of training  
English trade terminology such as INCOTERMS and tariff are difficult to understand the concept in the short training course, especially for staff. In this regard, the participants suggested continuation of training.
- v) Low motivation for attending training  
MOC frequently transfers its officers/staff from one department to another with short notice and without considering individual career development. Therefore, even if an officer or staff acquires knowledge and skills by the training, he/she may be transferred to another unit or department by

management decision, which lowers his/her motivation to further develop his/her career.

The respondents of FGDs made the following suggestions to further improve training program for trade promotion in the future:

i) Market intelligence/research

Although some donors like ITC-GIZ and CBI as well as JICA provide training on market intelligence-related subjects, the participants of MOC still have difficulty in applying what they learned for their daily tasks due to lack of practical exercise and experience. In this regard, they suggested an independent training course for practical data collection, compilation and analysis of a target overseas market.

ii) SME development

Most of the participants wish to learn about comprehensive SME development, for example, how to support SMEs' finance, product development and marketing, etc. They suggested SME development or private sector development course should be separately designed.

iii) Commodity product promotion

As regional offices are mandated to promote Myanmar's specific commodities like rice, sesame and beans, the participants suggested product-based promotion training targeting particular markets like Japan. They wish to know how to assure quality products towards targeted markets.

iv) Training in accordance with DTPCA's function and TPO

The participants expressed their interests in in-depth understanding of existing functions of DTPCA. In particular, based on the current 9 functional units, the respondents want to learn how they can develop these functions. In this regard, they also want to know the experiences of other countries' cases like JETRO in terms of issues, challenges and success stories.

## **8.5 Lessons for Trial Training of MOC**

Taking into consideration of the results of trial training, JICA Project Team suggests the following measures in order to improve training of MOC personnel.

i) Implementation of two basic training courses: International Trade Promotion Policy and International Trade Procedure.

As identified in Training Needs Analysis, two basic training courses, namely international trade promotion policy and international trade procedure, are recommended to be organized systematically as introductory courses to increase awareness of international trade promotion policy and business procedures and obtain such basic knowledge. Each training courses should include at least the following subjects as mentioned.

Table 8-6: Subjects of Introductory Courses

International Trade Promotion Policy	International Trade Procedure
• Trade Promotion Policy in Myanmar	• INCOTERMS / Contracts
• Myanmar's Trade related Laws and Regulations	• Myanmar's Trade related Laws and Regulations
• Role and Function of TPOs	• Import/ Export Procedures
• Trade Fair and Myanmar Trade Centre	• Technical barriers to trade Market Selection
• Case Study of Asian TPOs	• Case Study of Export to Asian Markets
• Market Information and Website service	• Market Selection Analysis
• Product Development	• Market Plan/ Export Market Plan
• Group Exercise: (ex. Trade Promotion Measures)	• Group Exercise: (ex. Export Market Plan)

Source: JICA Project Team

ii) Implementation of independent training by specific subjects

Based on the result of trial training, however, at least three specific subject based independent training are recommended in addition to the two basic training courses, namely market intelligence and market research; product promotion; and SME Development, as mentioned in the following section.

a. Market Intelligence and Market Research Training

For both officers and staff, market-related knowledge and marketing skill are very necessary for performing their job properly. They include the collection, compilation and analysis of market data, support to export market plan and market entry strategy for exporters. Particular emphasis should be given to capacity development of practical data collection, compilation and analysis of target markets.

In this regard, training (at least 5 days) should be independently provided for enhancing practical knowledge and skills for both officers and staff. For officers, more focus should be given to market analytical skill while for staff to data collection and compilation.

b. Product Promotion Training

In order to develop export of Myanmar's strategic products such as rice, sesame and beans, specific training program should be provided especially for officers/staff of regional office. The contents of the training should include quality inspection of Myanmar, food safety standard and inspection of target markets, supply chain management, etc.

c. SME Exporter Development Training

Since the targets of MOC's trade promotion service are mostly SMEs, it is crucial for MOC to understand current issues faced by Myanmar's SMEs, which include finance, technology, IT and marketing-related issues. In this regard, it is recommended to make independent training course

dedicated for comprehensive SME exporter development which addresses issues and effective support measures.

iii) Development of training by job grade (officers and staff)

As the results of TNA show, training needs are different for officers and staff, so it is more effective to design training by job grade. However, MOC personnel's capacity for trade promotion activities is still at the very early stage and the number of trainers is quite limited. Therefore, it would not be realistic to design training programs by more detailed job grades rather than officer and staff. Therefore, it is recommended to have two different training programs for officers and staff.



## **Chapter 9 Needs for Trade Promotion Services by the Private Sector**

### **9.1 Outline of the Survey of Needs for Trade Promotion Services**

#### **9.1.1 Objective**

The Needs Survey (hereinafter referred to as “the Survey”) aims at collecting the data on Myanmar companies’ needs for trade promotion services to expand their exports.

#### **9.1.2 Methodology**

The Survey was conducted by distributing a questionnaire to companies which are members of trade associations (refer to Appendix 5 for the questionnaire).

The following table shows the associations which cooperated with the Survey.

**Table 9-1: Associations which Cooperated with the Survey**

<b>No</b>	<b>Name of Association</b>
1	Cassava Growers, Millers and Traders Association
2	Myanmar Construction Entrepreneurs Association
3	Myanmar Farm Crop Producer's Association
4	Myanmar Food Processors and Exporters Association
5	Myanmar Garment Manufacturers Association
6	Myanmar Gems And Jewellery Entrepreneurs Association
7	Myanmar Pulses, Beans & Sesame Seeds Merchants Association
8	Myanmar Rice & Paddy Traders Association
9	Myanmar Rice Miller Association
10	Myanmar Timber Merchants Association
11	Sea Salt Farmer Association
12	Myanmar Shrimp Association
13	Shoe Manufacturing Association
14	Myanmar Cane Association
15	Myanmar Fisheries Association
16	Mandalay Regional Chamber of Commerce
17	Mandalay MRCCI Affiliate Associations (23 Associations)
18	Ayerwaddy Regional Chamber of Commerce
19	Ayerwaddy Affiliate Associations (15 Associations)
20	Myanmar Handicraft Association

Source: JICA Project Team

JICA Project Team started to ask the above associations to distribute the questionnaire in the middle of May 2015. As of November 30, the number of collected questionnaires is 84.

Table 9-2: Breakdown of Responding Companies

Industry	Number of Respondents	Share
Agriculture business	40	48%
Forestry business	1	1%
Mining business (including jewelry)	3	4%
Manufacturing business	24	29%
Others	16	19%
Total	84	100%

Source: JICA Project Team

## 9.2 Major Findings of the Survey of Needs for Trade Promotion Services

### 9.2.1 Evaluation of Trade Business Environment of Myanmar

In general, trade business environment is unfavourably evaluated because scores of “fair” and “bad” are dominant against scores of “excellent” and “good”.

Among categories, “trade policy & regulation” and “trade administrative procedure” received comparatively favourable evaluation. Especially, positively-evaluated items are “free trade regime”, “export policy”, “import policy”, “trade general license”, “import license/permit”, “export license/permit”. Among other categories, the scores of “ocean freight service” and “ocean freight insurance” are high.

For other items, the scores are very low. Poorly evaluate items are “transparency of trade policy and regulations”, “import/export tariffs”, “transparency of administrative procedure”, logistic category other than ocean freight, “fund resettlement”, and “trade insurance”.

The serious problems of logistics such as bonded warehouse, land transportation and railway transportation and trade finance are addressed by the National Export Strategy (NES).

Table 9-3: Evaluation of Trade Business Environment

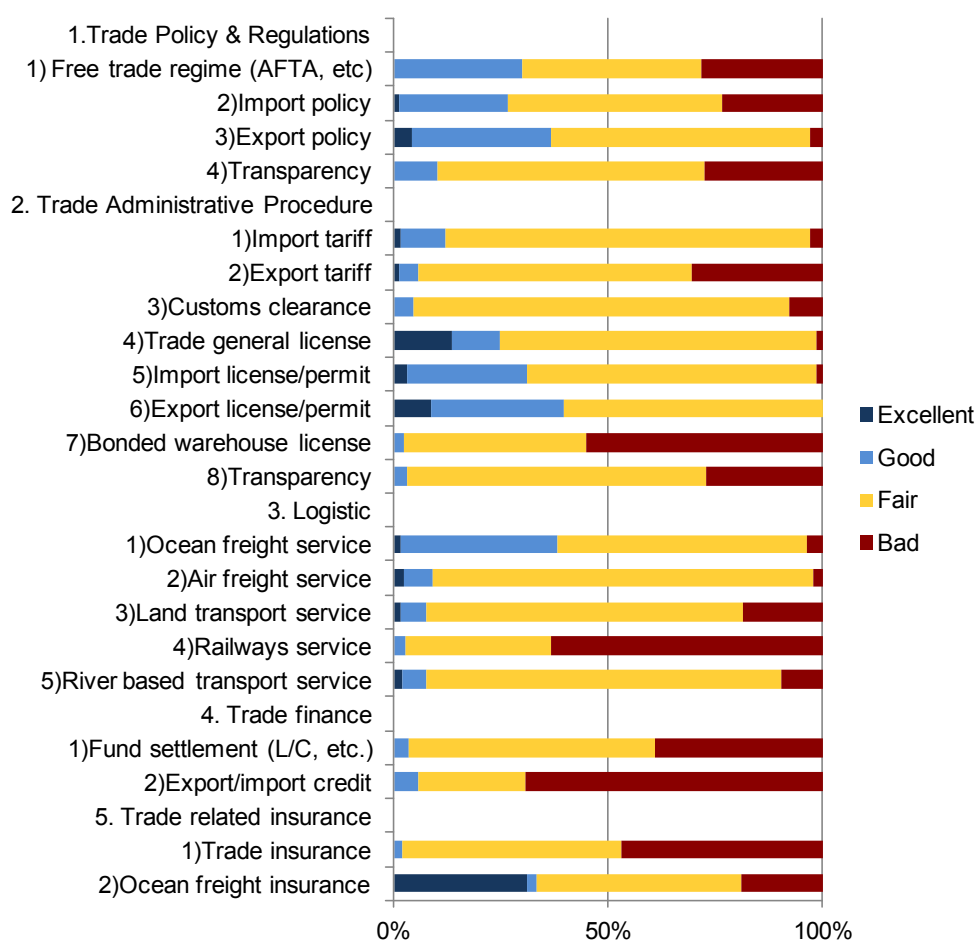
Category	Items	Excellent	Good	Fair	Bad	N.A.	Average Score*
(1) Trade Policy & Regulations	1) Free trade regime (AFTA, etc)	0	20	28	19	9	2.01
	2) Import policy	1	17	34	16	2	2.04
	3) Export policy	3	23	43	2	1	2.38
	4) Transparency	0	7	43	19	2	1.83
(2) Trade Administrative Procedure	5) Import tariff	1	7	57	2	2	2.10
	6) Export tariff	1	3	44	21	1	1.77
	7) Customs clearance	0	3	56	5	1	1.97
	8) Trade general license	10	8	54	1	1	2.37
	9) Import license/permit	2	18	43	1	1	2.33
	10) Export license/permit	6	21	41	0	1	2.49
	11) Bonded warehouse license	0	1	17	22	23	1.48
12) Transparency	0	2	46	18	3	1.76	
(3) Logistic	13) Ocean freight service	1	20	32	2	4	2.36



Category	Items	Excellent	Good	Fair	Bad	N.A.	Average Score*
	14) Air freight service	1	3	38	1	14	2.09
	15) Land transport service	1	4	48	12	2	1.91
	16) Railways service	0	1	13	24	18	1.39
	17) River based transport service	1	3	44	5	6	2.00
(4) Trade finance	18) Fund settlement (L/C, etc.)	0	2	31	21	3	1.65
	19) Export/import credit	0	3	13	36	6	1.37
(5) Trade related insurance	20) Trade insurance	0	1	24	22	6	1.55
	21) Ocean freight insurance	15	1	23	9	7	2.46

Note: \* The average score is calculated by giving 4 points to “excellent”, 3 points to “good”, 2 points to “fair” and 1 point to “bad”.

Source: JICA Project Team



Source: JICA Project Team

Figure 9-1 Evaluation of Trade Business Environment

## 9.2.2 Constraints of Trade Business

More than 60% of the responded companies point out “production technology/quality management (79%)”, “finance (73%)”, “market access/sales promotion (67%)”, and “training (60%)” as the constraints of their trade business. Other areas are also considered as constraints by more than 40% of the respondents.

Table 9-4: Constraints of Trade Business

Area of Constraints	No. of Answers	Percentage to Total Answers
1) Market access/Sales promotion	56	67%
2) Finance (export/import credit, L/C, export insurance, etc.)	61	73%
3) Production Technology/Quality Control	66	79%
4) Training (Human Resource Development)	50	60%
5) Legal matters (contract drafting, contract negotiation, etc.)	39	46%
6) Communication (English communication skills, etc.)	36	43%
7) Logistic (transportation, customs clearance, warehouse, etc.)	39	46%
8) Information Communication Technology (ICT)	42	50%
9) Infrastructure (road, electricity, gas, water, etc.)	54	64%

Source: JICA Project Team



Source: JICA Project Team

Figure 9-2: Constraints of Trade Business

### 9.2.3 Sources of Trade Information

The major sources of trade information are “relevant website (63%)” and “trade fair (49%)”. Although websites have become the major source of information with the progress of IT, trade fairs are still important source of information for approximately half of the respondents.

Table 9-5: Sources of Trade Information

Information Source	No. of Answers	Percentage to Total
1) Relevant website	53	63%
2) Trade fair/exhibition	41	49%
3) Government institutions	27	32%
4) Private institutions	25	30%
5) Friends/relatives	18	21%
6) Others	3	4%

Source: JICA Project Team

#### 9.2.4 Needs for Trade Promotion Services

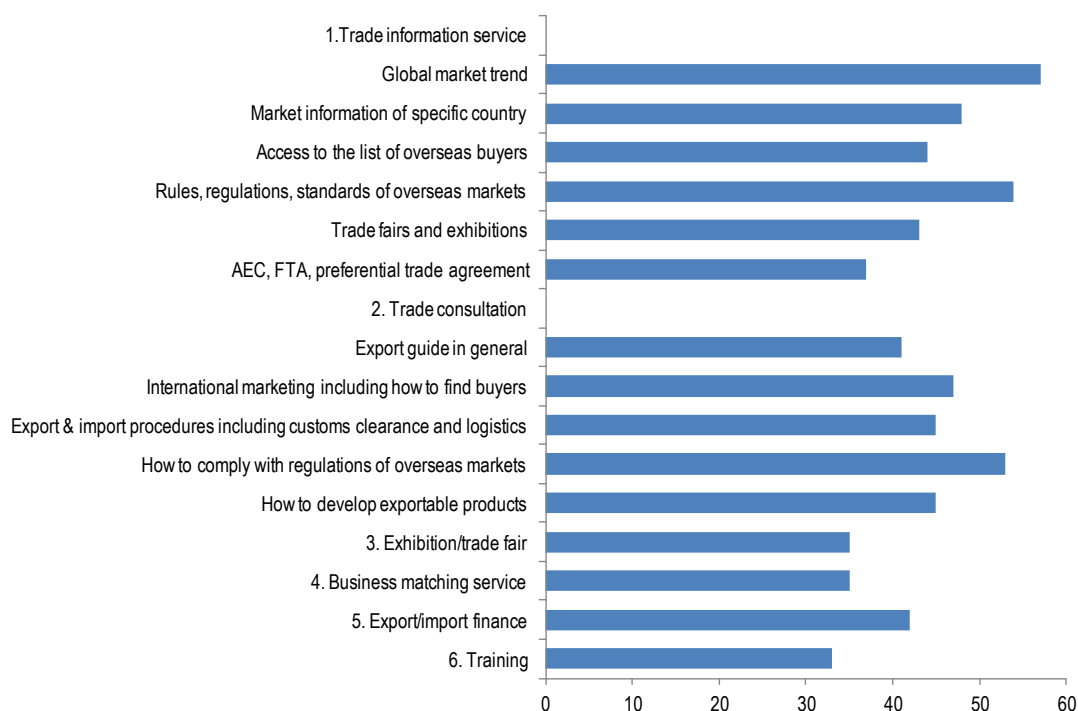
Needs for trade information and trade consultation are high compared with exhibition/trade fair and business matching service. Especially, needs are high for information and consultation on How To Enter Overseas Markets. The highest needs are “information on global market trend”. Services such as “information on rules, regulations and standards of overseas markets” and “consultation on how to comply with overseas market regulations” follow as services highly required by the respondents.

Although the needs for support to access to overseas market are higher, this is the weakest area of current trade promotion service by MOC. It is an urgent task of MOC to develop the capability of collecting overseas market information and providing advice on how to access overseas markets.

Table 9-6: Needs for Trade Promotion Services

Trade Promotion Services		No. of Answers	Percentage to Total
1	Trade information		
	Global market trend	57	68%
	Market information of specific country	48	57%
	Access to the list of overseas buyers	44	52%
	Rules, regulations and standards of overseas markets	54	64%
	AEC, FTA, preferential trade agreement	37	44%
2	Trade consultation		
	Export guide in general	41	49%
	International marketing including how to find buyers	47	56%
	Export & import procedures including customs clearance and logistics	45	54%
	How to comply with regulations of overseas markets	53	63%
How to develop exportable products	45	54%	
3	Exhibition/trade fair	35	42%
4	Business matching service	35	42%
5	Export/import finance	42	50%
6	Training	33	39%

Source: JICA Project Team



Source: JICA Project Team

Figure 9-3: Needs for Trade Promotion Services

### 9.3 Necessary Response to the Needs

The results of the Needs Survey show that all types of trade promotion supports are needed by exporters. However, the following issues which MOC should response can be point out.

- i) Exporters face with difficulties related to trade facilitation and business environment improvement. Domestic transportation, warehouses and trade finance are big problems for exporters. It is necessary for MOC to further promote the trade facilitation for easing trade procedures and facilitate NES activities to effectively solve the problems of logistics and trade finance.
- ii) Market access/ sales promotion is the third serious constraints of trade business following production technology and finance. Exporters highly need market information on how to access overseas markets such as global market trend, country information and regulations of target markets. One third of the respondents rely on public institutions for trade information even though website and trade fair are major source of trade information. MOC needs to collect and accumulate necessary trade information and support exporters' export marketing.
- iii) As for consultation service, exporters' needs are high for international marketing and how to comply with regulations of target country. MOC is required to give priority to how to access overseas market in consultation service.
- iv) Almost 80% of respondents point out production technology as constraint of trade business. Low quality is very serious problem of Myanmar export. Technical support as a part of exporter development is important to increase the competitiveness of Myanmar products.

## **Chapter 10    Benchmarking of Trade Promotion Organizations in Asian Countries**

### **10.1    Case Studies of TPOs in Asian Countries**

#### 10.1.1    Objective

JICA Project Team conducted a comparative study with following objectives.

- To examine what kinds of functions and services for trade promotion need to be provided and how to operate them by the Ministry of Commerce (MOC), especially the Department of Trade Promotion and Consumer Affairs (DTPCA), as a leading ministry for trade promotion through a case study of good practices of TPOs.

For the case study, target TPOs were selected as follows.

- **JETRO**: Japan External Trade Organization
- **MATRADE**: Malaysia External Trade Development Corporation, Malaysia
- **DGNED**: Directorate General for National Export Development, Ministry of Trade, Indonesia

The methodology for the case study is mainly based on the secondary data and information which was able to be accessed through the internet.

#### 10.1.2    Basic Information of Target TPOs

The basic information of three target TPOs is summarized in the following table. JETRO has a long history as a TPO reaching nearly 60 years. JETRO and MATRADE are statutory public corporations and DGNED is one of Ministry's departments. Each organization is administered by the trade related ministry in each country.

**Table 10-1: Basic Data of Target TPOs**

Item	JETRO	MATRADE	DGNED
Established year	1958*	1993	1971
No. of staff	1,618 (2015) - Domestic: 909 - Overseas: 709	619 (2013)	308 (2014)
Organizational status	Statutory public corporation	Statutory public corporation	Ministry's department
Ministries to report to	Ministry of Economy, Trade and Industry (METI)	Ministry of International trade and Industry (MITI)	Ministry of Trade (MOT)
No. of overseas offices (countries)	73 (55)	35 (28) Trade Offices, 8 (8) Marketing Office, 2(2) Malaysia Trade Centre (MTC)	19 (18) Indonesian Trade Promotion Center (ITPC)
No. of domestic (regional) offices	37	5 Regional Offices, and 2 Malaysia Business Information Centre (MBIC)	5 Regional Export Training and Promotion Center (RETPC)

Note: \* The predecessor of JETRO, the Japan Export Trade research Organization, was firstly established in 1951.  
Source: Website of JETRO, MATRADE and DGNED, and annual reports of each organization

### 10.1.3 JETRO

#### (1) **History**

The Japan Export Trade Research Organization was established as the predecessor of JETRO in 1951 which was a market research non-profit organization (NPO). In 1958, it was transformed to a government-affiliated corporation, Japan External Trade Organization (JETRO), mainly targeting export promotion at that time. In 1961, JETRO changed its English name to the Japan External Trade Organization. In 2002, JETRO became an independent administrative agency with the Act on the Japan External Trade Organization, Independent Administrative Agency 2002.

JETRO has changed its main target areas to support; firstly export promotion in the 1960s, diversification through to assistance for overseas investment in the 1970s, international cooperation with foreign industries and developing countries in the 1980s, more focus on import promotion in the 1990s, and promotion of exports and investment entering Japan after 2000.

#### (2) **Vision and Mission**

JETRO's current vision, mission, function and services are as follows:

##### JETRO's vision

To contribute expansion of trade and facilitation of economic cooperation among Japan, Asian and other economies by providing systematic and effective trade promotion measures, by providing basic and comprehensive study and research on Asian and other economies, and by disseminating these outputs.

##### JETRO's mission

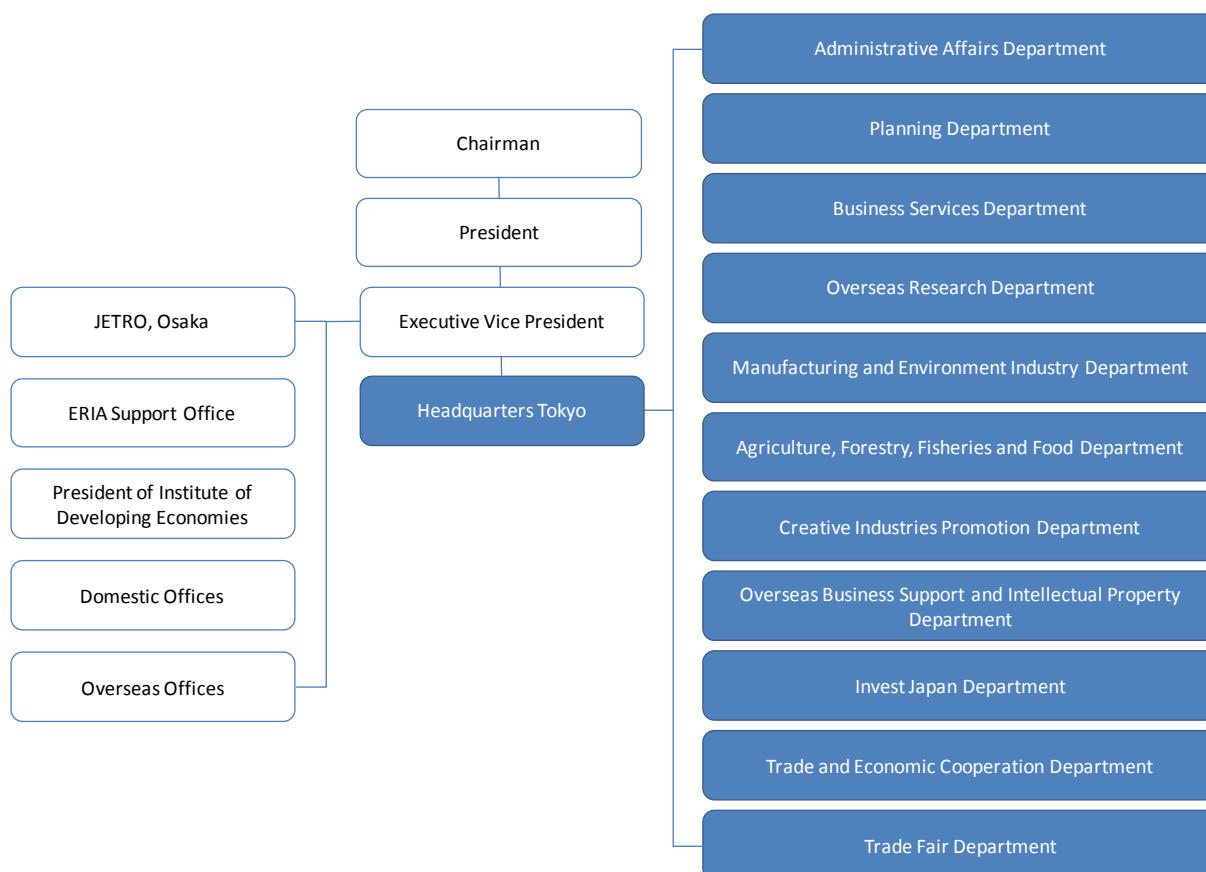
- Promoting foreign direct investment to Japan
- Promoting export of Japan products
- Support Japanese companies, especially SMEs to expand their business internationally
- Providing related information, study and research to support business activities and to contribute trade policy

##### JETRO's function

- Research on trade and dissemination of the outputs
- Promotion of Japan industry and products
- Business matching for trade promotion
- Publication, distribution and PR of trade-related information
- Convention, participation, and/or coordination of participant companies in exhibitions, trade fairs, etc.
- Overseas information gathering, study and research, site analysis and provision of that information especially on Asia

### (3) Organization Structure

The organization structure of JETRO is as shown in the following figure. It consists of administrative departments, departments by industry, departments for outbound and inbound investment support, trade and economic cooperation department and trade fair department.



Source: JETRO's website

Figure 10-1: Organization Chart of JETRO

### (4) Trade Promotion Service

JETRO provides comprehensive services for trade promotion appropriate to the needs/stages of customer, companies, mainly SMEs. The clients who are firstly interested in export business are able to attend business seminars/workshops and/or to have a business advisory service to get basic knowledge to start-up export. The clients who already have a certain perspective on export are able to utilize JETRO to participate in international exhibitions, trade fairs, business matching events, and so on. JETRO also provides opportunities for SMEs to apply as export potential projects which support SMEs from the first (planning stage) to the end (contract stage) to realize business matching.

The next table is a summary of JETRO's services menu for trade promotion.

Table 10-2: Export Support Menu by JETRO

Export Support	Overseas Business Information
<ul style="list-style-type: none"> <li>• Advisory services for trade and investment</li> <li>• Overseas mini-research services</li> <li>• Overseas briefing services</li> <li>• Business appointment support services</li> <li>• Subsidiary project on sending specialist to start overseas operation</li> <li>• Support on export potential projects</li> <li>• Advisory services by overseas coordinators on export promotion</li> <li>• Exhibitions and business matching events</li> <li>• Support on entering new markets (caravan project)</li> <li>• Trade tie-up promotion program (TTPP)</li> <li>• On-line seminars on trading business</li> <li>• Workshop for agriculture, forestry and fisheries' information</li> </ul>	<ul style="list-style-type: none"> <li>• World business news (daily updated)</li> <li>• Research reports</li> <li>• Advisory services for trade and investment</li> <li>• Export-Import procedures</li> <li>• Overseas market information</li> <li>• Publications (annual handbook, monthly journals, etc.)</li> <li>• Companies information</li> <li>• Exhibitions reports</li> <li>• Export guide by products</li> <li>• Business law and legal work</li> <li>• Information search guide, etc.</li> </ul>

Source: JETRO's website (modified by JICA Project Team)

Among these services, JETRO provides coherent systems by customizing appropriate services according to the stage of businesses. Table 10-3 shows what services JETRO offers to their client in life-cycle services from the planning, business matching and contract to realize export business. JETRO takes a flexible approach by organizing various services through cross-sectoral arrangements in JETRO.



Table 10-3: Mapping of JETRO's Service Menu

Planning	Client Search	Business Matching	Negotiation/Contract
<ul style="list-style-type: none"> <li>• Advisory services for trade and investment</li> <li>• Overseas mini-research services</li> <li>• Overseas briefing services</li> <li>• Support on export potential projects</li> <li>• Advisory services by overseas coordinators on export promotion</li> <li>• Exhibitions and business matching events</li> <li>• On-line seminars on trading business</li> <li>• Business library</li> <li>• Overseas market information</li> <li>• Publications (annual handbook, monthly journals, etc.)</li> <li>• Information on exhibitions and business matching</li> </ul>	<ul style="list-style-type: none"> <li>• Inviting overseas buyers</li> <li>• Exhibitions and business matching events</li> <li>• TTPP</li> <li>• Sending missions</li> <li>• Overseas mini-research services</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory services for trade and investment</li> <li>• Inviting overseas buyers</li> <li>• Exhibitions and business matching events</li> <li>• Sending missions</li> <li>• Business appointment support services</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory services for trade and investment</li> <li>• Business library</li> </ul>
Support on export potential projects Support on BOP/Volume zone business projects			

Source: JETRO (modified by JICA Project Team)

#### 10.1.4 MATRADE

##### (1) History

Reforming the Malaysia Export Trade Centre (MEXPO) under the Ministry of Trade and Industry (MITI), MATRADE was established in 1993 as the National Trade Promotion Agency under the MITI on the ground of the Act of Parliament, Malaysia External Trade Development Corporation Act, 1992.

##### (2) Vision and Mission

###### MATRADE's vision

Positioning Malaysia as a Globally Competitive Trading Nation

###### MATRADE's mission

Promoting Malaysia's Enterprises to the World

###### MATRADE's main functions and activities

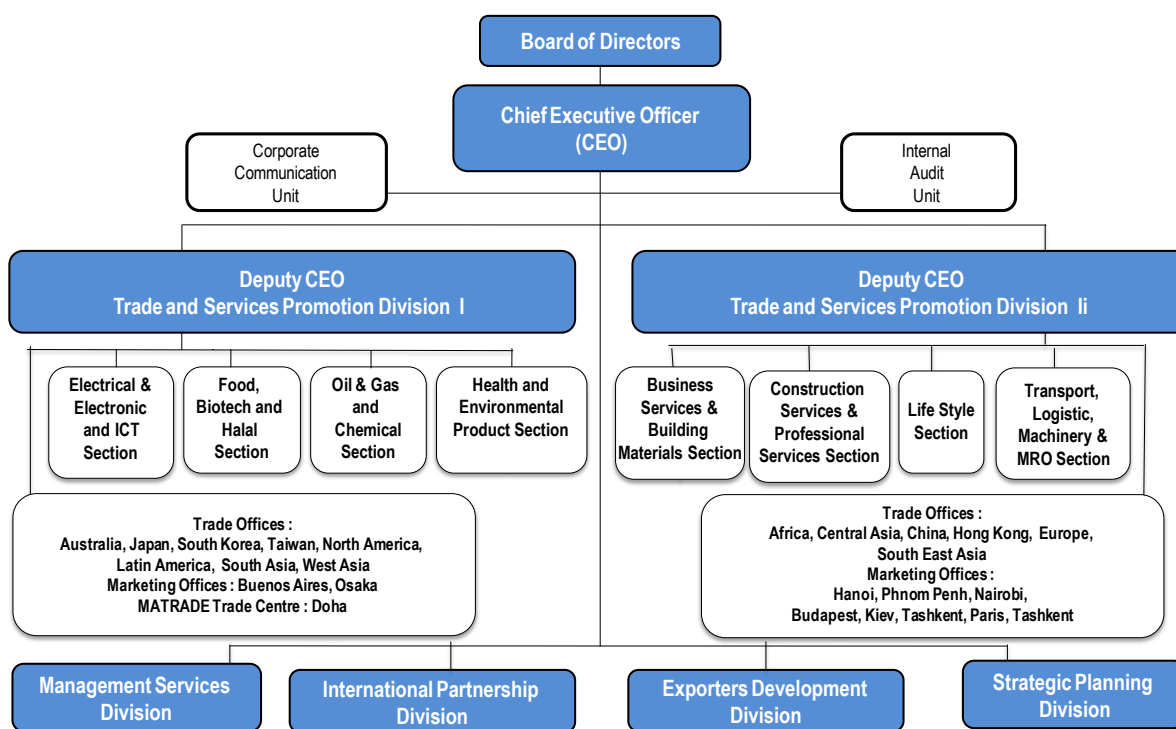
- To promote, assist and develop Malaysia's external trade with particular emphasis on the export of manufactured and semi-manufactured products and, on a selective basis, imports
- To formulate and implement a national export marketing strategy to promote the export of

manufactured and semi-manufactured products

- To undertake commercial intelligence and market research and create a comprehensive database of information for the improvement and development of trade
- To organize training programs to improve the international marketing skills of the Malaysian exporters
- To enhance and protect Malaysia's international trade interests abroad
- To represent Malaysia in any international forum in respect of any matter relating to trade
- To develop, promote, facilitate and assist in service areas related to trade
- To advise the Government on matters affecting or in any way connected with trade and to act as the agent of the Government or for any person, body or organization on such matters.

### (3) Organization Structure

The organization structure of MATRADE consists of the management service division (administration), the strategic planning division, exporter development division, two sector-wise divisions and cross-border division. The sector-wise divisions also take charge of overseas offices.



Source: MATRADE

Figure 10-2: Organization Chart of MATRADE

### (4) Trade Promotion Service

MATRADE provides a wide variety of service menu which suit exporters' needs by offering consistent support. In particular, MATRADE tries to foster motivated SMEs who apply to MATRADE's program by themselves to get opportunities to start or expand their export. To make such system, MATRADE utilizes a wide range of channels, such as e-Delivery Channels customized for target users, MATRADE Portal, MATRADE Tube, MyExport, MySMS, Mobile Applications, and so on. For instance, MyExport is an

online service exclusive for exporters registered with MATRADE which is the window to overseas buyers.

MATRADE also targets to foster new exporters to expand Malaysia's export in the world. SMEs are able to attend seminars and workshops for export opportunities in specific markets and trade regimes, export procedures, developing brand names, product packaging, international marketing, e-commerce and trade documentation along with their interests.

**Table 10-4: Export Support Menu by MATRADE**

Export Promotion	Exporters	Trade Advisory	Trade Infomediary
<ul style="list-style-type: none"> <li>• Incoming buying missions (IBM)</li> <li>• Trade and investment missions (TIM)</li> <li>• Specialized marketing missions (SMM)</li> <li>• Market entry missions</li> <li>• Promotion booths</li> <li>• Special projects</li> <li>• International trade exhibitions and conferences</li> <li>• Joint trade promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Training programs: Seminars, workshops and briefings</li> <li>• Dialogue with industry associations and Malaysian exporters</li> <li>• Bumiputera exporters development programme (BEDP)</li> <li>• Women exporters development programme (WEDP)</li> <li>• Malaysia exporters registry (MER)</li> <li>• Market development grant (MDG)</li> <li>• Service export fund (SEF)</li> <li>• Certificate of free sales (CFS)</li> </ul>	<ul style="list-style-type: none"> <li>• Free trade agreement (FTA) focal point</li> <li>• Export counseling</li> <li>• Briefing and consultation (B&amp;C)</li> <li>• Help desk: HQ and regional branches</li> </ul>	<ul style="list-style-type: none"> <li>• Market and industry trends</li> <li>• Market alerts</li> <li>• Trade statistics</li> <li>• Trade leads</li> <li>• Tender opportunities</li> <li>• Trade regulation and procedures</li> </ul> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p style="text-align: center;">Deliver through;</p> <ul style="list-style-type: none"> <li>• E-mails</li> <li>• MATRADE online news</li> <li>• MATRADE portal</li> <li>• Directories and publications</li> <li>• MATRADE business information centre</li> <li>• Press release</li> </ul> </div>

Source: MATRADE (modified by JICA Project Team)

MATRADE offers attractive support menu to SMEs including several grant programs. The Market Development Grant (MDG) is one of them successfully operated to encourage SMEs to start or expand their business in international trade.

According to MATRADE, MDG program is a scheme introduced to assist the small and medium enterprises (SMEs), service providers and trade and industry associations/chambers of commerce and professional bodies in undertaking export promotional activities. Companies can apply for a reimbursable grant on the eligible export promotional activities undertaken, subject to the availability of funds. In fact, mainly five activities are supported: international trade fairs/exhibitions in Malaysia, international trade fairs/exhibitions overseas, trade and investment missions or specialized marketing missions, international conferences overseas, listing fee for made in Malaysia products in supermarkets and retail centers overseas. The essence of MDG is that the program is designed as public offering system to motivate SMEs apply to it. The program is already well-known by SMEs and as a result, 2,182 SMEs benefitted from the program in 2013.

### 10.1.5 DGNED

#### (1) **History**

The National Agency for Export Development (NAFED) was established in 1971 as a trade promotion organization in Indonesia under the Ministry of Trade (MOT). The Presidential Regulation was issued to conduct an organization reform of MOT in April 2010 and NAFED has been upgraded to a directorate general of MOT as the Directorate General for National Export Development (DGNED).

DGNED was supported by JICA Project on Service Improvement of NAFED in the Republic of Indonesia from 2010 to March 2015 to strengthen export supports for SMEs. The capacity of DGNED has not been as developed as JETRO and MATRADE yet; however, its aim to be an effective and efficient TPO would be a good guidance for Myanmar.

#### (2) **Vision and Mission**

##### DGNED's vision

Manifest the competitiveness of Indonesian's non-oil and gas global products and intensify the role of non-oil and gas exports in order to stimulate National Economic Growth.

##### DGNED's missions

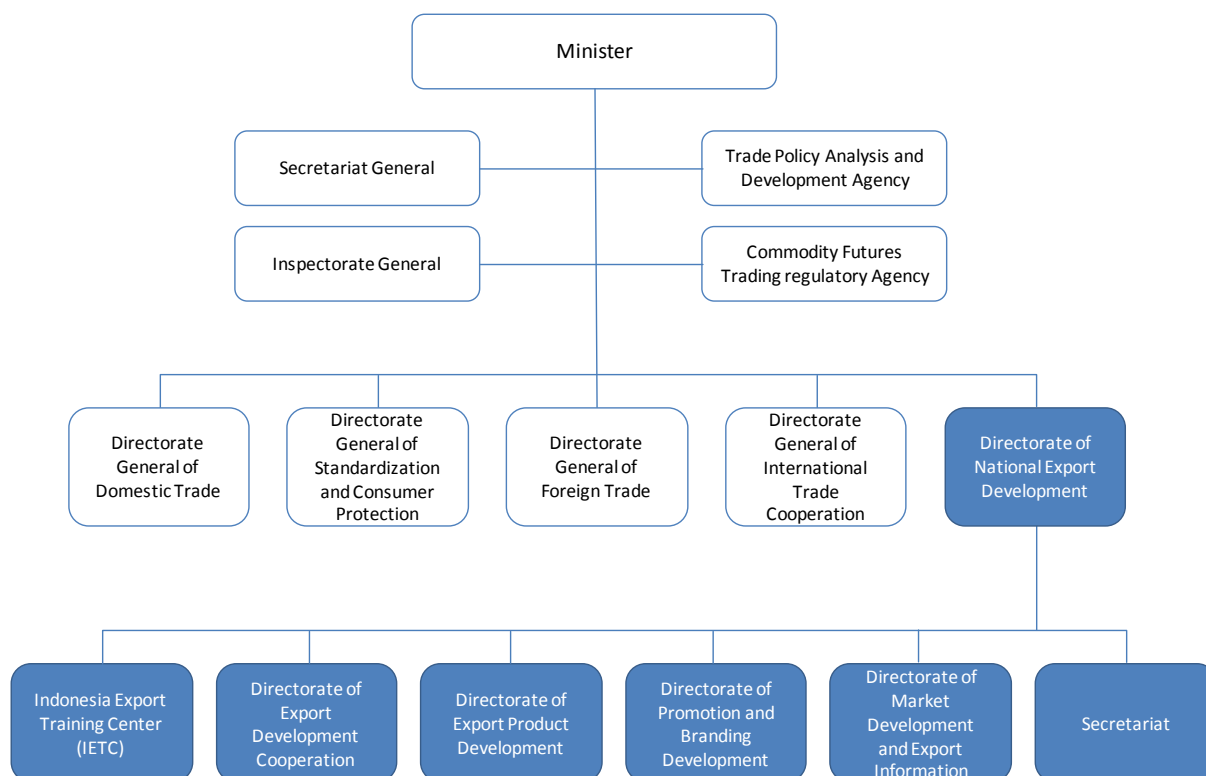
- To increase the competitiveness of products and service's exports
- To increase exporters' competence to penetrate the global market
- To expand prime quality services to business players
- To strengthen the export development institutions
- To increase the officers' professionalism, transparency and performance accountability

##### DGNED's major activities

- To formulate policies and guidelines to encourage and to support the expansion of non-oil and gas products export.
- To provide information services on overseas markets.
- To organize export promotion activities.
- To expand the range of export products and markets.

#### (3) **Organization Structure**

The organization structure of NAFED was changed several times in the past two decades according to the changes of export environment and needs for export promotion service. An organization structure by service was adopted when DGNED was established in 2010.



Source: DGNED

Figure 10-3: Organization Chart of DGNEP

#### (4) Trade Promotion Service

DGNEP prepares a wide range of export promotion services by targeting SMEs.

DGNEP provides export market information such as Market Intelligence reports (market analysis), Market Brief, Product Intelligence reports (product analysis), and Product Brief, export news, and other publications. As online information services, DGNEP utilizes its website as an interface to trade related information, establish virtual exhibition site which SMEs can display their product virtually, and provide overseas market information covering trade regulations, tariff, trade agreements, etc.

Business consultation, inquiry service, and business matching are handled by the Customer Service Center (CSC).

Product development support aims to promote attractive product design of SMEs to reach the international market through matching services between SMEs and designers.

Export promotion activities include not only international and domestic trade fairs/exhibitions and trade missions but also Indonesia's national branding.

In addition to these supports, the Indonesia Export Training Center (IETC) offers training to foster SMEs to be exporters from general issues to specific issues depending on SMEs development stage.

The following table shows DGNED's major export supports.

Table 10-5: Export Support Menu by DGNED

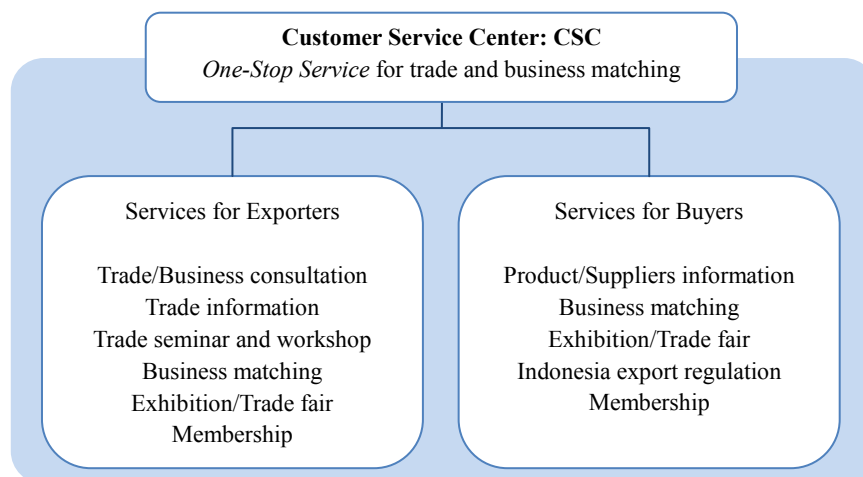
Export Information	Business Consultation	Export Promotion	Export Training
<ul style="list-style-type: none"> <li>• Market brief and market intelligence</li> <li>• Product brief and product intelligence</li> <li>• Directories: buyers and exporters</li> <li>• Virtual exhibition</li> <li>• Trade information database: rules and regulations</li> <li>• Export news</li> <li>• E-magazine, videos</li> <li>• Publications</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service center (CSC)</li> <li>• Inquiry</li> <li>• Consultation/advisory</li> <li>• Business matching</li> <li>• Design development for export</li> </ul>	<ul style="list-style-type: none"> <li>• Exhibition and trade fair</li> <li>• Trade mission</li> <li>• Buyers reception</li> <li>• National branding</li> </ul>	<ul style="list-style-type: none"> <li>• How to start export</li> <li>• Export procedures</li> <li>• Product development for export</li> <li>• Packaging and labeling strategy for export</li> <li>• Export and import management</li> <li>• Export coaching</li> </ul>
Membership service			

Source: DGNED

According to DGNED, CSC is the one-stop service mainly provides export information, export trade practices, trade inquiry services, business consulting and assistances for both exporters and overseas buyers through business matching. DGNED objectives are as follows:

- To establish a direct contact point in DGNED with customers in order to become enabling to provide customer-specific services
- To realize more dedicative services responding to the individual needs of the customers by delivering enhanced customer-oriented and customer-specific services, and enhancing the dissemination of more target-specific information to customers
- To support and promote B-to-B trade.

The functions of CSC are summarized in the next figure.



Source: DGNEED (modified by JICA Project Team)

Figure 10-4: Function of CSC, DGNEED

In addition to CSC, DGNEED also opened online membership services which give a deeper and more through information access only for members. Once becoming a member, a company is able to enjoy benefits such as promoting its own products at the membership site with photos, getting access to buyer information, full market reports, online inquiry services, updated export news, and events and training information. Also the members are able to find designers to upgrade their product to meet export market trends through the membership site.

DGNEED expects to differentiate members and non-members by providing in-depth and updated information as benefits for members. Since a company is required to provide detailed company information at the registration as a member, DGNEED is able to acquire such information through the membership services and provide more reliable and effective business matching opportunities to customers.

## 10.2 ASEAN Study Tour

### 10.2.1 Outline of ASEAN Study Tour

The Project conducted the ASEAN Study Tour to visit the model TPOs in the ASEAN Countries with the purpose of learning the good practice of those model TPOs and gain the implications for the capacity development of trade promotion. As the targets of ASEAN Study Tour, the JICA Project Team chose the following TPOs which can be models of good trade promotion services:

- Malaysia External Trade Development Corporation (MATRADE) of Malaysia
- The Directorate General of National Export Development (DGNEED) including the Indonesia Export Training Center (IETC) of the Ministry of Trade, Indonesia

The team consisting of 5 officers from DTPCA, MOC and JICA Project Team visited Malaysia and Indonesia during the period from August 9 to August 15, 2015.

## 10.2.2 Lessons from ASEAN Study Tour

The result of the study tour is attached in the Appendix 6. The participants point out the following points as lessons from the study.

### i) Enrichment of Support Measures for SMEs

It is necessary for MOC to provide comprehensive and systematic supports for SMEs on trade promotion. In the cases of Malaysia and Indonesia, SMEs are able to receive a wide range of support for trade promotion, for example, in the areas of business management, marketing, design development, packaging, trade mission, trade fair, etc. These support menus could be provided by MOC collaborating with related Ministries and the private sector, such as UMFCCL.

The case studies of MATRADE and DGNED offer good reference for the improvement of trade promotion activities of MOC. They publishes a variety of publications in English which introduce their export products to overseas buyers, put an emphasis on displays of local products, and provide support by type of exporter (beginner, intermediate and advanced).

It is also important to provide financial support to SMEs to expand their business in the international market to encourage them to start new business or expand their business abroad. In Malaysia and Indonesia, TPOs provide a variety of financial support to meet SMEs' needs on trade promotion. These financial supports foster SMEs to be exporters and contribute to export development for the country.

### ii) Establishment of Overseas Trade Promotion Offices

To establish trade promotion offices abroad as the overseas basis would be significantly useful to enhance trade promotion activities for Myanmar. MATRADE, DGNED and JETRO make use of their overseas offices to collect market information in each country, grasp business issues which SMEs face on export, conduct promotion activities such as trade fairs and exhibitions, coordinate business matching, and so on. For example, those overseas offices regularly make market reports of relevant countries for domestic exporters.

It would also be urgently required for Myanmar to implement capacity development of the commercial attaché as a representative of Myanmar on trade promotion and increase the number of the commercial attaché in the world.

### iii) Establishment of Domestic Support Offices as a Window of SMEs

It is necessary to establish domestic support offices as a window for SMEs to provide information and supports on trade promotion. In the cases of the One Referral Centre and the Business Advisory Centre (SME Corp. in Malaysia), the Business Information Desk (MATRADE), and the Customer Support Center (DGNED), SMEs are able to get trade-related information and advisory/consultation to start or expand export. MTC aims to provide such function in Myanmar, however, it is necessary to develop



MTC's capacity to be a window of trade promotion for SMEs as the centers in Malaysia and Indonesia.

iv) Strengthening of Trainings for SMEs

It is essential to provide a variety of trainings for SMEs on trade promotion which meet their needs. To realize such user-oriented trainings, it is necessary to assess the needs of SMEs by making a diagnosis of SMEs in Myanmar before providing uniformed trainings as MATRADE applies. MATRADE provides special training programs by type of (potential) exporters.

Coaching training which supports SMEs from the beginning of export until marketing promotion as a sequence of trade promotion would be a useful measure for the export training. The mobile training which offers training opportunities in regions would be effective in Myanmar so that more SMEs can take opportunities on export trainings.

v) Importance of capacity development and human resource management

The establishment of a new TPO in Myanmar is proposed in NES. The new organization should put efforts into capacity development of both organization and human resources. Especially strengthening of human resource management is required as the first action to be a TPO like MATRADE, DGNED and JETRO.

### **10.3 Case Studies of Organization Structure of TPOs**

The organization structures of TPOs in Asian countries are classified into types and characteristics of those types are compared.

#### **10.3.1 Types of Organizations of TPO**

Organization structures of TPOs can be largely classified into the following types:

- i) Organization by service (or function)
- ii) Organization by product/industry
- iii) Organization by market
- iv) Organization of the mixture of i) to iii)

TPO changes its organization structure as it expands its services responding the country's economic development and the changes in the needs of the private sector.

#### **(1) Organization by Service (or Function)**

This type of organization consists of divisions classified by type of service. This organization has the following advantages and disadvantages.

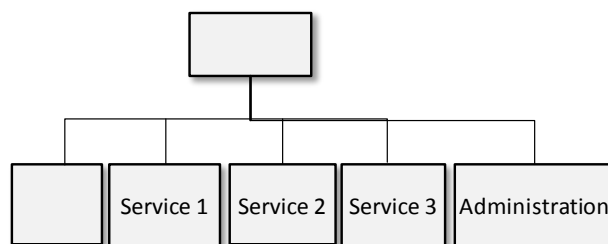
Advantages:

- Efficiency in operating programs is enhanced.

- Specialization in each type of service function (e.g., information service, exporter development, trade mission, etc.) is encouraged.
- In-depth service is possible for each type of export promotion service.

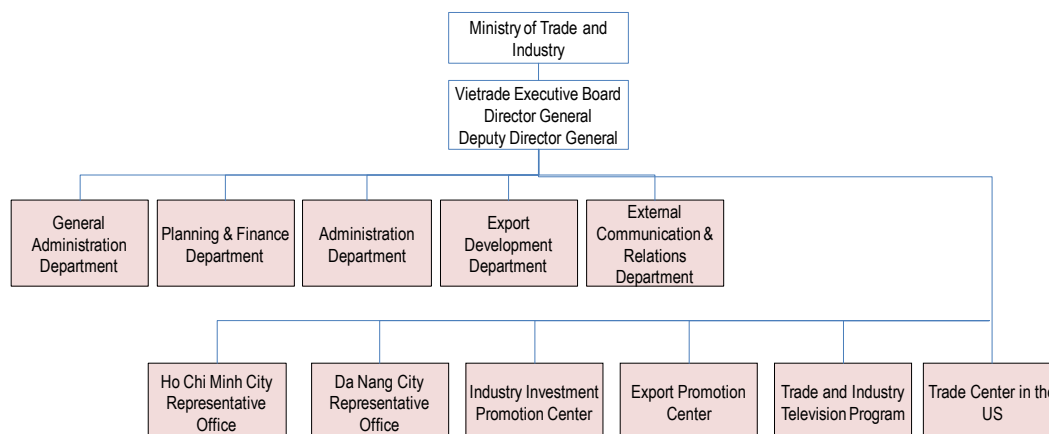
Disadvantages:

- Specialization by product/industry is weak.
- The coordination among units is necessary to provide an integrated service.



Source: JICA Project Team

Figure 10-5: Organization by Service



Source: VIETRADE

Figure 10-6: Example of Organization by Service (Current VIETRADE, Vietnam)

**(2) Organization by Product**

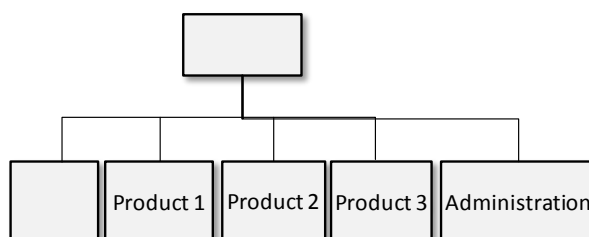
This type of organization consists of divisions classified by type of product/industry that receive trade promotion services. This organization has the following advantages and disadvantages.

Advantages:

- It is possible to effectively formulate and implement market penetration strategy based on product/industry corresponding to the characteristics of each product.
- Specialization by product / industry is possible and in-depth expertise by product/industry can be acquired.
- Potential product identification and product development can be efficiently and effectively conducted.
- It is easy to have a close relationship with industry associations.

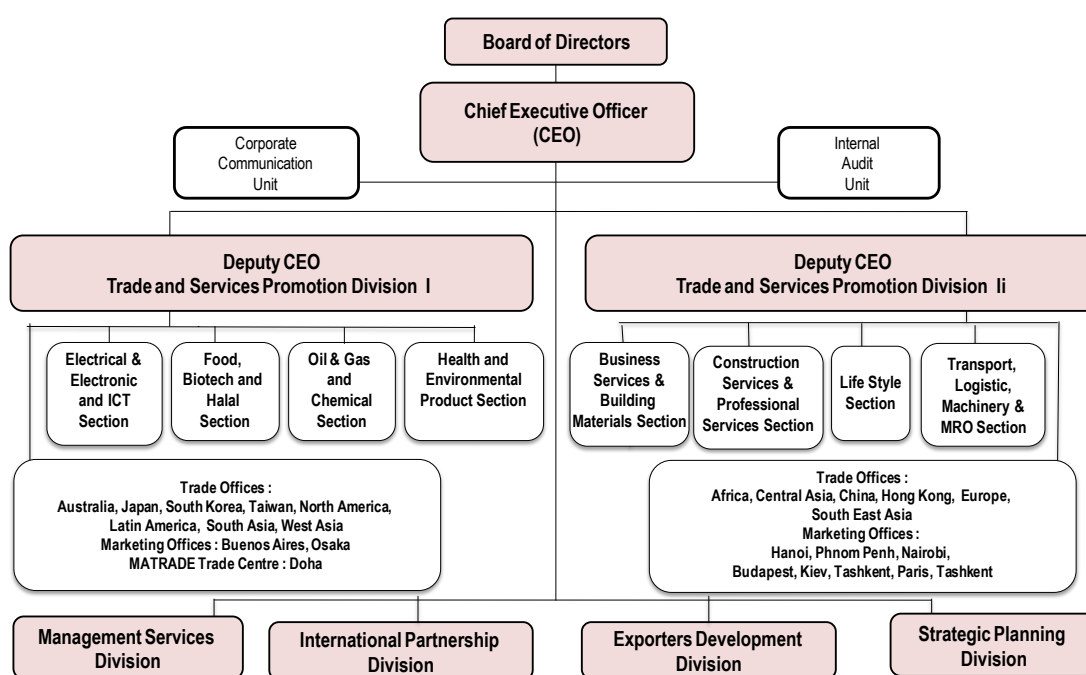
Disadvantages:

- Overspecialization sometimes happens. Career path is often limited within the same product/industry unit.
- When the range of services/programs increases, efficient provision of services becomes difficult.
- Cross-sectoral task force or matrix organization is necessary when a program which targets all products is implemented. Otherwise, a problem of functional coordination may arise.



Source: JICA Project Team

Figure 10-7: Organization by Product/Industry



Source: MATRADE

Figure 10-8: Case of Organization Which Emphasizes Product/Industry Function  
(Current MATRADE, Malaysia)

**(3) Organization by Market**

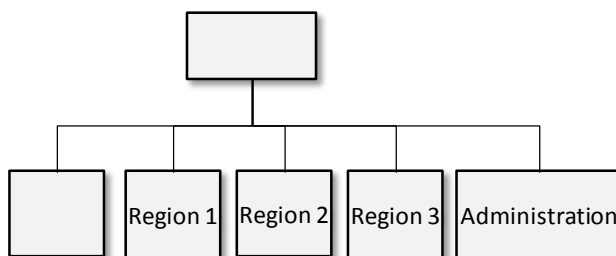
This type of organization consists of divisions classified by target market of trade promotion. This organization has the following advantages and disadvantages.

Advantages:

- It is possible to effectively formulate and implement market penetration strategy by market corresponding to the specific needs and characteristics of each market.
- All the functions can be integrated and coordinated for entry to the target market.
- Under the current situation where the trade promotion organization's activities are centered on trade fair missions, organization by market brings a new relevant focus.

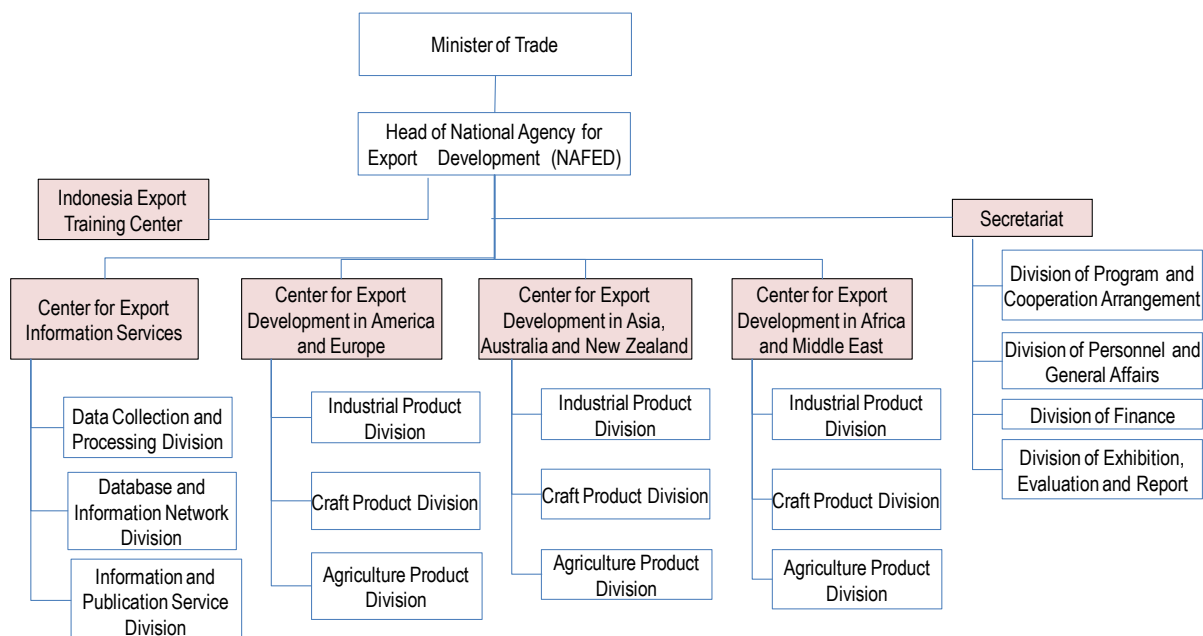
Disadvantages:

- Specialization by product is hampered.
- When the range of services/programs increases, efficient provision of services becomes difficult.
- It is difficult to promote close collaboration with industry associations which are mostly organized by product/industry.



Source: JICA Project Team

Figure 10-9: Organization by Market



Source: JICA Project Team

Figure 10-10: Example of Organization by Market (NAFED Indonesia before 2010)

#### (4) Mixed Organization

An organization structure of TPO becomes a mixture of the above mentioned types as a result of several changes of organization structure, addition of special function as necessity requires or other reason. A concept of matrix organization can be also applied. The case of current MATRADE has a nature of matrix organization because personnel of sector-wise divisions have countries in charge.

#### (5) General Trend of Organization Structure

In most cases, a newly-established TPO starts with an organization by service because it is necessary to develop expertise of trade promotion and an organization by service is effective for service development. As the TPO accumulates expertise and its personnel are experience, it continues to expand activities. When the activities are fully expanded and other form of organization become more appropriate, the TPO may consider a change to new organization structure.

#### 10.3.2 Status of Trade Promotion Organization

There are generally two types of status for Trade Promotion Organization (TPO). One is a unit of a ministry which is responsible for international trade policy and trade promotion. The other is an independent statutory body, in most cases under the supervision of a ministry responsible for international trade policy and trade promotion. In some countries, a chamber of commerce acts as TPO.

**Table 10-6: Status of Major Asian TPOs**

Country	Thailand	Indonesia	Singapore	Malaysia	Vietnam	Cambodia	Japan	Korea	Taiwan
Name of TPO	Department of International Trade Promotion	Directorate General of National Export Development	IE Singapore	Malaysia External Trade Development Corporation	Vietnam Trade Promotion Agency	General Directorate of Trade Promotion	Japan External Trade Organization	Korea Trade-Investment Promotion Agency	Taiwan External Trade Development Council
	DITP	DGNED		MATRADE	VIETRADE	GDTP	JETRO	KOTRA	TAITRA
Year of Establishment	1952	1971	1983	1993	2000	-	1958	1962	1970
Supervising Ministry	Commerce (MOC)	Trade (MOT)	Trade & Industry (MTI)	Industry & Trade (MITI)	Ministry of Industry and Trade (MIT)	Ministry of Commerce	Ministry of Economy & Trade (MOET)	Foreign & Trade (MOFA)	Economic Affairs (MOEA)
Organization Status	Ministry's department	Ministry's directorate general	Statutory board	Statutory public corporation	Government agency	Ministry's directorate general	Statutory public corporation	Statutory agency	Non-profit organization

Source: From the websites of other sources of the TPOs

An organization status of TPO is decided based on country-specific circumstances. A status of statutory body is usually chosen with an intention of giving substantial foundation of stronger trade promotion service and/or with the consideration of country's business environment. For example, MATRADE was

established as a statutory body shifting from a unit under the ministry and the purpose of its establishment was to develop a solid organization for trade promotion. On the other hand, there is a case that government regulations and bureaucratic practice hampers a shift to a statutory body.

The status of a statutory body usually gives more management autonomy and freedom of decision-making in a timely manner and enables flexible operations. Therefore, the status of a statutory body has the following merits.

- It may enable to employ more and more personnel with the experience in business.
- It may realize more business-oriented policies and strategies, e.g., by establishing a managing board or by an advisory board inviting representatives from the private sector.
- It may realize business-oriented trade promotion services if it is properly managed like a private company and changes the mindset of personnel.

On the other hand, in order to fulfill the expected merits of its status, it is necessary to secure a firm budget base, confirm the autonomy of management, establish governance and avoid bureaucratic procedures.

Table 10-7: Comparison of Characteristic by Status

	Unit under Ministry	Independent Statutory Body
Law of Incorporation	Not Necessary	Necessary
Governance	Under ministry's framework	Strict accountabilities are required
Bureaucracy	Under ministry's framework	Can avoid if properly managed
Top Management	Under ministry's framework	Can invite experienced business persons
Management System	Follow ministry's rules	More freedom. Can be more effective if managed in a way of a private company
HR and Employment	Follow ministry's rules	More freedom. Can recruit personnel with the experience of business
Status of Personnel	Government official	Usually government official or semi-governmental official
Authority over HRM	Follow ministry 's rules	Depends on supervision policy
Decision-Making Authority	Follow ministry 's rules	Depends on supervision policy
Budget	Within ministry 's budget	It is necessary to allocate special budget
Accounting and Audit	Follow ministry 's rules	Strict audit is required
Effectiveness According to the Size	Become less effective as the size of organization becomes bigger	Become more effective as the size of organization is bigger and the scope of services become wider
Collaboration with Other Units of MOC	No change	Possibility of becoming weaker
Collaboration with Associations	No change	Possibility of becoming stronger

Source: JICA Project Team

#### **10.4 Lessons from Benchmarking**

In order to be capable of providing effective and efficient trade promotion support, it is necessary for MOC, especially DTPCA, to envisage concrete roles, functions and required operation structure as a TPO. Lessons learned from the benchmarking survey are as follows:

##### Organization and Management

- i) It is necessary to design an organization structure which meets policy environments and realize most effective operation in accordance with development stage of TPO.

An organization structure of TPO should be designed and continuously re-examined according to a growth of the organization and services and the needs of the private sector.

An organization by service is often adopted by a TPO at the stage of immediately after its establishment when its services and personnel need to be developed.

- ii) The choice of status of TPO should be decided considering various concerned factors such as the level of trade promotion service capability, impact on organization culture and motivation, most effective mode of service provision, economic environment and political commitment.

An organization status of TPO is usually decided in conformity with country-specific circumstances. Various factors are concerned such as political commitment, readiness of capable service and personnel, budget, legal framework, etc.

Once the decision of a statutory body is made, strong political commitment must support the establishment of an organization.

- iii) The collaboration among units should be secured.

Departments and divisions of organization of a TPO, in any type, are required to cooperate with each other in order to synchronize and harmonize their services. An organization structure of public institution with a certain size is inevitably to be vertically-segmented. Thus, it is important to secure a mechanism of cross-sectoral collaboration among units in order to realize coordinated and flexible provision of services.

- iv) It is necessary to introduce a good management system.

Advanced TPOs usually introduce management tools which are commonly adopted by private companies. They include annual planning, performance evaluation (with key performance indicators), standard operating procedures (SOP), manuals, introduction of ISO 9000 and so on. Independent TPOs with a statutory body status tend to be more eager to improve its management by introducing such management tools.

- v) Budget is allocated based on budget estimate for necessary services.

The size of operation of TPO depends on its budget. Good export promotion services are supported by the allocation of necessary budget. The budget of MOC is much smaller than MATRDE and DGNED. Focus on priority activities and cost-effectiveness is seriously important for MOC.

### Trade Promotion Service

- i) It is necessary to concentrate on establishing basic core services.

The export promotion of MOC is still at the early stage in terms of services design and human resource compared with advanced TPOs. It is necessary to give attention to the enhancement of basic core services.

The core export promotion services are information service (such as market information and exporter information), business support service (such as matching service), and promotion service (such as trade fairs).

- ii) It is necessary to enhance information provision in accordance with the needs of exporters.

It is essential to provide basic, fresh and wide variety of trade-related information which meets the needs of exporters (mainly SMEs) and their development stages. In case of the JETRO, basic and general information are provided without charge, on the other hand specific and advanced information are provided as a fee-based service. It is also crucial to offer various channels of information such as library, TV, radio, website, mobile phone, and so on.

- iii) Exporter development is important as one of essential approaches for export development.

Fostering potential SMEs to be capable exporters is indispensable for further development of Myanmar exports. It is necessary to motivate SMEs, improve their competitiveness through technical support, and guide them appropriately to reach the international market.

- iv) To establish a one-stop service center a common measure for effective provision of trade promotion services.

It is also important to establish an online and offline window where exporters can easily access information and services such as the Trade Advisory Services by JETRO, Help Desk by MATRADE and CSC by DGNED.

- v) Membership service is also a commonly-introduced program for effective trade promotion services.

Membership service is also an effective measure of service provision both exporters/ overseas buyers (members) and TPOs. Members are able to receive updated variety of information and services in a direct manner. On the other hand TPOs are able to identify the target of their services and also acquire member information which is useful to improve their services.

- vi) Provision of integrated trade promotion services should be sought by expanding service menu and preparing necessary organization of service provision.



It is important to provide consistent services to SMEs from the beginning stage of planning on export to the final stage with negotiation and contract with business partners that are ideally expected to be a great and give concrete support to them. Although it might not be easy to establish such lines of support instantly, it is expected to provide a future vision and challenge of effective measures.

- vii) Offshore operation by overseas offices plays an important role in realizing effective export promotion and improving the quality level of service.

Offshore promotion is indispensable for full-operation of TPOs. Overseas offices engage in such tasks as market research, trade inquiry and business matching, support to missions, and so on.

- viii) TPOs often introduce and implement program-base services with specific targets/purposes.

In addition to routine daily services, TPOs usually introduce program-base services. Program-base services are provided in a standardized manner when the objective, beneficiaries, procedures, etc. are clearly decided. A grant scheme is often introduced for specific purpose to support exporters.



## Chapter 11 Issues and Necessary Measures for Trade Promotion of MOC

JICA Project Team surveyed the current situation of trade policy and trade promotion (in Chapter 2 to Chapter 8), the needs of the private sector (in Chapter 9), and the lessons from other TPOs (in Chapter 10).

Based on these surveys, JICA Project Team compared the gap between the current situation and the needs of the private sector, and the gap between the current situation and the best practices of other TPOs.

JICA Project Team identified issues regarding trade promotion of Myanmar by analyzing these gaps. The issues are classified into two categories: management issues and service issues. The management issues are related to the policies of trade promotion and management of MOC as the basis of trade promotion service provision. The service issues are specific issues regarding the provision of each trade promotion service.

JICA Project Team also examined the necessary countermeasures for the identified issues. The issues and countermeasure are shown below.



Figure 11-1: Structure of Issues

### 11.1 Management Issues

#### 11.1.1 Policy Environment

##### (1) Issues

The major issues of Myanmar's policy environment export development are as listed below.

- **Myanmar's export sector has a wide range of issues for further development.**

External trade (export/import) is indispensable for sustainable and balanced economic development. The neighboring ASEAN countries have realized substantial economic development from the take-off stage of economic growth with exports as the driving force of growth.

Currently, Myanmar's exports have the following problems due to the legacy of ineffective policies and regulations and less-developed economic structure:

- i) Most exports of Myanmar cover only a few commodities, that is, natural resources-based products and labor-intensive products (low value-added).
  - ii) Technology level of export items is low (low value-added and low competitiveness).
  - iii) Physical infrastructure for export logistics has been less developed (low competitiveness).
  - iv) Myanmar is proceeding with market liberalization under AEC and will face with tougher competition in the market (severe competition).
- **National Export Strategy is formulated to address the development needs of Myanmar's export, however, the implementation demand the facilitation of many stakeholders.**

The major strategies of export development of Myanmar can be summarized into:

- i) Export expansion of existing product items
- ii) Diversification of export markets
- iii) Increase in exports of more value-added products (diversification of export products)
- iv) Develop exports of new product items (diversification of export products).

The objectives and activities of NES have been formulated according to the above understanding and strategies. The National Export Strategy (NES) sets the following strategic objectives:

- i) To foster sustainable and equitable export-led growth and value addition for the socio-economic development of the people of Myanmar.
  - ii) To ensure a consistent, predictable and transparent trade policy and regulatory framework.
  - iii) To develop competitive, diversified and branded exports by expanding productive capacities and fostering innovation.
  - iv) To build modern, enabled and supportive institutions to respond to the diverse needs of current and emerging exporters.
  - v) To build up physical infrastructures.
- **MOC is expected to play the focal point for successful implementation of NES.**

MOC, and more specifically the Department of Trade Promotion and Consumer Affairs (DTPCA), is positioned to be the key promoter of NES. There are many stakeholders such as various relevant ministries, associations and international organizations are involved in the implementation of NES.

MOC should extend leadership and allocate lots of resources (personnel and time) to the coordination of the activities of NES.

- **Although DTPCA is the trade promotion organization of Myanmar, its capabilities as a TPO is still poor compared with other ASEAN counties.**

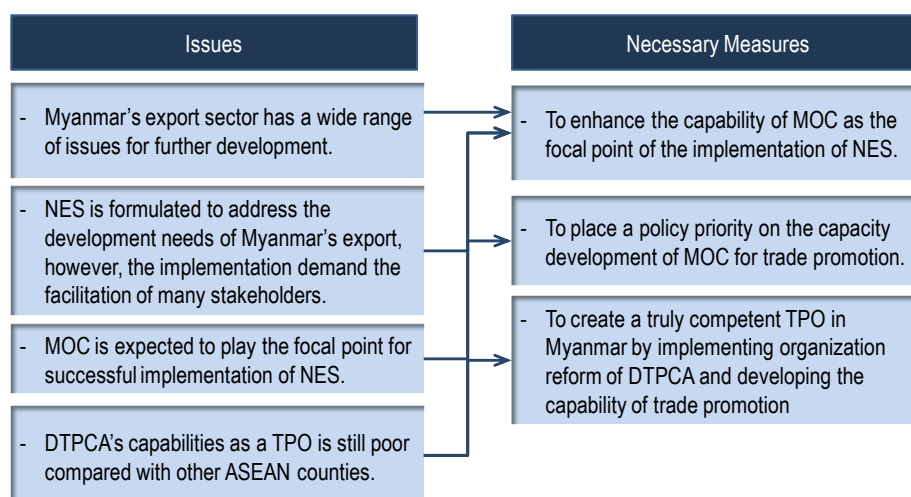
In Myanmar, DTPC is regarded as a trade promotion organization of Myanmar. DTPC is actually the member organization from Myanmar in the Asian Trade Promotion Forum, a gathering of Trade Promotion Organizations (TPOs) in the Asian Region.

However, the presence and performance of DTPC have a low profile in trade promotion services in Myanmar. Its trade promotion services are weak in terms of size, scope, competency, management and organization. Compared with TPSs in the neighboring ASEAN countries, trade promotion services such as market information, trade fairs, and other promotion services are poorly provided due to insufficient resource and experience, and unorganized institutional setting.

## (2) Necessary Measures

The following measures are considered important for further development of Myanmar’s export.

- i) To enhance the capability of MOC as the focal point of the implementation of NES.
- ii) To place a policy priority on the capacity development of MOC for trade promotion.
- iii) To create a truly competent TPO in Myanmar by implementing organization reform of DTPCA and developing the capability of trade promotion.



Source: JICA Project Team

Figure 11-2: Necessary Measures for Policy Issues

### 11.1.2 Organization

#### (1) Issues

As for the organization for trade promotion, the following problems are pointed out.

- **The tasks and functions of divisions for trade promotion have not been clearly established yet.**

The functions of divisions of DTPCA have been defined. However, specific tasks and work flows have not been completely formulated yet. Only for some tasks such as trade fairs and domestic market information, workflows have been formulated.

- **The line of instruction and reporting of MOC is frequently unclear and puzzling.**

Although MOC is operated with a solid vertical chain of command, the line of instructions and reporting often overlaps and confusing. For example, clear-cut line of instruction is desirable for better collaboration between the Central Office and regional offices.

- **The policy and activity plan for trade promotion service have not been practically formulated and shared by members.**

This causes weak coordination among units. Mutual understanding of policies and appropriate orientation are essential for the collaboration among units.

- **The business-oriented mindset to provide customer-oriented trade promotion services is weak.**

The objectives and role of trade promotion services is not fully understood for most of members. It is observed that their way of work is often passive. Proper guidance and training for them is necessary to establish proactive attitude of supporting exporters.

- **There is an organization which integrates and solely engages in trade promotion in MOC.**

DTPCA undertakes two roles: trade promotion and consumers affairs issues. An organization dedicating trade promotion should be established in order to build mission and work manner and demonstrate clear presence towards stakeholders for effective trade promotion.

- **Trade promotion services in Yangon that is the biggest commercial center are weak.**

The International Trade Promotion Division and the Trade Fairs and MTC Division are physically separated from MTC. Close communication and clear-cut demarcation among them are needed. For the provision of integrated and effective services at one place, trade promotion services in Yangon should be given emphasis.

- **Trade services centers in regions have been recently started and need to expand its trade promotion activities.**

MOC has been establishing regional trade centers with the purpose of starting trade promotion services in regions. Regional trade centers have been established in four regions. However, the base of service provision has not been founded in terms of service development and personnel.

- **The budget for trade promotion is very insufficient to provide full-scale trade promotion**

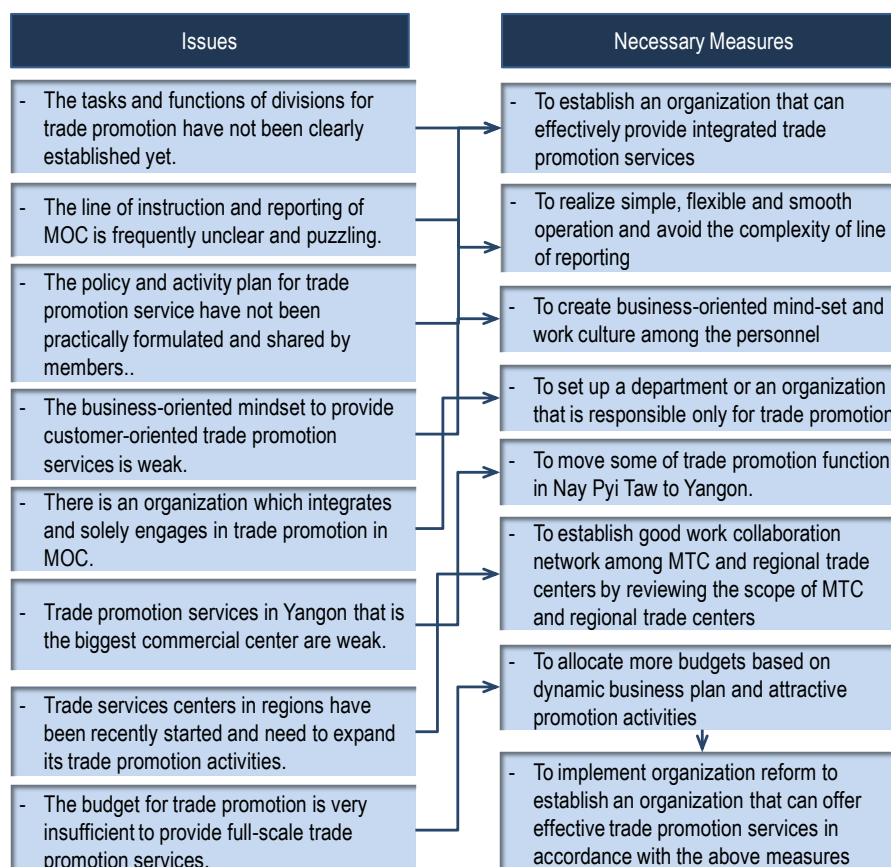
**services.**

The size of budget for trade promotion is very limited, approximately one tenths of MATRADE and DGNEC. After paying salaries, budgets for operation expenses and equipment are small.

**(2) Necessary Measures**

Responding to the above issues, the following measures are recommended.

- i) To establish an organization that can effectively provide integrated trade promotion services.
- ii) To realize more effective and smooth operation and avoid the complexity of line of reporting.
- iii) To create business-oriented mind-set and work culture among the personnel
- iv) To design an organization that is responsible only for trade promotion.
- v) To move some of trade promotion function in Nay Pyi Taw to Yangon.
- vi) To establish good work collaboration network among MTC and regional trade centers by reviewing the scope of MTC and regional trade centers.
- vii) To allocate more budgets based on dynamic business plan and attractive promotion activities.
- viii) To implement organization reform to establish an organization that can offer effective trade promotion services in accordance with the above measures.



Source: JICA Project Team

Figure 11-3: Necessary Measures for Organization

### 11.1.3 Management System

#### (1) Issues

The following issues can be pointed out in the area of management system of MOC for trade promotion.

- **The workflows and standard operating procedures of trade promotion services have not been fully formulated for all activities.**

The standard operating procedures (SOPs) have been prepared only for some services, but they are not fully utilized nor shared among unit members. Understanding of officers and staff at the field level about their tasks is uneven. It should be considered to introduce systematic management tools.

- **The job assignment to officers and staff does not match the needs and is not well-balanced.**

As the job descriptions are not fully ready, prerequisite competencies and necessary number of personnel for a unit or a position are not clear.

- **Transfer of decision-making authority is relatively small compared with other TPOs.**

Subordinate officers and staff wait for the decision of their superior. Little delegation of authority



delays effective actions.

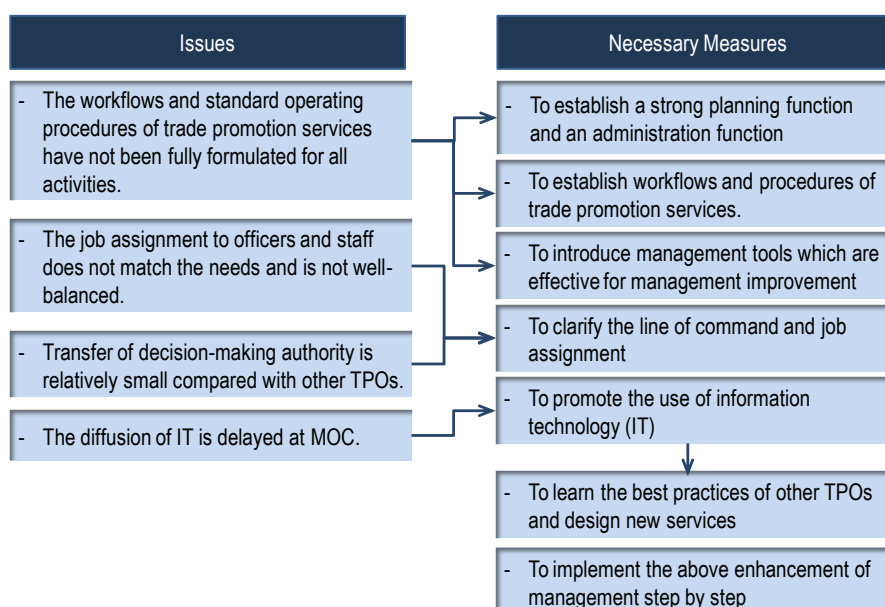
**- The diffusion of IT is delayed at MOC.**

Ownership of personal computer, use of computer application for daily operation, and digital literacy are not at the satisfactory level among staff of MOC. The promotion of IT at MOC is needed.

**(2) Necessary Measures**

The following measures should be taken to address the issues of management system and methods.

- i) To establish a strong planning function and an administration function
- ii) To establish workflows and procedures of trade promotion services
- iii) To introduce management tools which are effective for management improvement
- iv) To clarify the line of command and job assignment
- v) To promote the use of information technology (IT).
- vi) To learn the best practices of other TPOs and design new services.
- vii) To implement the above enhancement of management step by step.



Source: JICA Project Team

**Figure 11-4: Necessary Measures for Management System**

#### 11.1.4 Human Resource Management

##### **(1) Issues**

The major issues regarding human resource management (HRM) including human resource development (HRD) are listed below.

- **Resourceful personnel of MOC for trade promotion are insufficient in the number.**

The number of personnel assign to the divisions related to trade promotion in DTPCA is approximately 100 persons. This number is small compared with MATRDE and DGNED. Currently the size of trade promotion is narrow. However, more resourceful personnel are necessary to provide a substantial level of trade promotion services.

- **The age distribution of personnel is unbalanced.**

The age of personnel is advancing at DTPCA. The composition of personnel by age shows that approximately half of personnel are more than 50 years old. New recruitment is not conducted every year although about 10 newly-graduated officers are employed in 2015.

- **MOC personnel have insufficient knowledge and experience to provide quality trade promotion services.**

Trade promotion services of MOC have a short history of two years since 2013. MOC personnel have received insufficient guidance and training for their work. Basic skills such as English are insufficient. Only few can use sufficient level of English for export promotion activities. Intensive training is needed for MOC personnel when enhancing trade promotion by MOC.

- **HRM tools for capacity development have not been introduced.**

MOC personnel are managed according to the rules and regulations which regulates civil servants. However, HRM tools which are commonly used by private enterprises for capacity development, such as management by objectives, are not currently adopted.

- **The HRD system of MOC is very poor because it is not systematic and well-planned.**

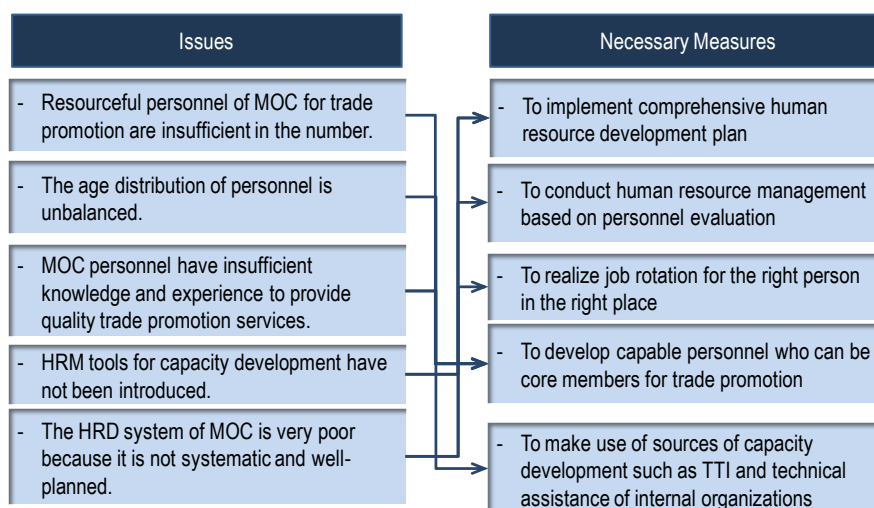
MOC's training programs are currently provided on an ad-hoc basis. MOC does not have HRD system based on personnel evaluation and individual career development plan, which discourages the motivation of individuals and workplace.

##### **(2) Necessary Measures**

Necessary measure for human resource management and human resource development are as follows.

- i) To implement comprehensive human resource development plan

- ii) To conduct human resource management based on personnel evaluation
- iii) To realize job rotation for the right person in the right place
- iv) To develop capable personnel who can be core members for trade promotion
- v) To make use of possible sources of capacity development such as TTI and technical assistance of internal organizations



Source: JICA Project Team

Figure 11-5: Necessary Measures for Human Resource Management

## 11.2 Service Issues

### 11.2.1 Trade Information

#### (1) Issues

There are the following issues for trade information service of MOC.

- **The contents of export information provided are very limited.**

Most of trade information collected by MOC is information about domestic trade such as price and traded volume of basic commodities. Information on overseas markets collected by MOC is only short reports on price trends of commodities prepared by commercial attachés although exporters' needs are overseas market information such as standards and regulations.

- **The capability of market information collection and analysis is weak.**

The International Trade Division of DTPCA is in charge of collection, analysis and dissemination of international trade information. However, tasks and workflows of activities of international trade information have not been established. The market analysis capability of the International Trade Division is weak and capacity development is needed.

- **MOC does not effectively utilize database for trade promotion.**

The only database used by MOC is data of big exporters of major commodities. However, this database includes just big exporters and provides only profile information. Exporters' needs for database of overseas market information are high but they are not provided.

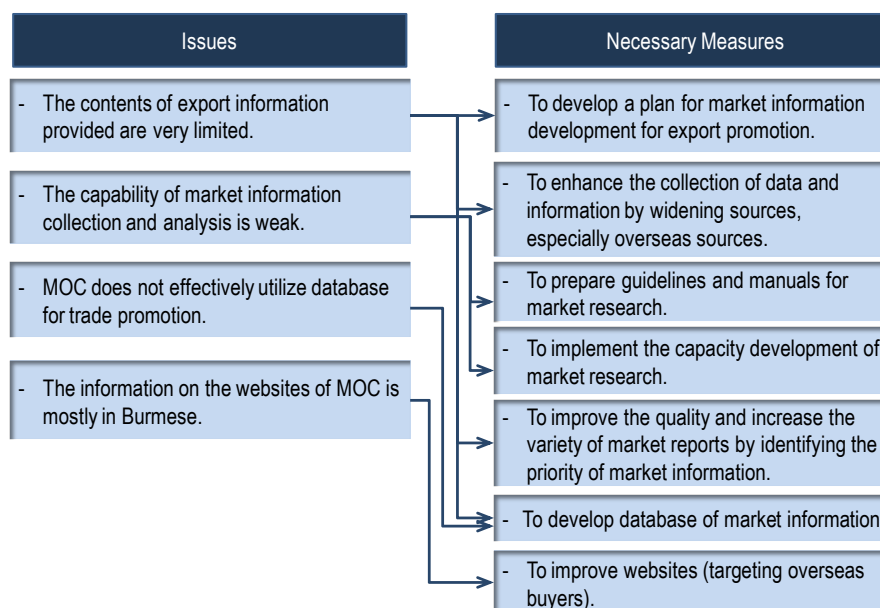
- **The information on the websites of MOC is mostly in Burmese.**

The websites of MOC provide information such as news and events of MOC, commodity price trends, news of domestic trade and so on mostly in Burmese. Foreign business people cannot reach the information in the websites.

**(2) Necessary Measures**

Possible measures for the above issues are listed below.

- i) To develop a plan for market information development for export promotion.
- ii) To enhance the collection of data and information by widening sources, especially overseas sources.
- iii) To prepare guidelines and manuals for market research.
- iv) To implement the capacity development of market research.
- v) To improve the quality and increase the variety of market reports by identifying the priority of market information.
- vi) To develop database of market information (overseas market information, suppliers, buyers, etc.).
- vii) To improve websites (targeting overseas buyers).



Source: JICA Project Team

Figure 11-6: Necessary Measures for Trade Information

## 11.2.2 Trade Fair and Exhibition

### (1) Issues

The issues of trade fair and exhibition of MOC are listed below.

- **There are insufficient budgets for participation in overseas trade fairs and for organizing national-level trade fairs.**

MOC participates in only overseas trade fairs which overseas organizers provide supports to MOC. The opportunity of those trade fairs needs to be utilized more effectively.

- **MOC has not established good trade fair management policy and management tools.**

The formulation of trade fair management policy and development of trade fair management tools are needed for effective trade promotion at trade fairs.

- **Support to Myanmar exhibitors for effective sales promotion is not appropriately provided.**

MOC provides paperwork supports to participants of the overseas trade fairs which MOC participates such as visa application, transportation arrangement, etc. But support to promotional activity supports such as identification and invitation of prospective buyers, business negotiation, etc. are not sufficiently provided.

- **Trade promotion activities at domestic trade fairs are not active.**

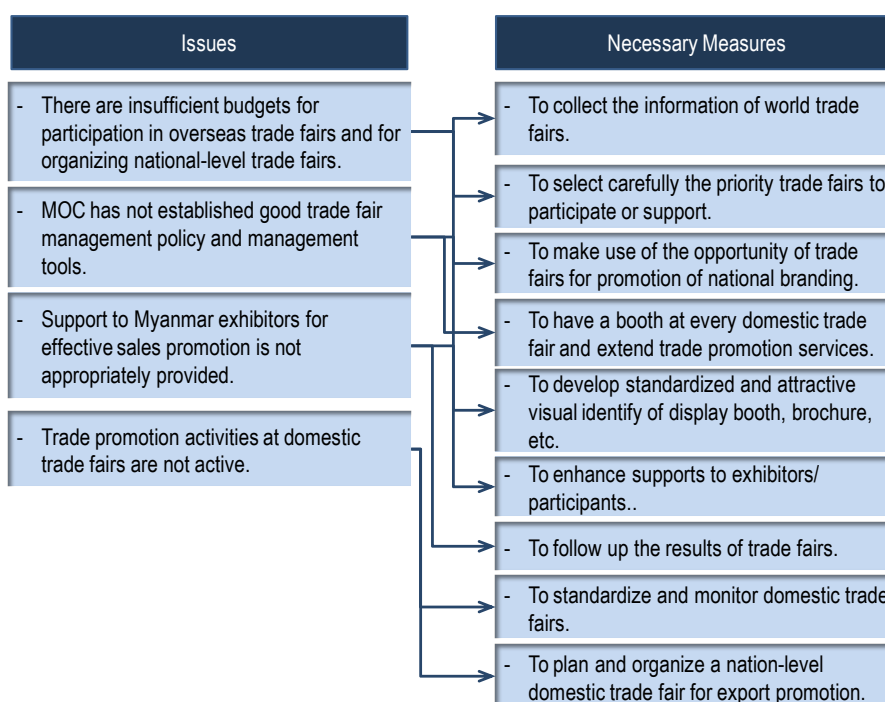
Every year many domestic trade fairs are organized mostly in Yangon. However, MOC does not

make use of these opportunities for promotion of trade promotion services of MOC.

**(2) Necessary Measures**

Responding to the above issues, the following measures are recommended.

- i) To collect the information of world trade fairs.
- ii) To select carefully the priority trade fairs to participate or support.
- iii) To make use of the opportunity of trade fairs for promotion of national branding.
- iv) To have a booth at every domestic trade fair and extend trade promotion services.
- v) To develop standardized and attractive visual identify of display booth, brochure, etc.
- vi) To enhance supports to exhibitors/participants.
- vii) To follow up the results of trade fairs.
- viii) To standardize and monitor domestic trade fairs.
- ix) To plan and organize a nation-level domestic trade fair for export promotion.



Source: JICA Project Team

**Figure 11-7: Necessary Measures for Trade Information Fair and Exhibition**

### 11.2.3 Permanent Display

#### **(1) Issues**

The following issues can be pointed out regarding permanent display.

- **Few businessmen visit the permanent display of MTC in Yangon.**

Few people visit the permanent display of MTC for that purpose. Visitors who inquire about trade fair issues or visit the library go around the permanent display. The permanent display is not publicized through the media. The recognition of permanent display among business people is low.

- **A clear plan of permanent display is not formulated.**

MOC has solicited products to be displayed from producers. MOC displays the collected products at MTC paying attention to make them attractive. But there is not a clear plan of permanent plan which include purpose of display, target visitors, ad-hoc display with topic and publicity method.

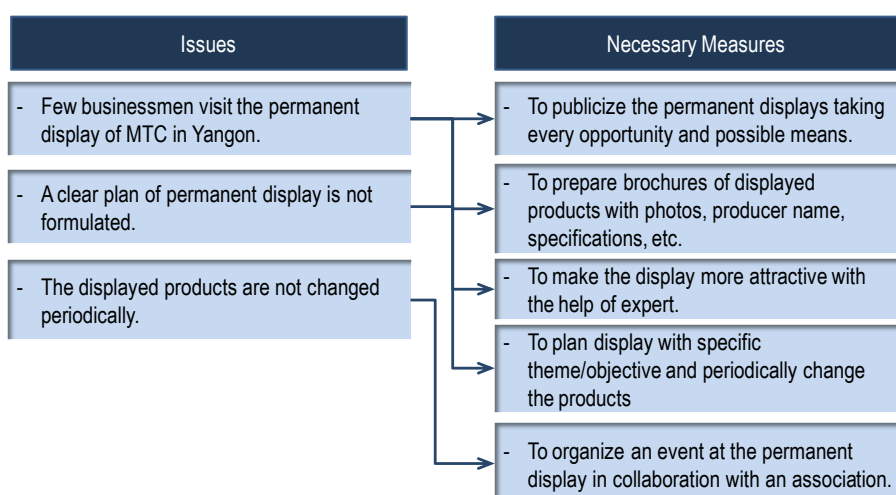
- **The displayed products are not changed periodically.**

A minor change of display is conducted time to time. However, large-scale display change has not been conducted so far.

#### **(2) Necessary Measures**

Measures to tackle the above issues of permanent display are as follows.

- i) To publicize the permanent displays taking every opportunity and possible means.
- ii) To prepare brochures of displayed products with photos, producer name, specifications, etc.
- iii) To make the display more attractive with the help of expert.
- iv) To plan display with specific theme/objective and periodically change the products.
- v) To organize an event at the permanent display in collaboration with an association.



Source: JICA Project Team

Figure 11-8: Necessary Measures for Permanent Display

#### 11.2.4 Library

##### (1) Issues

There are the following issues regarding library service of MOC.

- **Few visitors visit libraries.**

Visitors to MTC's library are still very few because the recognition level among business people is very low.

- **The target of the library is not clearly focused.**

The collection of books and publicity do not properly reflect the target visitors of library. The needs of target visitors should be more focused.

- **The variety of stock books does not attract visitors.**

MTC's library stores directories, yellow pages, publication of MOC, publications of international organizations (donated), books on export/import procedures, rules and regulations, statistical yearbooks. The variety of stock has been steadily increased since the establishment. However, the stock must be increased to improve the attractiveness against business people.

- **The budget to buy books is limited.**

No budget is allocated to purchase books to MTC library. MTC try to collect free books from ministries, associations, NGOs and international organization.

- **Library management system has not yet been established.**

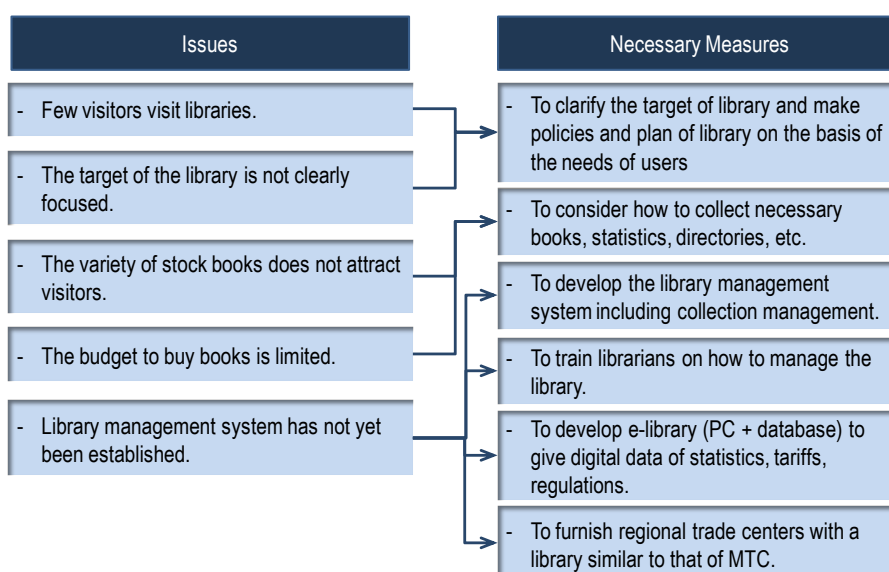


There is one staff that has a license of librarian at MTC. However, library management system is still in the course of introduction.

**(2) Necessary Measures**

Possible measures to solve the above issues can be as below.

- i) To clarify the target of library and make policies and plan of library on the basis of the needs of users.
- ii) To consider how to collect necessary books, statistics, directories, etc.
- iii) To develop the library management system including collection management.
- iv) To train librarians on how to manage the library.
- v) To develop e-library (PC + database) to give digital data of statistics, tariffs, regulations.
- vi) To furnish regional trade centers with a library similar to that of MTC.



Source: JICA Project Team

**Figure 11-9: Necessary Measures for Library**

**11.2.5 Consultation and Advisory Service**

**(1) Issues**

The consultation service and advisory service of MOC has the following issues.

- **The number of personnel who can give hands-on advice is very limited.**

There is practically only one person who can give proper advice against a request of consultation. When the person in charge cannot give appropriate advice, he/she introduces a knowledgeable

person in MOC.

**- Visitors who ask for consultation are few.**

The number of visitors to MTC is monthly 5.9 persons on average (January to July, 2015). Most topics are recommendation letter for business visa, export/import procedures and how to export.

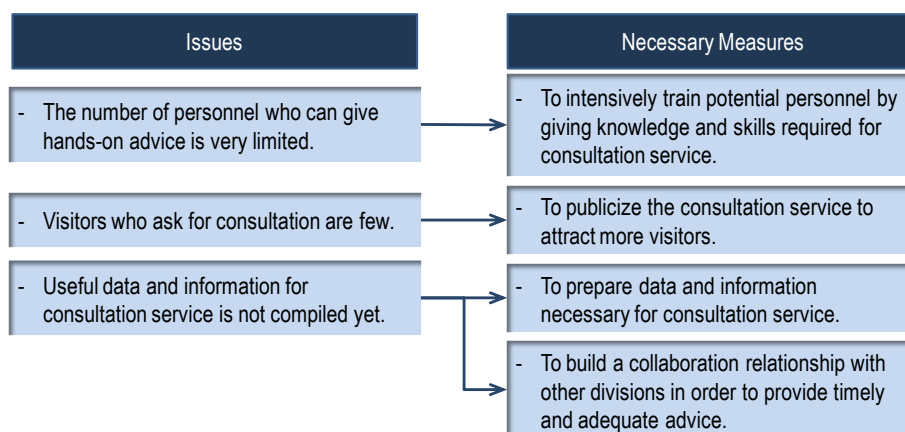
**- Useful data and information for consultation service is not compiled yet.**

Advice on access to overseas markets is needed by exporters. In order to expand the quality of consultation service, it is necessary to collect and compile data and information of export/import procedures, overseas market information, exporter and overseas buyer information.

**(2) Necessary Measures**

The following measures are considered for the issues of consultation and advisory service of MOC.

- i) To intensively train potential personnel by giving knowledge and skills required for consultation service.
- ii) To publicize the consultation service to attract more visitors.
- iii) To prepare data and information necessary for consultation service.
- iv) To build a collaboration relationship with other divisions in order to provide timely and adequate advice.



Source: JICA Project Team

Figure 11-10: Necessary Measures for Consultation and Advisory Service

**11.2.6 Inquiry and Business Matching Service**

**(1) Issues**

The following issues can be pointed out in the area of inquiry and matching service of MOC.

**- Only few business inquiries are currently dealt by MOC/MTC.**

MTC receives monthly 8.6 inquiries on average (Jan. - Jul. 2015) by phone or e-mail. For inquiries about Myanmar exporters, MTC introduces the major exporters based on the exporter list.

- **The recognition level of MTC among exporters and foreign buyers is low.**

Inquiry and business matching service is not actively publicized to exporters and foreign buyers.

- **Systematic management of inquiry and business matching has not been formulated.**

Work flow of inquiry and business matching service is not established. Information of exporters needs to be enriched for better business matching.

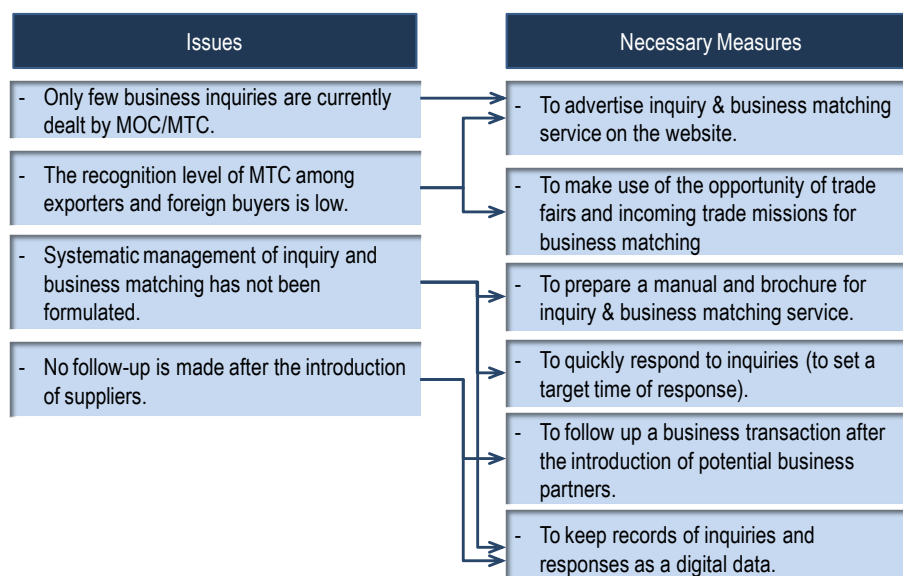
- **No follow-up is made after the introduction of suppliers for an enquiry from an overseas buyer.**

The records of inquiries are made and kept. But the results of business matching are not followed up as a regular procedure by MTC.

## **(2) Necessary Measures**

Responding to the above issues, the following measures are considered.

- To advertise inquiry & business matching service on the website.
- To make use of the opportunity of trade fairs and incoming trade missions for business matching.
- To prepare a manual and brochure for inquiry & business matching service.
- To quickly respond to inquiries (to set a target time of response).
- To follow up a business transaction after the introduction of potential business partners.
- To keep records of inquiries and responses as a digital data.



Source: JICA Project Team

Figure 11-11: Necessary Measures for Inquiry and Business Matching Service

### 11.2.7 Exporter Development

#### (1) Issues

There are the following issues in the area of export development services of MOC.

- **Systematic and careful exporter development services are not yet provided to potential exporters.**

MOC recognizes the necessity of exporter development and value chain development of key industries. But MOC does not have a systematic program for exporter development. MOC provides services of exporter development in the forms of training and workshop.

- **Technical support is not properly provided to potential exporters.**

The Research Development and Technical Support Division of MOC dispatches technical experts to SMEs with the purpose of improving the production techniques. MOC receives support from NGOs and donors for technical experts. However, dispatch of technical experts is occasional. It is necessary to develop a program for exporter development in order to regularly provide support.

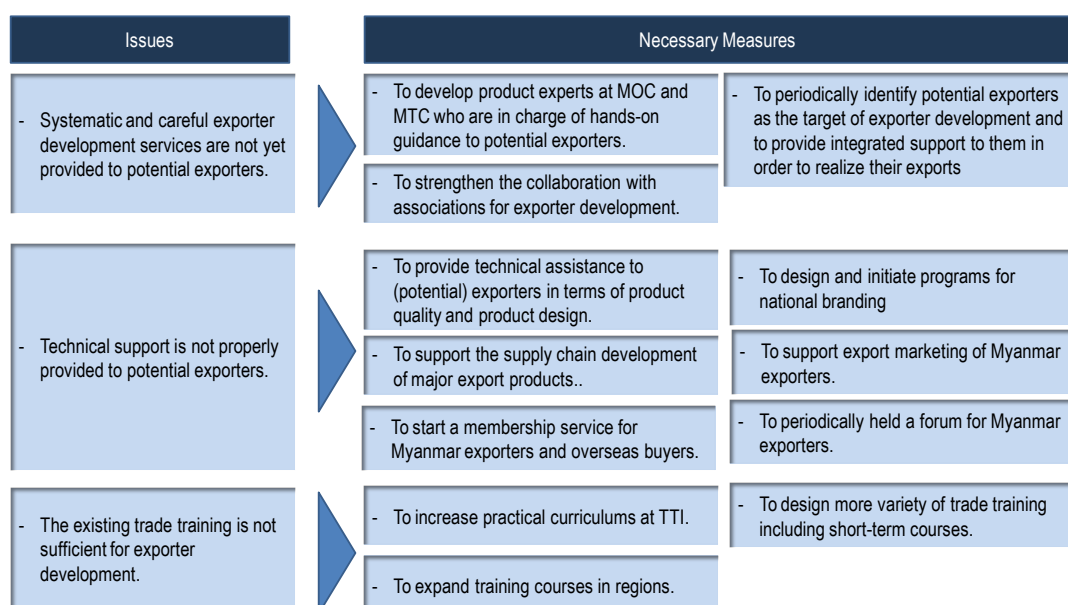
- **The existing trade training is not sufficient for exporter development.**

TTI currently provides four-month trade training to companies' employees and entrepreneurs. But trade training in regions is conducted only on an ad-hoc basis. Some training curriculums, such as export business planning exercise, are practical for exporter development. More practical curriculums should be developed and provided as a short course.

## (2) Necessary Measures

Necessary measures for the issues of exporter development are listed below.

- i) To develop product experts at MOC who are in charge of hands-on guidance to potential exporters.
- ii) To periodically identify potential exporters as the target of exporter development and to provide integrated support to them in order to realize their exports.
- iii) To strengthen the collaboration with associations for exporter development.
- iv) To provide technical assistance to (potential) exporters in terms of product quality and product design.
- v) To design and initiate programs for national branding.
- vi) To support the supply chain development of major export products.
- vii) To support export marketing of exporters.
- viii) To start a membership service for exporters and overseas buyers.
- ix) To periodically held a forum for Myanmar exporters.
- x) To increase practical curriculums at TTI.
- xi) To design more variety of trade training courses including short-term courses.
- xii) To expand training courses in regions.



Source: JICA Project Team

Figure 11-12: Necessary Measures for Exporter Development

## 11.2.8 Publication

### (1) Issues

There are the following issues regarding publication for trade promotion of MOC.

- **There is limited variety of periodical publications for trade promotion.**

The regular publication of MOC is only “Commerce Journal (weekly)”. In addition, the Mandalay regional office publishes a biweekly newsletter. MOC also regularly revises the exporter/importer guide.

- **Most articles of Commercial Journal are written in Burmese.**

Even though the articles of Commercial Journal are very useful for trade business, foreign business people cannot read.

- **Brochures of MOC’s services and Myanmar products are neither attractive nor periodically updated.**

The variety of brochures is very limited. They are mostly brochures which introduce MTC and regional offices. More attractive brochures are needed to be made for the introduction of services and promotion of Myanmar exporters.

- **There is budget constraint for publication.**

MOC must face a constraint of budget when they plan a new publication such as directory, brochure, market research report and so on.

- **The publication is not effectively used for the promotion of MOC’s services.**

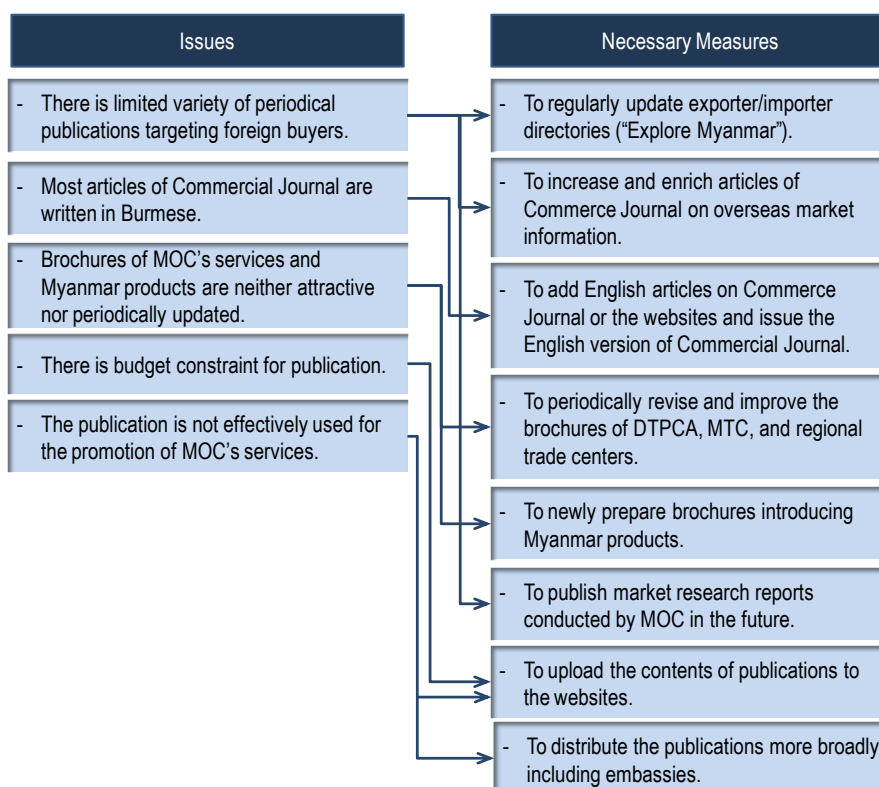
Commerce Journal is widely distributed and read by business people. But the publication of MOC is not made used for effective publicity of trade promotion services of MOC and promotion of Myanmar products.

### (2) Necessary Measures

Possible measures to be taken for publication of MOC are listed below.

- i) To regularly update exporter/importer directories (“Explore Myanmar”).
- ii) To increase and enrich articles of Commerce Journal on overseas market information.
- iii) To add English articles on Commerce Journal or the websites and issue the English version of Commercial Journal.
- iv) To periodically revise and improve the brochures of DTPCA, MTC, and regional trade centers.

- v) To newly prepare directories and brochures introducing Myanmar products.
- vi) To publish market research reports conducted by MOC in the future.
- vii) To upload the contents of publications to the websites.
- viii) To distribute the publications more broadly including embassies.



Source: JICA Project Team

Figure 11-13: Necessary Measures for Publication

## 11.2.9 Services of Regional offices

### (1) Issues

The following issues can be pointed out regarding trade promotion service by regional offices of MOC.

- **The coverage area of a regional office is thin.**

Regional offices have the limited number of officers and staff to cover their wide coverage area. Officers are often transferred from other regions but they have little knowledge about the characteristics of destination regions.

- **Small budgets are allocated to the regional offices.**

Regional offices face the limitation of f budge when initiating new programs for trade promotion.

- **Trade promotion activities are mostly domestic market information and trade fairs.**

The major trade promotion activity of regional offices is the collection of commodity price information from commodity trade markets or other sources.

- **More communication and networking with the Central Office in Nay Pyi Taw and MTC in Yangon is desirable.**

In order to expand trade promotion services of regional offices, technical transfer and information transfer from the Central Office and MTC are necessary.

- **There is need for capacity development of regional trade centers.**

MOC plans to set up MTCs in 13 regions and states. Four regional trade centers have been established and MOC plan to newly establish 5 regional trade centers in 2016. Because the trade promotion centers have been newly established, they are lacking operation know-how and proper expertise of trade promotion.

- **Training and experience of trade promotion are necessary for enhancement of trade promotion services.**

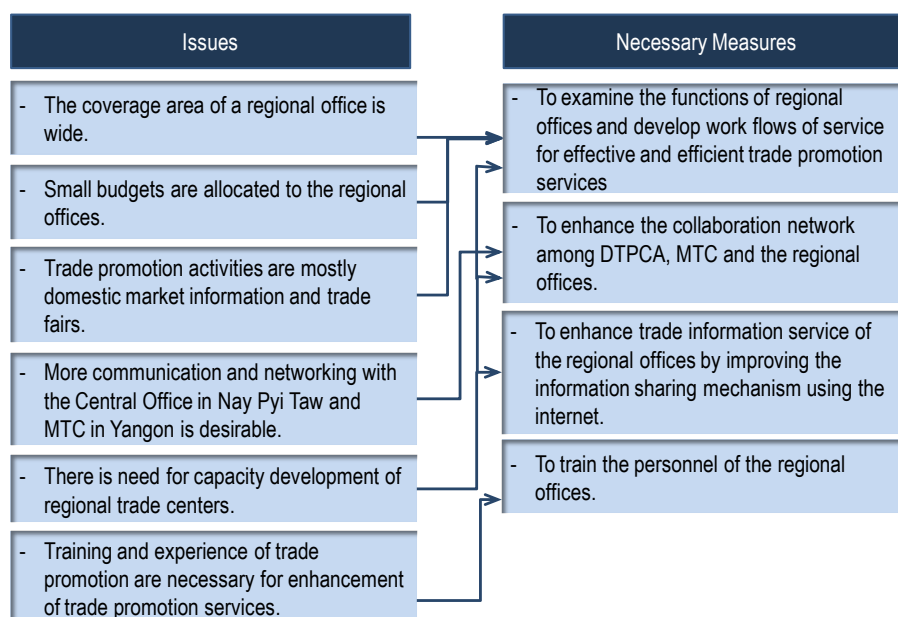
Even though MOC takes attention to capacity development of regional offices, training opportunity of regional offices is less than the Central Office or Yangon regional office.

**(2) Necessary Measures**

As for trade promotion services of regional offices of MOC, the following measures are considered.

- i) To examine the functions of regional offices and develop work flows of service for effective and efficient trade promotion services.
- ii) To enhance the collaboration network among DTPCA, MTC and the regional offices.
- iii) To enhance trade information service of the regional offices by improving the information sharing mechanism using the internet.
- iv) To train the personnel of the regional offices.





Source: JICA Project Team

Figure 11-14: Necessary Measures for Services of Regional Offices

#### 11.2.10 Services of Overseas Office

##### (1) Issues

The issues of trade promotion services by overseas offices are listed below.

- **Overseas offices of MOC are very limited.**

Overseas offices of MOC are only a trade representative office in Nanning (China) and a permanent mission office for WTO in Geneva (Switzerland). In addition, a commercial attaché is stationed at 9 embassies among total 25 embassies.

- **The major task for trade promotion of commercial attachés is only market information collection.**

The scope of trade promotion activities which commercial attachés should perform is wide. However, the regular tasks of commercial attachés are collection of market information of countries where they stay.

- **The contents of market reports prepared by commercial attachés are very limited.**

The commercial attachés make and send a monthly market report, but the contents of report is one page covering only price information of major commodities.

- **Scope of work for trade promotion of commercial attaché is not clearly and particularly formulated.**

Myanmar government has dispatched commercial attachés on a trial basis. The scope of work of commercial attachés has not finalized.

**- Commercial attachés have problem of the limitation of time and budget.**

Full-scale of trade promotion activities by commercial attachés is difficult due to the limitation of time and budget.

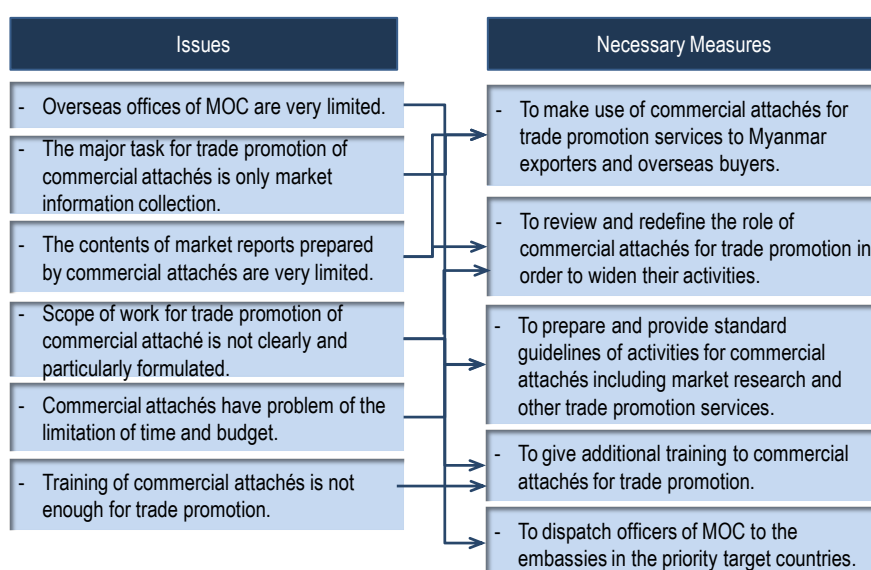
**- Training of commercial attachés is not enough for trade promotion.**

The commercial attachés were trained by the Ministry of National Planning and Economic Development before dispatch. But training on trade promotion by MOC was not provided to them.

**(2) Necessary Measures**

Measures to be examined for enhancement of trade promotion services of overseas offices are listed below.

- i) To make use of commercial attachés for trade promotion services to Myanmar exporters and overseas buyers.
- ii) To review and redefine the role of commercial attachés for trade promotion in order to widen their activities.
- iii) To prepare and provide standard guidelines of activities for commercial attachés including market research and other trade promotion services.
- iv) To give additional training to commercial attachés for trade promotion.
- v) To dispatch officers of MOC to the embassies in the priority target countries.



Source: JICA Project Team

**Figure 11-15: Necessary Measures for Services of Overseas Office**

## **Chapter 12 Roadmap for Trade Promotion of MOC**

### **12.1 Background**

For the formulation of Roadmap for Trade Promotion of the Ministry of Commerce (MOC), MOC and JICA Project Team has placed importance on the following viewpoints in formulating the feasible and practicable Roadmap for Trade Promotion:

- The Roadmap for Trade Promotion should be formulated with the participation and ownership of MOC members. This participatory approach ensures the continuous commitment of MOC to the implementation of the Roadmap. The Roadmap for Trade Promotion has been formulated through a series of workshops with the participation of MOC.
- The Roadmap for Trade Promotion should be designed to offer an action plan which MOC can follow after the Project. This action plan should be consistent with the National Export Strategy (NES) and the Trade Promotion Master Plan (TPMP).
- The Roadmap for Trade Promotion should be formulated on the basis of the facts and reality. Through the Project, the underlying facts should be collected from the interviews, statistical analysis, and the benchmarking study of the trade promotion organizations (TPOs) in other Asian countries and offered them to MOC for discussions.
- The Roadmap for Trade Promotion should include immediate measures, short-term measures and middle-term measures. These measures should be realistic on the basis of MOC's situation and can be immediately initiated by MOC.
- The Roadmap for Trade Promotion should be formulated by gaining consensus from the stakeholders such as MOC, JICA and other concerned organizations.

A working group of MOC has been formulated to discuss and formulate the Roadmap for Trade Promotion. The Working Group has formulated the Roadmap for Trade Promotion according to the following steps:

#### **Step 1: Current Situation Survey**

The current situation of trade promotion of Myanmar is studied. The studied items include export promotion policies, organization of MOC, trade promotion services provided by MOC, needs of the private sector for trade promotion services, experience of other TPOs in Asian countries and so on.

#### **Step 2: Gap Analysis and Identification of Priority Issues**

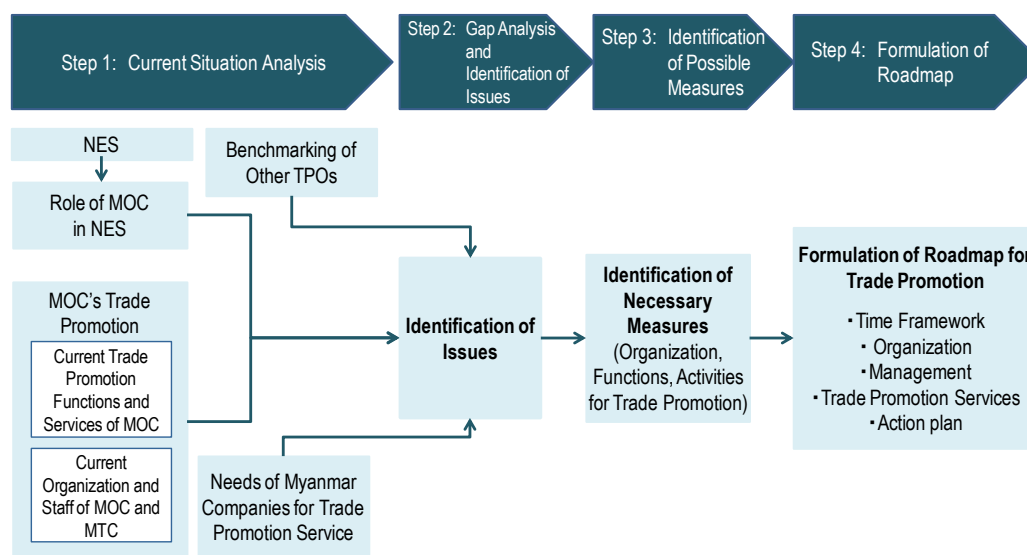
Based on analysis of the current situation, issues of trade promotion in Myanmar are examined and identified.

#### **Step 3: Identification of Possible Countermeasures**

Countermeasures which MOC can take to solve the issues are identified.

#### Step 4: Formulation of Roadmap for Trade Promotion

Based on the result of Step 1 - Step 3, a roadmap for trade promotion is formulated by compiling recommendations for MOC on how to enhance its trade promotion.



Source: JICA Project Team

Figure 12-1: Process of Formulating Roadmap for Trade Promotion of MOC

## 12.2 Approaches to the Formulation of Roadmap for Trade Promotion

Considering the current constraints of Myanmar's export, it is decided that the Roadmap for Trade Promotion should be formulated on the ground of the following perspectives.

### 1) The Roadmap should decide requisite role and functions of trade promotion according to the current export stage of Myanmar.

The priority task of a trade promotion organization (TPO) changes according to the following factors:

- Progress of industrialization and change in industrial structure of economy
- Change in comparative advantage of export products
- Progress of the globalization of the private sector
- Increase in export-oriented foreign direct investments (FDIs) into the country, etc.

The major export items of Myanmar are commodities, resource-based products and labor-intensive products. This fact can be understood from the priority sectors chosen by NES.

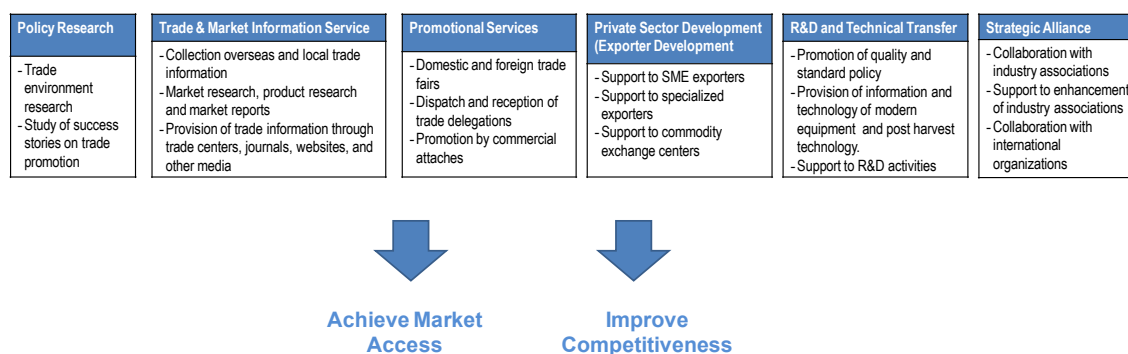
Export-oriented manufacturing sector is still at the early stage in Myanmar even though garment is one of the major export items and investments in export-oriented FDIs has been underway, for example, into the Thilawa SEZ, and shows a growth trend.

Accordingly, role and function of export promotion by MOC should meet the current export structure of Myanmar.

**2) The Roadmap should show the course of developing integrated and proactive trade promotion services.**

The variety of trade promotion services currently provided MOC is very narrow and mostly limited to the provision of trade information (which mainly focuses domestic trade information such as commodity prices and transaction volumes), trade fairs, and a limited scale of consultation.

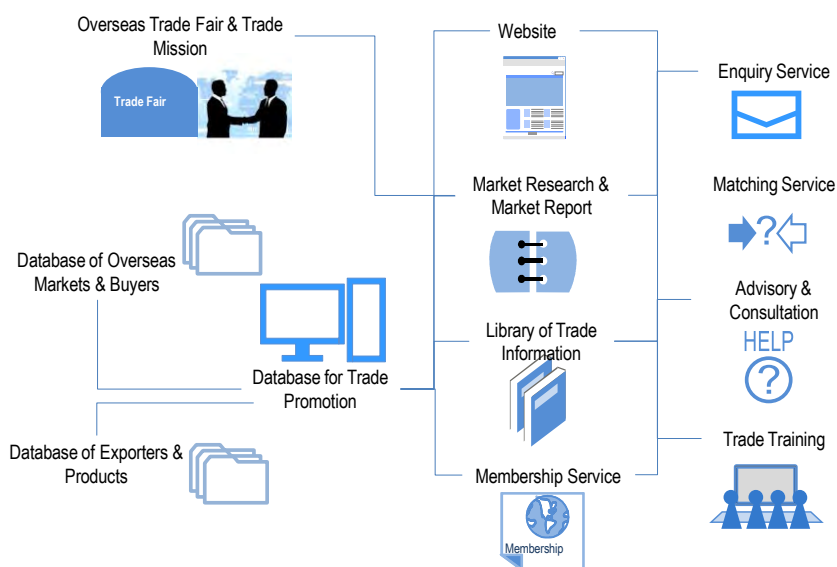
MOC has identified necessary trade promotion services and advocated in TPMP. However, the detail design of those trade promotion services is still at a development stage and it is a long way until MOC will be able to provide trade promotion services which compare favorably with other TPOs.



Source: JICA Project Team

**Figure 12-2: Proposed Measures in Trade Promotion Master Plan (TPMP)**

Trade promotion services are inextricably linked. Information and database are basic element of trade promotion services. A variety of services are provided on the basis of information and database. It is necessary to design an organizational structure and enhanced services that realize integrated trade promotion services so that exporters and importers can enjoy the services in a coordinated way.



Source: JICA Project Team

Figure 12-3: Concept of Integrated Services of Trade Promotion

- 3) **It is necessary to have an approach of exporter development including SME exporters which exceeds trade promotion in a narrow sense.**

The development of new exporters is one of essential 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.

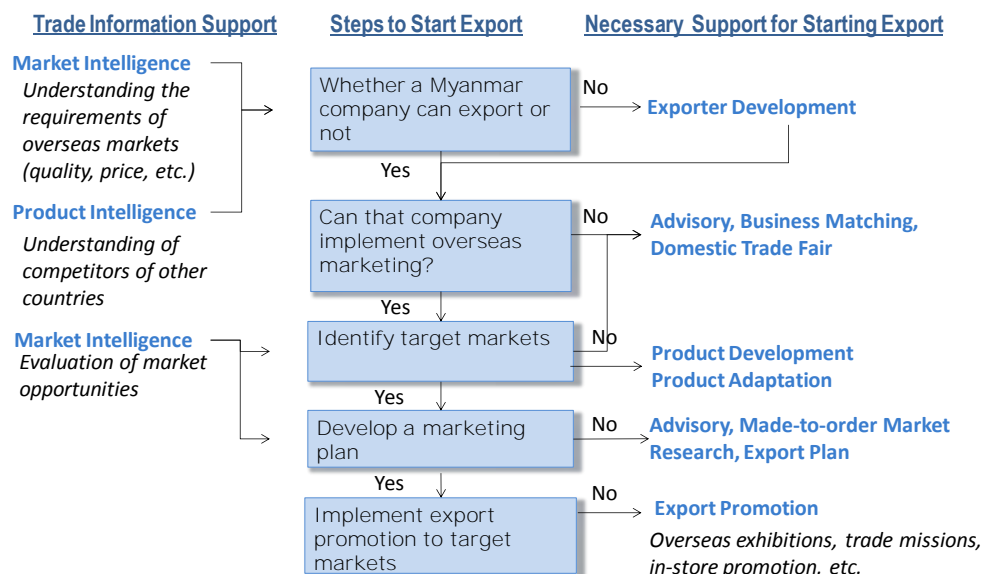
One of the characteristics of Myanmar's case is that DTPCA is deeply involved in wider issues related to trade promotion. Firstly, the duties of DTPCA include R&D and technical transfer for the technical improvement of Myanmar producers such as farmers, handicraftsmen, distributors, etc. DTPCA promotes the development of commodity centers and operates testing laboratories. Secondary, as the secretariat of MTDC, DTPCA coordinate huge number of activities/projects of NES. These activities include projects in the area of logistics, trade finance and quality improvement as well as sector strategies.

- 4) **The Roadmap should have an approach of providing adequate support to exporters according to the stages of growth.**

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 market information services, advising, marketing promotion support, and exporter development including trade training. If trade financing is added, the support would be more effective.

The necessary support to an exporter differs according to the level of exporter's capability and experience in export business. The following figure explains what kinds of support are appropriate by

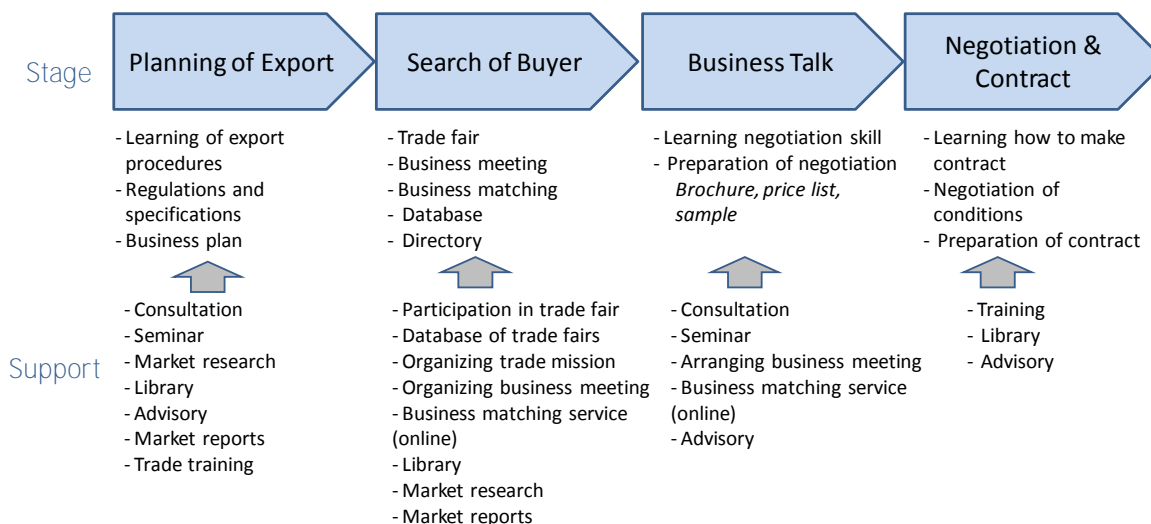
level of an exporter.



Source: JICA Project Team

Figure 12-4: Necessary Support by Level of Exporter

A combination of various trade promotion services is also an effective support to an exporter in the process of an export business from export planning, marketing, negotiation until contract. Therefore, it is desirable to have a menu of trade promotion services that can cover the needs of exporters in the process of export marketing.



Source: JICA Project Team

Figure 12-5: Step-wise Support from Export Planning until Contract

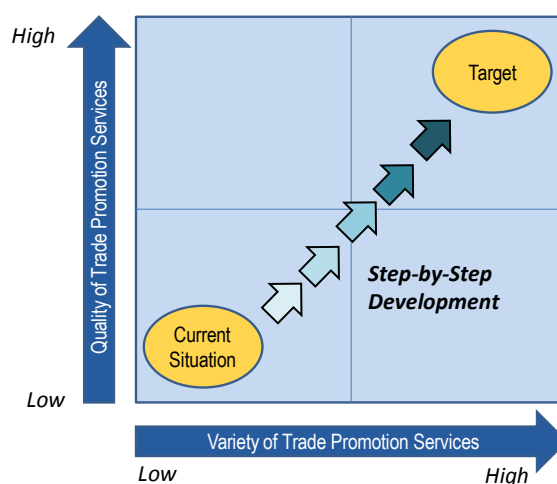
5) The capacity development should be given the priority to strengthen the trade promotion function of MOC.

The Department of Trade Promotion (DTP) was established in 2013 and changed to the Department of Trade Promotion and Consumers Affairs (DTPCA) in 2015. As trade promotion services have not yet fully introduced and established at MOC, officers and staff of MOC have very limited knowledge and experience in providing effective trade promotion services. Thus, capacity development of officers and staff must be important part of the Roadmap.

**6) The Roadmap should show a course of step-by-step development of trade promotion function.**

As mentioned in the previous chapters, the quality of trade promotion services of MOC is still at an initial stage. There is a large gap between Myanmar where the economy has just recently opened up and the advanced ASEAN countries in terms of resources, experience, and capabilities of trade promotion.

The contents and quality of trade promotion services of MOC can be upgraded by accumulating capabilities and experience steadily. The important point is that the provision of all trade promotion services at a high quality level cannot possibly be achieved overnight. It is practical to strengthen the trade promotion services step-by-step starting from basic services, although targeting a goal for the future.



Source: JICA Project Team

Figure 12-6: Step-by-step Enhancement of Trade Promotion Services

**7) MOC should play as the focal point of export promotion in Myanmar and facilitate the collaboration of stakeholders.**

The Myanmar government has developed and implements NES by involving various stakeholders such as ministries, associations, service providers and international organizations. DTPCA of MOC plays the role of focal point of national export strategy.

MOC is not the sole organization which provides trade promotion services in Myanmar. Several ministries also provide export promotion services to their relevant sectors. In the private sector,



UMFCCI and the member associations provide trade promotion service such as business matching, trade fairs, trade missions, business seminars, and trade training. There are also private service providers that provide training programs in business management and international marketing and extend consultation services to private companies. Still the supply of trade promotion services does not meet the demand. DTPCA is expected to facilitate trade promotion services of all stakeholders.

Accordingly, DTPCA needs to be enhanced and transformed to be a full-fledge trade promotion organization in order to be the focal point of national trade promotion and to strengthen public and private collaboration in national trade promotion.

**8) It is necessary to establish an organizational culture and a way of working based on business-oriented mindset for effective customer-friendly trade promotion services.**

The organization culture and management of MOC has the nature of bureaucracy. Even though it is a public organization, administration of TPO should have business-minded culture as a service provider or facilitator for trade promotion characterized by i) focus on good service, ii) strong motivation for work, iii) professionalism, and iv) loyalty for customers.

### **12.3 Timeframe of Roadmap for Trade Promotion**

The measures for strengthening trade promotion should be implemented in a phased manner because catch-up with the advanced TPOs in the neighboring countries cannot be realized overnight. The time framework for strengthening the trade promotion function can be broadly divided into the three phases with the objectives listed below: i) immediate action phase (Phase 1), ii) short-term phase (Phase 2) and iii) medium-term phase (Phase 3). Figure 12-7 explains the three phases of Roadmap for Trade Promotion.

**Phase 1:** The period to build the capabilities of providing basic trade promotion function (for immediate actions).

**Phase 2:** The period to catch up with the level of the neighboring ASEAN countries in terms of the scope and quality of trade promotion function (for short-term actions).

**Phase 3:** The period to realize the excellent level of trade promotion function that can be compared with the neighboring countries (for mid-term actions).

#### Timeframe for Organization Reform

It is highly needed to change the current organizational structure of DTPCA so that trade promotion services can be provided more smoothly and effectively. The final goal of the organization for trade promotion is a full-fledged TPO such as is seen in other countries such as Thailand and Malaysia. However, the path to the final goal can be taken stepwise considering the existing expertise and resources of Myanmar.

**Phase 1:** To implement an organizational change on the basis of existing personnel and existing

services in order to realize more effective provision of trade promotion services (for immediate actions).

The existing organization structure is reorganized or modified to set up a department exclusively specialized in trade promotion. The duties and functions of divisions are also examined for better service provision institutional setting.

Organization development measures are introduced to revitalize the organization's performance.

**Phase 2:** To implement an organizational change to create a firm organization which can effectively provide improved and newly-initiated trade promotion services (for short-term actions).

It is necessary to fundamentally review the organization structure with increased and trained personnel and newly-design trade promotion services.

**Phase 3:** To implement organizational change to realize the optimum organization and autonomous management with the status of an autonomous body (for mid-term actions).

The organization will be further enhanced and to be transformed to be an autonomous body.

#### Timeframe for Management Enhancement

**Phase 1:** To improve the management system that enables the provision of basic trade promotion services (for immediate actions).

Basic management methods and tools are introduced and the intensive training on basic trade promotion service is implemented.

**Phase 2:** To establish the management system that is common among other TPOs (for short-term actions).

The management methods and tools that are commonly used by other TOPs are introduced and training on in-depth trade promotion service is implemented.

**Phase 3:** To further improve the management system that is by no means inferior to other TPOs (for mid-term actions).

The management methods and tools are further refined and the capacity development for high-level trade promotion is conducted.

Timeframe for Strengthening of Trade Promotion Services

**Phase 1:** To improve basic trade promotion services (for immediate actions).

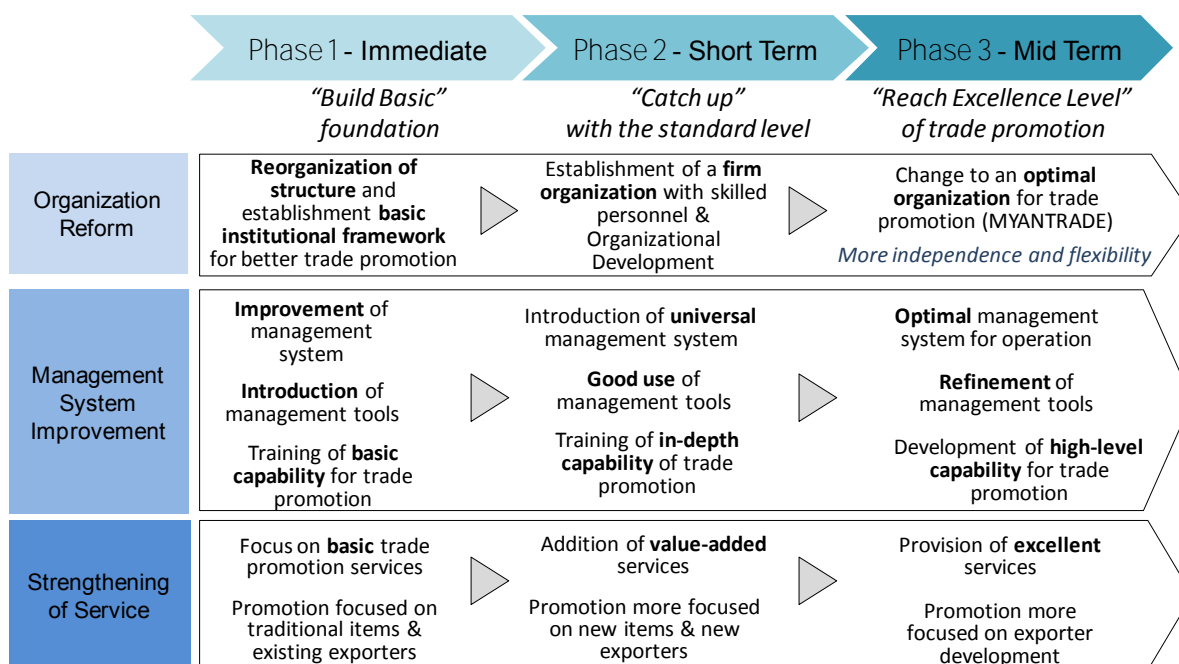
The targets of services are traditional export items and existing exporters.

**Phase 2:** To realize more value-added services by improving the existing services and designing new services (for short-term actions).

The variety and quality of services are enhanced to be hands-on services. The targets of services give more focus on new export items and the development of new exporters.

**Phase 3:** To realize excellent trade promotion services at the same level as other TPOs with best practice (for mid-term actions).

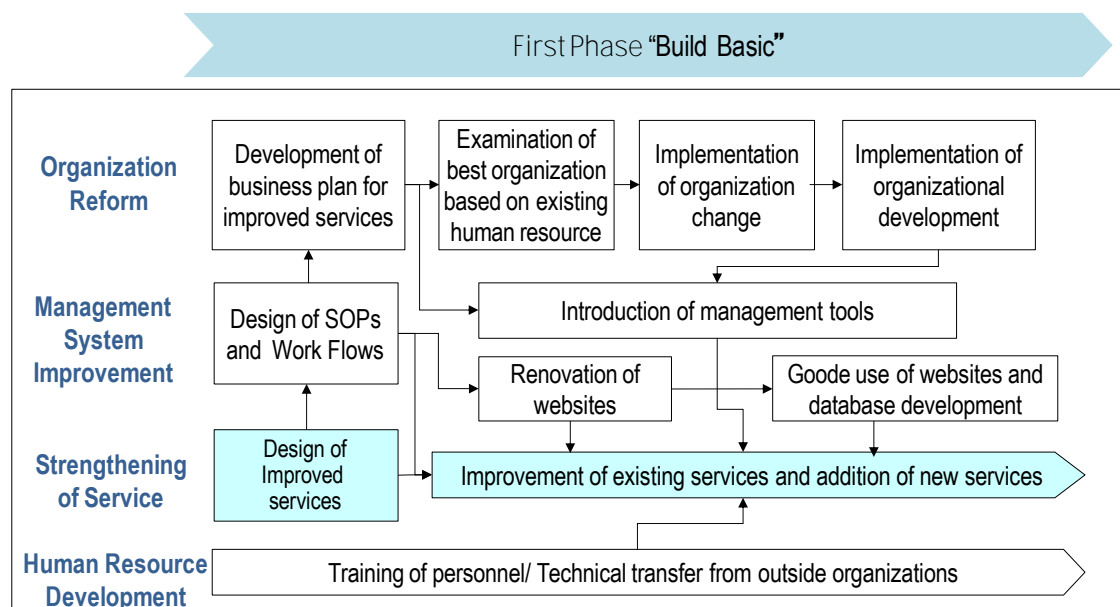
The variety and quality of services are further enhanced responding the needs of the private sector. The targets of services give more focus on exporter development.



Source: JICA Project Team

Figure 12-7: Three Phases of Roadmap

The workflow within Phase 1 for immediate action is shown in Figure 12-8. This is a start-up stage to concentrate on the establishment of basic foundation for trade promotion. All the measures should be conducted at the same time in an interrelated manner.



Source: JICA Project Team

Figure 12-8: Framework of Immediate Action Phase (Phase 1)

## 12.4 Management Enhancement Plan

### 12.4.1 Basic Policies for Management Enhancement

The transformation of DTPCA into a trade promotion organization is one of strategic objectives of NES (Activity No. 4.1.1). MOC plans to upgrade its trade promotion department into a trade promotion organization (TPO), as a stand-alone organization similarly to other ASEAN countries, to act as a key focal point for trade information (and trade promotion) network.

At the establishment of new TPO organization, organization and management reform with clear strategic direction and strong leadership is important to overcome various internal and external constraints of trade promotion in Myanmar.

The followings are basic policies for management enhancement.

**1) It is necessary to establish stronger leadership in trade promotion.**

In the Roadmap, organizational changes are proposed. A new organization should extend strong leadership and commitment internally and externally. It is necessary to design an organizational structure which enables the new organization to become a stronger promoter of trade in Myanmar assuming the leadership role in trade promotion and business environment improvement.

**2) It is necessary to modify an organization structure so that a satisfactory level of trade promotion services can be provided effectively.**

There is no single unit which is specialized in trade promotion under MOC. Therefore, it is necessary

to establish an organization with expertise in trade promotion and sufficient allocation of resources so that various trade promotion services are provided effectively.

- 3) It is desirable to streamline the decision making process and delegate more authority to lower levels for quick and flexible decision making.**

With organizational change, the decision making process should be also examined. Trade promotion services often need a quick decision and action in order to provide customer-friendly services. When designing work flows of services, the reduction of required time of action should be considered.

- 4) It is necessary to give the priority of the human resource development (HRD) in order to improve the service level of trade promotion.**

The personnel in charge of trade promotion at MOC currently do not possess sufficient knowledge and experience in trade promotion services. Therefore, it is necessary to provide intensive training to them. The area of training ranges from basic items such as export/import procedures, laws and regulations, overseas market information, etc. to specific skills such as market research, trade consultation, exporter development, etc.

As for the training of personnel, it is useful to ask the collaboration of the Trade Training Institute and seek the assistance from possible domestic service providers, donor organizations, other TPOs and so forth.

- 5) It is useful to introduce management methods and tools which are widely used by the private sector as well as other TPOs for effective management of trade promotion function.**

The users of MOC's trade promotion services are mostly the private sector: Myanmar exporters and overseas buyers. Their demand level is not low.

It is useful to consider the introduction of management tools such as performance evaluation, the standard operating procedures (SOPs), quality management, balanced scorecard, etc. for the systematical and effective management of trade promotion services.

- 6) It is useful to conduct benchmarking of other TPOs in order to learn how to improve the organization, management and services for trade promotion.**

MOC's working group members for the JICA Project studied the experience and best practices of other TPOs. This study offered a wide range of useful lessons for the improvement of trade promotion of Myanmar.

It is important to continue the benchmarking of best practice of similar organizations in examining an organization structure, improving management system and developing more effective trade promotion services.

**7) It is necessary to consider the allocation of minimum necessary budget and human resource.**

The insufficient budget is a big constraint of trade promotion of MOC. Even though the budget of MOC is limited, it is desirable to secure minimum budget for trade promotion by examining its cost-effectiveness.

The framework of management enhancement for MOC’s trade promotion can be summarized as shown in the following table.

**Table 12-1: Framework of Management Enhancement**

Management Components	Contents
Policy Framework	<ul style="list-style-type: none"> <li>(1) To enhance the capability of MOC as the focal point of the implementation of NES.</li> <li>(2) To place a policy priority on the capacity development of MOC (DTPCA/new TPO).</li> <li>(3) To create a truly competent TPO in Myanmar by implementing organization reform of DTPCA and developing the capability of trade promotion.</li> </ul>
Vision	“Develop Myanmar’s export for the sustainable socio-economic development of the Nation through provision of effective trade promotion and development of competitiveness of Myanmar products and services.”
Mission	<ul style="list-style-type: none"> <li>(1) To support the market access by Myanmar products to overseas markets.</li> <li>(2) To increase the competitiveness of Myanmar products.</li> <li>(3) To promote the diversification of export products of Myanmar.</li> <li>(4) To develop new Myanmar exporters.</li> <li>(5) To promote the implementation of National Export Strategy.</li> <li>(6) To support the capacity development of trade business support institutions.</li> </ul>
Strategy	<ul style="list-style-type: none"> <li>(1) To enable business-minded and customer-oriented trade promotion services.</li> <li>(2) To enrich the quality of trade promotion service.</li> <li>(3) To realize effective operation of trade promotion services.</li> <li>(4) To develop competencies of personnel at a maximum.</li> <li>(5) To realize motivated organization culture.</li> </ul>
Organization Reform	<ul style="list-style-type: none"> <li>(1) To establish an organization that can effectively provide integrated trade promotion services</li> <li>(2) To realize simple, flexible and smooth operation and avoid the complexity of line of reporting</li> <li>(3) To create business-oriented mind-set and work culture among the personnel</li> <li>(4) To set up a department or an organization that is responsible only for trade promotion</li> <li>(5) To move some of trade promotion function in Nay Pyi Taw to Yangon</li> <li>(6) To establish good work collaboration network among MTC and regional trade centers by reviewing the scope of MTC and regional trade centers</li> </ul>
Management System	<ul style="list-style-type: none"> <li>(1) To establish a strong planning function and an administration function</li> <li>(2) To establish workflows and procedures of trade promotion services</li> <li>(3) To introduce management tools which are effective for management improvement</li> <li>(4) To clarify the line of command and job assignment</li> <li>(5) To learn the best practices of other TPOs and design new services</li> <li>(6) To implement the above enhancement of management step by step</li> </ul>
Human Resource Management	<ul style="list-style-type: none"> <li>(1) To implement comprehensive human resource development plan</li> <li>(2) To conduct human resource management based on personnel evaluation</li> </ul>

	<ul style="list-style-type: none"> <li>(3) To realize job rotation for the right person in the right place</li> <li>(4) To develop capable personnel who can be core members for trade promotion</li> <li>(5) To make use of sources of capacity development such as TTI and technical assistance of internal organizations</li> </ul>
Service Operation (Trade Promotion Services)	<ul style="list-style-type: none"> <li>(1) The Trade Promotion Service Enhancement Plan covers all trade promotion services which are common and important</li> <li>(2) The service enhancement will be implemented according to the timeframe of Roadmap</li> <li>(3) The actions for service enhancement will be designed by examining carefully the needs of exporters and overseas buyers and best practice of other TPOs</li> <li>(4) The implementation of actions should be fully supported by the measures proposed in the Management Enhancement Plan</li> </ul>

Allocation of Resources (Budget, HR)	<ul style="list-style-type: none"> <li>(1) To increase the budget for trade promotion service by searching for all possible</li> <li>(2) To focus on cost-effectiveness of activities and programs</li> </ul>
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Source: JICA Project Team

#### 12.4.2 Assumed Vision and Mission for Trade Promotion

The ongoing National Export Strategy (NES) is the national-level policy of export development of Myanmar. At the same time, MOC has introduced the Trade Promotion Master Plan (TPMP) for the enhancement of MOC’s trade promotion. Under these circumstances, the necessary policy framework of Roadmap for Trade Promotion is as follows:

- i) To enhance the capability of MOC as the focal point of the implementation of NES.
- ii) To place a policy priority on the capacity development of MOC (DTPCA/new TPO).
- iii) To create a truly competent TPO in Myanmar by implementing organization reform of DTPCA and developing the capability of trade promotion.

Following the contents of NES and TPMP, vision, mission and strategy for the trade promotion of MOC and the Roadmap for Trade Promotion are assumed to be as follows:

**Vision**

“Develop Myanmar’s export for the sustainable socio-economic development of the Nation through provision of effective trade promotion and development of competitiveness of Myanmar products and services.”

**Mission of MOC (or New TPO)**

- (1) To support the market access by Myanmar products to overseas markets.
- (2) To increase the competitiveness of Myanmar products.
- (3) To promote the diversification of export products of Myanmar.
- (4) To develop new Myanmar exporters.
- (5) To promote the implementation of National Export Strategy.
- (6) To support the capacity development of trade business support institutions.

**Strategy**

- (1) To enable business-minded and customer-oriented trade promotion services.
- (2) To enrich the quality of trade promotion service.
- (3) To realize effective operation of trade promotion services.
- (4) To develop competencies of personnel at a maximum.
- (5) To realize motivated organization culture.

The above-mentioned vision, mission and strategy are subject to further examination and modification.

#### 12.4.3 Organization Reform

**Objectives of Organization Reform**

The organization reform will be conducted with the following objectives:

**1) To establish an organization that can effectively provide integrated trade promotion services**

- In order to change the traditional export structure, MOC needs to significantly promote the diversification of products and markets, quality management, skilled labor force, infrastructure, technology for value added production, innovation, and linkages between investment and exports.
- It is necessary to examine the optimal organization that can realize the provision of services in an integrated way.
- It is recommended that a new organization start with a simple structure and be an organization divided by service.

**2) To realize simple, flexible and smooth operation and avoid the complexity of line of reporting**

- It is also necessary to review the organization structure for trade promotion in order to realize clear-cut and flexible decision-making and provision of services.



### **3) To create business-oriented mind-set and work culture among the personnel**

- It is desirable to create a business-oriented mind-set in order to provide hands-on export support services. Possible measures are value sharing, management by objective, planned career development, etc.

### **4) To set up a department or an organization that is responsible only for trade promotion**

- Under DTPCA, several divisions currently engage in trade promotion services. The scope of responsibilities is too wide for one department. It is desirable to establish a new department that is specialized in trade promotion due to the following reasons:
  - \* Management can be conducted more consistently by focusing on trade promotion.
  - \* The roles and functions will be clearly understood in the eyes of others
- When this department accumulates sufficient expertise of trade promotion and acquires proactive work culture, the establishment of an independent body becomes an option of more effective organization.

### **5) To move some of trade promotion function in Nay Pyi Taw to Yangon**

- Myanmar Trade Center (MTC) in Yangon serves as the one-stop service center of trade promotion service of MOC. MTC handles all inquiries about all trade promotion services. It is desirable to move a part of trade promotion function from Nay Pyi Taw to Yangon in order to respond to inquiries timely and to the point. This is also effective for enhancing the function of market information.

### **6) To establish good work collaboration network among MTC and regional trade centers by reviewing the scope of MTC and regional trade centers**

- Information sharing among MTC and regional trade centers should be enhanced. It is necessary to link MTC and regional trade centers with internet and a market information database. Human interaction will also strengthen mutual understanding and knowledge sharing.

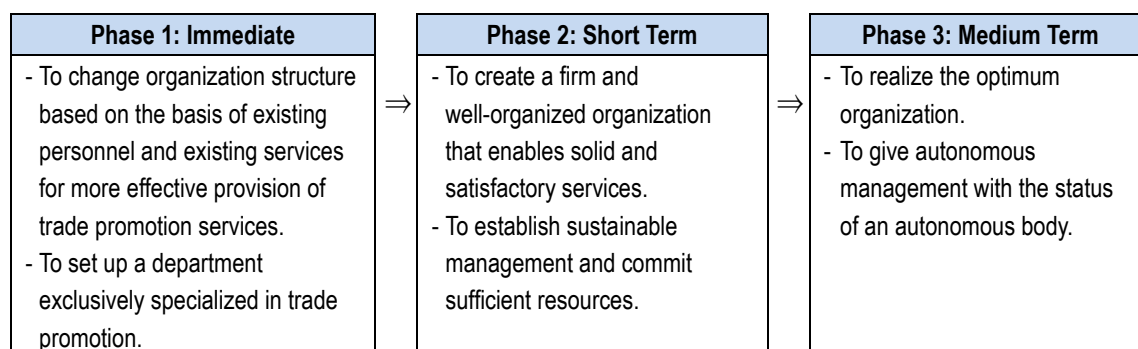
## **Actions for Organization Reform**

### **1) To implement organization reform according to the timeframe of Roadmap**

- MOC will plan and implement the change of organization structure according to the needs from the country's export development and the changing needs of the private sector. It is observed that a newly-established trade promotion organization often starts with simple organization by service.
- MOC currently plans to establish a new department to be the Myanmar Trade Promotion Organization (MYANTRADE) under MOC in 2016 by separating the existing DTPCA. This

organization will have a simple structure by combining the existing units in charge of trade promotion and setting up a division of R&D.

- When this new department becomes able to provide basic trade promotion services and accumulate a certain level of experience and knowhow, the organization structure will be re-examined to be more appropriate for the needs.



Source: JICA Project Team

Figure 12-9: Steps of Organization Reform

**2) To redesign its organization structure responding to the external/internal business environments and needs for trade promotion and implement structural change timely when needed**

- It is necessary to examine the current situation and strategy for the future in designing a new organization structure. An organization structure should reflect all the aspects of strategy, scope of trade promotion service, philosophy of administration and the will of management.
- In order to design an appropriate organization structure, the following factors need to be examined.
  - i) Necessary and optimal set of functions and services.

An organization structure of TPO is decided according to the scope of services that this TPO plans to render. The balance of effectiveness and simplicity of an organization is important. Especially, the functions of domestic trade promotion and SME development need careful consideration whether they are included or not and what level of importance should be given. The establishment of overseas branches is also considered from the aspect of available budget and capable human resource.

ii) Selection of status of trade promotion organization (TPO)

At the decision of a status of TPO, merits and demerits of options should be examined considering the current export situation and policy environment.

iii) Optimal/minimum size of organization

DTPCA has a sufficient number of personnel even though most of them have insufficient

expertise and experience. The optimal or minimum size of unit(s) for various trade promotion services should be examined from the viewpoints of resources and needs for trade promotion.

iv) Sequence of organizational reform

A stepwise approach to strengthening of trade promotion is necessary. The sequence of the organizational reform should be evaluated from the viewpoints of impact and ease of implementation and effectiveness.

v) Optimal job flow for trade promotion

The optimal job flows and collaboration among units for provision of trade promotion services should be examined in designing an organization.

vi) Optimal organizational layers and decision making process

The optimum layers should be examined for effective service provision. Simplifying the organizational layers and decision making processes is desirable.

vii) Required capabilities and resources

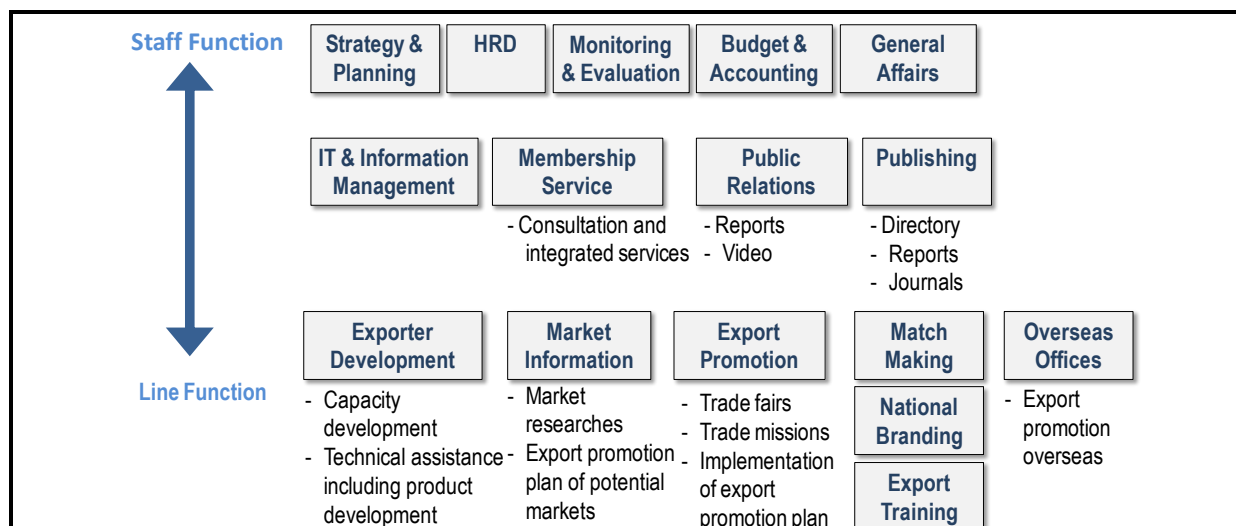
The flexible allocation of human resources and budgets is an important issue in designing the optimal organization for trade promotion. They are one of the key preconditions of organization design.

**Model Organization Structure for Trade Promotion Organization**

It is recommended that an organization by service is appropriate as a trade promotion organization of Myanmar due to the following reasons:

- i) MOC has not established a basic menu of trade promotion services and it is necessary to concentrate on develop sufficient foundation of each trade promotion service for a time. An organization by service is suitable for the development and enhancement of individual trade promotion service. Within a short-term, the same situation may continue.
- ii) Most MOC personnel have not been well-trained and possessed sufficient experience of actual trade promotion services. An organization by service gives an opportunity of learning of trade promotion services in a shorter period. If necessary, rotation of personnel is conducted for career development of personnel.

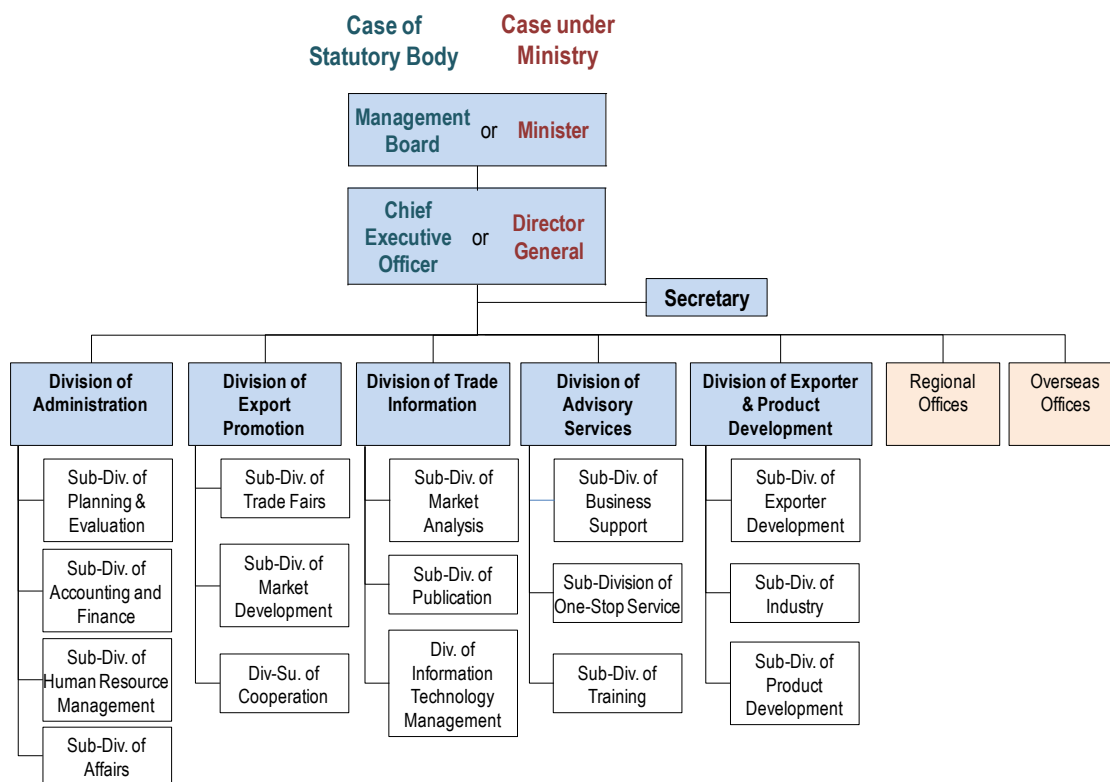
An organization structure is basically designed by grouping and linking the functions and activities that the organization should perform. A trade promotion organization generally has the following functions. They can be classified into staff functions, line functions and functions between them.



Source: JICA Project Team

Figure 12-10: Functions Required for Trade Development

A model organization structure for Phase 2 (short-term) or after is as shown in the following figure. In Phase 1 (immediate), an establishment of a new department is planned by separating the existing DTPCA. It is planned that this new department will develop and enhance very basic trade promotion services and accumulated a certain level of experience and knowhow. After this period of building basic capability, the department will be ready to move on to the next step, as the organization shown in the following figure, to provide wider range of services with accumulated know-how and trained personnel.



Source: JICA Project Team

Figure 12-11: Proposed Model of Organization Structure for Phase 2

The functions by unit of the mode organization structure are described in the following table.

Table 12-2: Function of Proposed Model Organization Structure

Division/ Sub-division	Function
<b>1. Division of Administration</b>	Supervising and coordinating: - Planning, monitoring and evaluating overall operation - Institutional, administrative, personnel, financial services for all the units
1.1 Sub-Div. of Planning & Evaluation	Responsible for: - Preparation of strategic plan, annual activity plan, etc. - Organizational and institutional development - Monitoring and evaluation of programs/activities
1.2 Sub-Div. of Accounting and Finance	Responsible for: - Budget, accounting, payroll and financial planning & monitoring
1.3 Sub-Div. of Human Resource Management	Responsible for: - Personnel affairs - Human resources development
1.4 Sub-Div. of General Affairs	Responsible for: - Internal rule, regulation, procedure, and administrative service - Management of assets, equipment, household and clerical affairs - Correspondence
<b>2. Division of Export Promotion</b>	Supervising and coordinating: - Trade fair and market development service - Promotion activities in collaboration with external organizations
2.1 Sub-Div. of Trade Fairs	Responsible for: - Overseas trade fair service - Domestic trade fair service
2.2 Sub-Div. of Market Development	Responsible for: - Trade missions - Development of new marketing schemes - Implementation of promotional campaign
2.3 Div-Su. of Cooperation	Responsible for: - Collaboration with domestic organizations - Collaboration with international organizations
<b>3. Division of Trade Information</b>	Supervising and coordinating: - Market information service and market research activity - Information and data management and website service
3.1 Sub-Div. of Market Analysis	Responsible for: - Collection and analysis of overseas market information - Overseas market survey / research, and regional studies <i>These sub-divisions can be divided into several units by market.</i>
3.2 Sub-Div. of Publication	Responsible for: - Publication of market/trade information - Editing of periodicals
3.3 Div. of Information Technology Management	Responsible for: - Management of database (exporter database, buyer database, market information database, etc.) - Management and maintenance of websites - Management of IT network linking regional offices
	<i>In the case of Myanmar, this sub-division may be in charge of domestic trade information such as prices.</i>

4. <b>Division of Advisory Services</b>	Supervising and coordinating: - Exporter and buyer support service - Networking and cooperation activity
4.1 Sub-Div. of Business Support	Responsible for: - Exporter support activity and export marketing scheme development - Buyer support activity, and supplier and product finding
4.2 Sub-Division of One-Stop Service (Similar to Myanmar Trade Center)	Responsible for: - One-stop service regarding trade consultation, inquiry, and match-making - Management of library service and display - Inquiry and matching service
4.3 Sub-Div. of Training	Responsible for: - Trade training - Seminars and workshops
5. <b>Division of Exporter/Product Development</b>	Supervising and coordinating: - Exporter development activity and service - Design and brand promotion activity - Collection of industry data and information
5.1 Sub-Div. of Exporter Development	Responsible for: - Data collection and analysis regarding Myanmar products - Communication with industry associations - Identification of potential exporters and products - Arrangement and provision of technical and marketing supports to potential exporters - Field visits for guidance <i>This sub-division can be divided into several units by industry or several sub-division by industry</i>
5.2 Sub-Div. of Industry	
5.3 Sub-Div. of Product Development	Responsible for: - Collection of information about standards and regulations of overseas markets - Awareness campaign about the intellectual property right - Supports to product/design development of export products
6. Regional Offices	Responsible for: - Trade promotion activities in regions - Cooperation program with central/regional governments and donors
7. Overseas Offices	Responsible for: - Trade promotion activities in relevant countries - Collaboration with the governments of relevant countries

Source: JICA Project Team


### **Implementation Schedule**

The implementation schedule of actions for organization reform is as shown in the following table.

Table 12-3: Implementation Schedule: Organization Reform

Organization Reform		Phase 1	Phase 2	Phase 3
Action				
1*	To implement organization reform according to the timeframe of Roadmap	Basic Organization	Firm Organization	Optimal Organization
2*	To redesign its organization structure responding to the external/internal business environments and needs for trade promotion and implement structural change timely when needed	Basic Organization	Firm Organization	Optimal Organization

Note:  Core activity period  Follow-up or periodical review

 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

#### 12.4.4 Management System

##### **Objectives of Management System Improvement**

The management system improvement aims at the following improvements:

##### **1) To establish a strong planning function and an administration function**

- Strong planning function and administration function are essential for designing of trade promotion services and effective provision of services. It is necessary to give priority to the establishment of good planning mechanism and reliable and flexible support by an administration unit.
- This becomes more important when an independent TPO is established

##### **2) To establish workflows and procedures of trade promotion services**

- MOC has currently established procedures and work flows for some of trade promotion services such as domestic trade information and trade fairs as well as administrative work such as accounting procedures. However, these procedures are not compiled into documents or shared by relevant members.
- Procedures and workflow should be prepared by including target level of service, appropriate work process, necessary resource, and required competencies of persons in charge.

##### **3) To introduce management tools which are effective for management improvement**

- Management tools commonly adopted by private enterprises are effective tools for the improvement of management of DTTC or new organization. Typical management tools are standard operating procedures (SOPs), preparation of manuals and guidelines, and management by objectives.

##### **4) To clarify the line of command and job assignment**

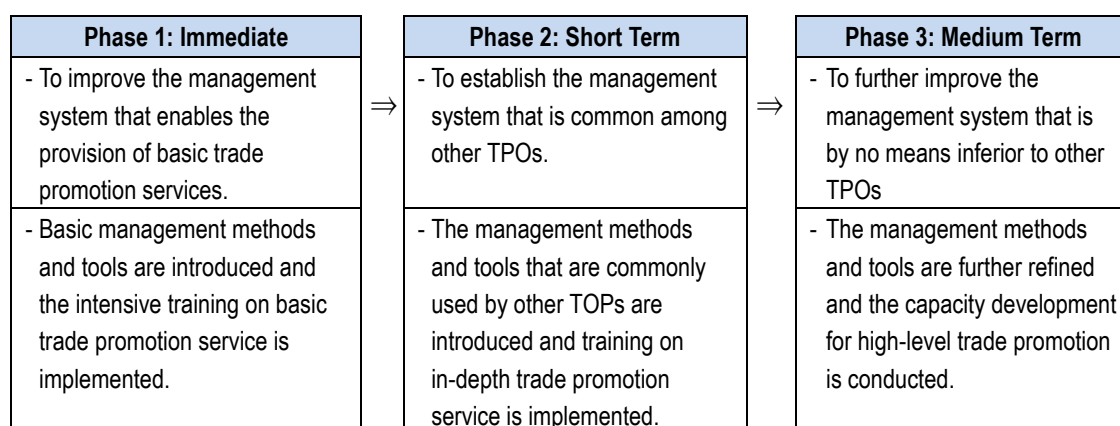
- It is observed that the understanding about assigned tasks and how to implement them is often low among MOC officers and staff in charge of trade promotion. A line of command is sometimes not clear.
- It is necessary to clarify job assignment (job descriptions) and establish the line of command. It is more desirable to minimize decision-making process through reducing decision steps and delegation of authority.

**5) To learn the best practices of other TPOs and design new services**

- Other TPOs are good source of information about best practice of management. MOC or new organization should continue to learn from other TPOs.

**6) To implement the above enhancement of management step by step**

- It is important to implement the management enhancement step by step. The good operation of management tools can be achieved by steadily accumulating know-how and experience. It is not realistic to jump to targets without sufficient capabilities.



Source: JICA Project Team

Figure 12-12: Steps of Management Enhancement

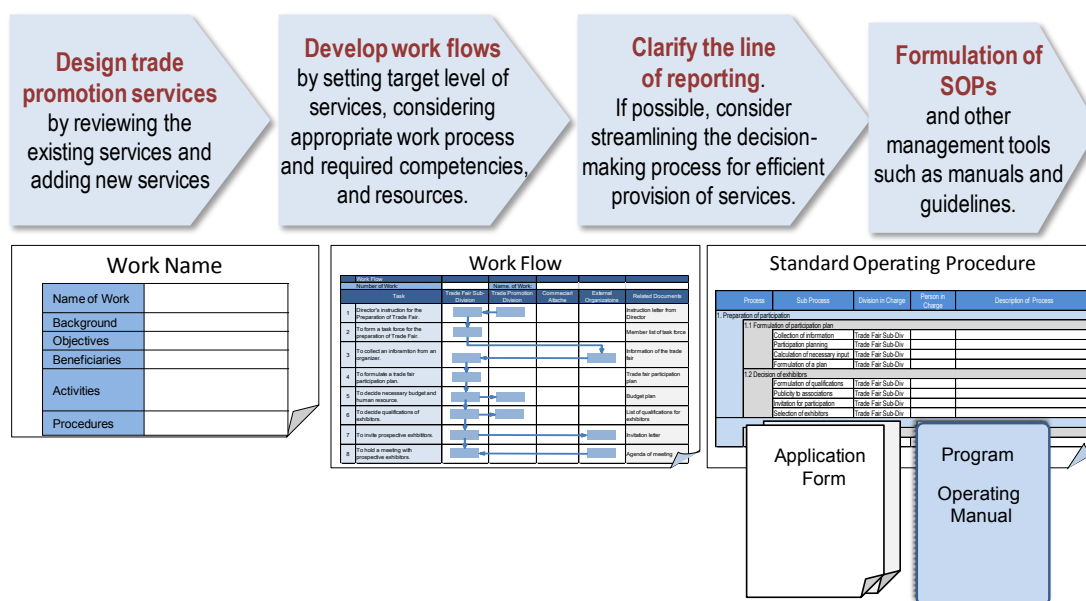
**Actions for Management System**

**1) To formulate workflows and clear-cut SOPs for trade promotion activities in order to realize effective provision of services**

- Many officers and staff have insufficient experience in trade promotion services and are not accustomed to trade promotion service. Thus, it is necessary to prepare the standard operating procedures, workflows and manuals of trade promotion services so that they can refer to them when necessary in daily jobs.
- This process will be implemented according to the following steps:
  - i) Design trade promotion services by reviewing the existing services and adding new services



- ii) Develop work flows of trade promotion services by setting target level of services, considering appropriate work process and required competencies, and resources.
- iii) Clarify the line of reporting of trade promotion services. If possible, also consider streamlining the decision-making process for efficient provision of services.
- iv) Introduce management tools such as standard operating procedures (SOPs), manuals, guidelines, etc

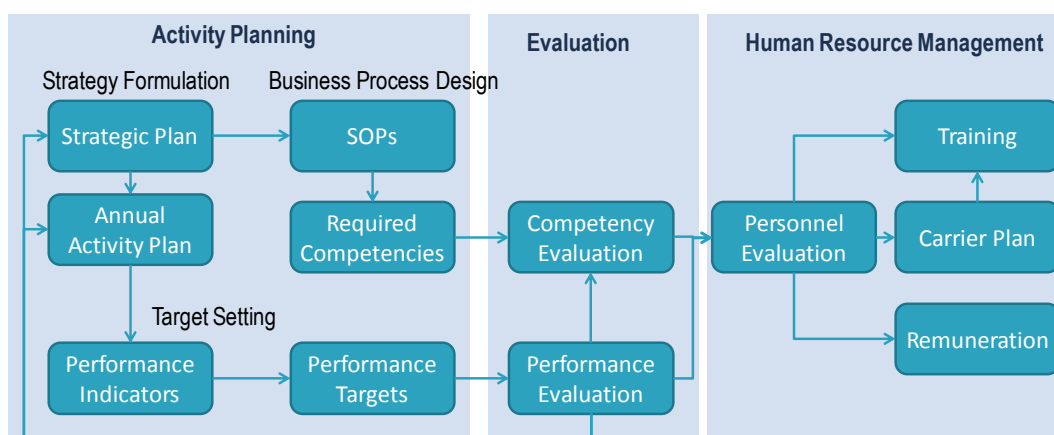


Source: JICA Project Team

Figure 12-13: Process of SOP Formulation

## 2) To introduce the management by objectives and performance evaluation

- MOC should set the targets to trade promotion services and periodically evaluate the performance. The targets are set at the unit level and the personnel level. The results of evaluation are used for the improvement of services.



Source: JICA Project Team

Figure 12-14: Process of Management by Objectives

### 3) To introduce key performance indicators for annual planning and evaluation

- As most of personnel of MOC are not familiar to the provision of trade promotion service, the introduction of the concept of key performance indicators is useful to promote their understanding of clear objectives and achievements of their tasks.
- As an original usage, key performance indicators are useful for formulating objectives of activities and quantitative/qualitative measurement of achievements.

Table 12-4: Example of Key Performance Indicators

Indicator	Year 1	Year 2	Year 3
No. of Market Reports			
No. of Trade Fairs Participated			
Amount of Sales Contracts at Trade Fairs			
No. of Outbound Trade Missions			
Amount of Sales Contract by Trade Missions			
No. of Seminars			
No. of Participants of Seminars			
No. of Access to Websites			
No. of Companies of Exporter Database			
<i>Other indicators are to be continued</i>			

Source: JICA Project Team

### 4) To promote the use of information technology (IT).

- There are many problems for the use of IT at MOC. For example, a personal computer is not allocated to all the officers and staff of MTC. Records of inquiries or consultation are not maintained in the form of database. The websites needs the improvement to be more user-friendly.

- Necessary measures are the digitalization of procedures and documents, training on how to use basic applications, allocation of IT equipment, and use of internet for daily operation.

### **Implementation Schedule**

The implementation schedule of actions for management system is as shown in the following table.

Table 12-5: Implementation Schedule: Management System

Management System		Phase 1	Phase 2	Phase 3
Action				
1	To formulate workflows and clear-cut SOPs for trade promotion activities in order to realize effective provision of services			
2	To introduce the management by objectives and performance evaluation			
3	To introduce key performance indicators for annual planning and evaluation			
4*	To promote the use of information technology (IT)			

Note:  Core activity period     Follow-up or periodical review  
 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

#### 12.4.5 Human Resource Management

##### **Objectives of Organization Reform**

The organization reform will be conducted with the following objectives:

##### **1) To implement comprehensive human resource development plan**

- MOC currently has no specific human resource development (HRD) plan for each officer and staff. Officers and staff do not recognize their own career development plan. It seems that the management chooses participants of training haphazardly. Unclear job assignment is also one of reasons.

It is very necessary to formulate HRD plan of personnel of MOC or new organization and provide effective training based on competencies required for individual officer and staff. The HRD plan must have a viewpoint of improving competencies of personnel to the satisfactory (or target) level of service.

##### **2) To conduct human resource management based on personnel evaluation**

- Proper personnel evaluation and feedback is necessary for improving motivation of officers and staff. It is important to conduct personal evaluation in alignment with management by objectives.

##### **3) To realize job rotation for the right person in the right place**

- Allocation of the right person for the right place is an effective way of improving the quality and productivity of services as well as motivation of personnel.

#### **4) To develop capable personnel who can be core members for trade promotion**

- Knowhow and experience of trade promotion services are very lacking among most personnel of MOC. It is an urgent issue to create competitive personnel for trade promotion.

#### **5) To make use of sources of capacity development such as TTI and technical assistance of internal organizations**

- TTI has accumulated training expertise on trade promotion and international business. MOC currently receives training from various international organizations such as ASEAN-Japan Centre, GIZ, CBI and so on. They have established curriculums and experienced lecturers in the area of export promotion, industrial development and so on.

### **Actions for Human Resource Management**

#### **1) To formulate a training plan based on the results of Training Needs Analysis**

- A training needs analysis (TNA) aims to identify a gap of existing competencies (knowledge, skills, and attitude) of an officer/staff and competencies required to perform his/her job. MOC should develop a training plan for personnel in charge of trade promotion by conducting TNA. The plan should consist of on-the-job training and off-the-job training.

#### **2) To conduct training for step-by-step capacity development according to the priority trade promotion services and the level of personnel**

- MOC should design training courses and curriculums by considering to priority services to be enhanced and how to effectively train personnel in charge of those services step by step. The factors to be considered are method of training such as on-the-job training, off-the-job training or combination of them, training term, level of targets such as beginners, intermediate, or advance, and so on. Post training evaluation is important to increase the effectiveness of training responding the feedback from participants.

#### **3) To formulate a carrier development plan of personnel from a long-term perspective**

- The concept of career development of each officer and staff is important for the human resource development of MOC. It is necessary to develop a training plan considering the career development perspective.

#### **4) To implement the job rotation as a part of career development and allocate the right persons to the right places**

- The job rotation should be conducted from the perspectives of career development and allocation of the right person to the right place.

**5) To select potential personnel and intensively train them to become key persons of trade promotion, experts of product/market, or trade advisor**

- Knowledge and experience of trade promotion are very limited among the personnel of MOC. It would be effective to select a group of potential personnel and provide intensive training in order to realize good trade promotion service in the short term.

**6) To utilize the evaluation system of personnel for career development, capacity development, and personnel allocation**

- The result of personnel evaluation base on the management by objectives can be utilized for career development, capacity development and personnel allocation.
- Under the management by objectives, in addition to individual performance target, an officer/staff periodically has a meeting with his/her superior to discuss his/her competency improvement, expected role, and how to achieve such a goal of capacity development by both on-the-job training and off-the-job training.

**7) To collaborate with TTI for personnel training on trade promotion and international business**

- TTI has accumulated curriculums and expertise of training on international trade promotion and international business. TTI has also developed training management capability. However, TTI's assets are not fully utilized for training of MOC personnel on export promotion. It is necessary to prepare curriculums for MOC officers and staff and dispatch them regularly. TTI's training is effective especially for newly-recruited personnel.
- In addition, the Trade Education Department and TTI take initiative to continuously improve its training materials reviewing comments of trainers and trainees.

**8) To make use of technical assistance of international organizations for capacity building of personnel**

- Advanced TPO in other Asian countries have longer histories and experiences in trade promotion and accumulated know-how. Myanmar can benefit from extensive lessons learned from those experiences by incorporating them into training programs. International organizations offer technical assistance in the area of trade promotion. MOC can use those opportunities for training of personnel.

**Implementation Schedule**

The implementation schedule of actions for human resource management is as shown in the following table.

**Table 12-6: Implementation Schedule: Management System**

Human Resource Management		Phase 1	Phase 2	Phase 3
	Action			
1*	To formulate a training plan based on Training Needs Analysis (TNA)	▶		
2*	To conduct training for step-by-step capacity development according to the priority trade promotion services and the level of personnel	▶		
3	To formulate a carrier development plan of personnel from a long-term perspective	▶		
4*	To implement the job rotation as a part of career development and allocate the right persons to the right places	▶		
5	To select potential personnel and intensively train them to become key persons of trade promotion, experts of product/market, or trade advisor	▶		
6	To utilize the evaluation system of personnel for carrier development, capacity development, and personnel allocation	▶		
7*	To collaborate with TTI for personnel training on trade promotion and international business	▶		
8*	To make use of technical assistance of international organizations for capacity building of personnel	▶		

Note:  Core activity period     Follow-up or periodical review  
 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

#### 12.4.6 Resource Allocation

Resource allocation is recognized as big common obstacle for every aspect of trade promotion enhancement. Necessary measures for resource allocation are separately proposed in this section.

#### **Objectives of Resource Allocation Improvement**

##### **1) To increase the budget for trade promotion service by searching for all possible means**

- It is necessary to formulate attractive activities and programs and secure necessary budget by appealing the management.
- It is also important to look for possible sources of funds such as associations and international organizations.

## 2) To focus on cost-effectiveness of activities and programs

- It is necessary to prioritize activities and programs from the viewpoints of the needs and cost effectiveness and allocate the limited budget.

### Actions for Resource Allocation

#### 1) To establish planning and implementation mechanism of budgeting for trade promotion programs & activities

- It is necessary to allocate necessary budget for proposed trade promotion services. When MOC develops and selects attractive programs, it is desirable to actively allocate adequate budgets for those programs.

#### 2) To secure a minimum amount of necessary budget

- It is necessary to allocate a minimum amount of budget to cover necessary expenses for services and equipment. The minimum facilities and equipment such as PCs are necessary for operation. Program-base activities can be implemented with budget secured in advance.

#### 3) To promote the collaboration with the private sector and international organizations

- The collaboration with the private sector and international organization is an effective way of cost sharing for priority programs for trade promotion.

#### 4) To consider own revenue from publication, service fees, etc. in the future

- When MOC or new organization becomes able to provide value-added services, it is possible to receive service fees from services, at lease, for cost recovery.

### Implementation Schedule

The implementation schedule of actions for resource allocation is as shown in the following table.

Table 12-7: Implementation Schedule: Resource Allocation

Resource Allocation		Phase 1	Phase 2	Phase 3
	Action			
1	To establish planning and implementation mechanism of budgeting for trade promotion programs & activities	Core activity period	Core activity period	Follow-up or periodical review
2*	To secure a minimum amount of necessary budget	Core activity period	Core activity period	Follow-up or periodical review
3*	To promote the collaboration with the private sector and international organizations	Core activity period	Core activity period	Follow-up or periodical review
4	To consider own revenue from publication, service fees, etc. in the future	Follow-up or periodical review	Follow-up or periodical review	Core activity period

Note: ■ Core activity period ■ Follow-up or periodical review

Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

## 12.5 Trade Promotion Service Enhancement Plan

### 12.5.1 Basic Policies for Service Enhancement

The basic policies for the Trade Promotion Service Enhance Plan are as follows:

#### 1) The plan covers all trade promotion services which are common and important

The necessary measures for enhancing trade promotion services are examined and formulated for the following services.

Table 12-8: Proposed Services in Trade Promotion

Category*	Services
Market Information	<ul style="list-style-type: none"> <li>- Market information collection</li> <li>- Market research and market intelligence</li> <li>- Market reports</li> <li>- Dissemination of market information</li> </ul>
Trade Fair and Exhibition	<ul style="list-style-type: none"> <li>- Outbound and inbound Trade fairs</li> <li>- Outbound and inbound trade missions and delegations</li> </ul>
Permanent Display	<ul style="list-style-type: none"> <li>- Display of Export Products</li> </ul>
Library	<ul style="list-style-type: none"> <li>- Library service</li> </ul>
Consultation & Advisory Service	<ul style="list-style-type: none"> <li>- Consultation for exporters on how to start export</li> <li>- Consultation for exporters on international marketing</li> <li>- Consultation for overseas buyers on business in Myanmar</li> </ul>
Inquiry & Business Matching	<ul style="list-style-type: none"> <li>- Exporter/importer database</li> <li>- Reception and introduction of Inquiries</li> </ul>
Exporter Development (Including Trade Training)	<ul style="list-style-type: none"> <li>- Capacity development of exporters</li> <li>- Product adaptation</li> <li>- Product development</li> <li>- Quality improvement</li> <li>- National branding</li> </ul>
Publication (including PR)	<ul style="list-style-type: none"> <li>- Publications</li> <li>- PR activities</li> </ul>
Services of Regional Office	Same services as above
Services of Overseas Office	Same services as above

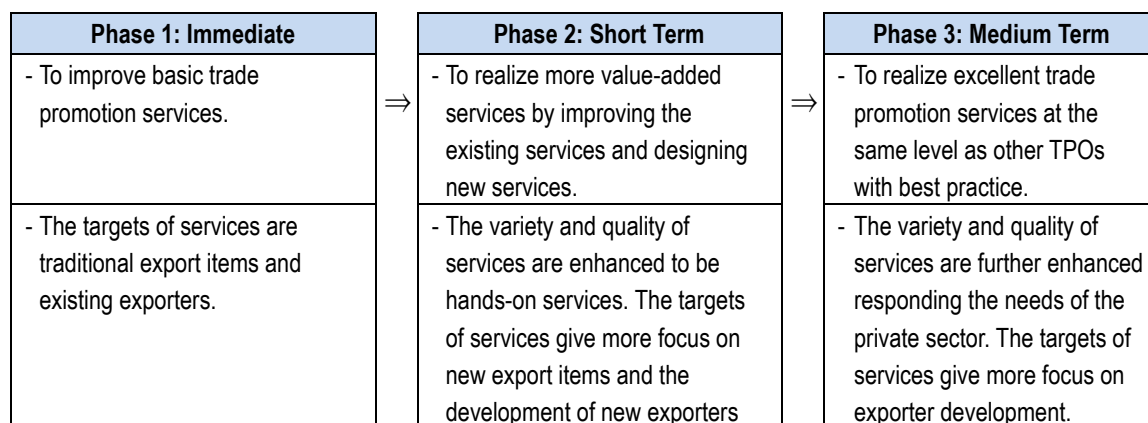
Note: \* Research function for policy advocacy (trade policy, export strategy, etc.) is not included.

Source: JICA Project Team

#### 2) The service enhancement will be implemented according to the timeframe of Roadmap

Trade promotion services are to be enhanced according to the phases: immediate phase, short-term phase and medium-term phase. The proposed measures consist of measures for immediate actions and those for future actions.





Source: JICA Project Team

Figure 12-15: Steps of Service Development

**3) The actions for service enhancement will be designed by examining carefully the needs of exporters and overseas buyers and best practice of other TPOs**

Most of the proposed actions are new for MOC and MOC has no proper know-how and experience. Therefore, it is important to learn from cases of other TPOs and check the usefulness and effectiveness of services by listening to feedback from service users.

**4) The implementation of actions should be fully supported by the measures proposed in the Management Enhancement Plan**

Good services can be possible only on the basis of good management. At first, the capacity development of personnel and formulation of workflows and SOPs will be conducted for effective implementation of the proposed actions.

In this section, the term “DTPCA” means not only the existing DTPCA but also a future organization for trade promotion (TPO) recommended for the organization reform when the organization reform is implemented.

### 12.5.2 Trade Information

#### Actions for Trade Information

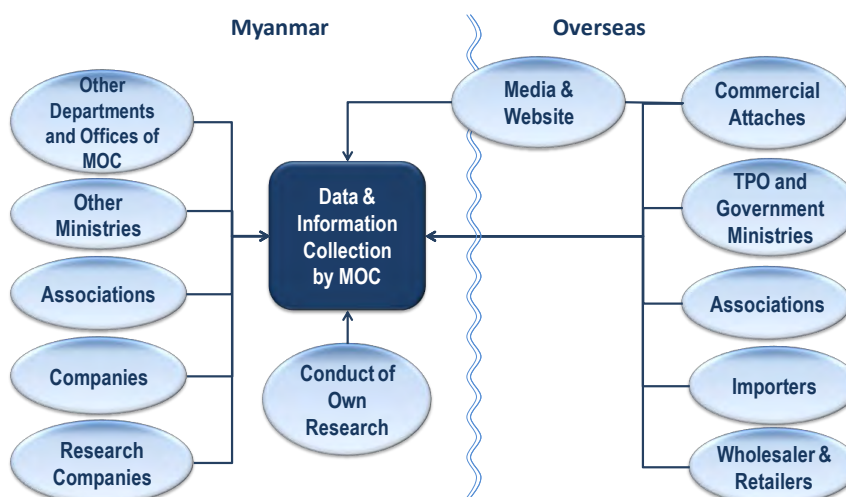
**1) To develop a plan for market information development**

- Market information is one of the cores of export promotion services. It is necessary to systematically collect data and information, process them and provide market information which is useful for both Myanmar exporters and overseas market.
- As for Myanmar exporters the needs for information about overseas markets such as market potential and various import regulations are high (Box 1). As for overseas buyers, the needs for information about Myanmar suppliers, trade policies, industry trends, and so on are high.

- MOC should formulate a plan of market information development which includes the priority information, methods of provision, and necessary organization. And it is necessary to implement the plan step-by-step.

**2) To enhance the collection of data and information by widening sources, especially overseas sources**

- It is important to widen the sources of data and information. The major sources of information are the websites and published documents of related ministries, trade promotion organizations, industry associations, etc. Especially, the sources of overseas market are currently weak at MOC.
- In addition to access to the websites, direct request of exchange of publications is the first step of data & information collection. The commercial attachés are also an important source of information collection. Donors such as ITC and EU are also good sources of trade information.



Source: JICA Project Team

Figure 12-16: Source of Data and Information

**3) To prepare guidelines and manuals for market research**

- Guidelines and manuals of market research will show research items, how to collect and analyze necessary data & information, and how to write a report. They will give guidance to officers and staff engaging in market research and contribute to the standardization of reports.

**4) To implement the capacity development of market research**

- The capabilities of market research need further development. A case study method and on-the-job training are effective for training on market research.

**5) To improve the quality and increase the variety of market reports by identifying the priority of market information**

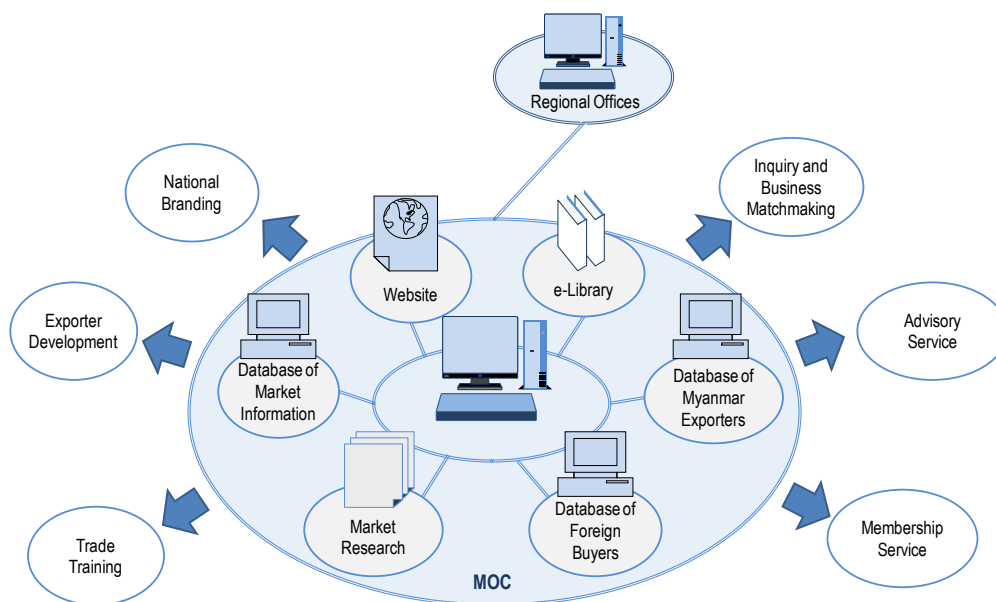
- MOC currently publishes little market news and market reports to Myanmar exporters. In order to expand the information provision to the private sector, it is necessary to improve the quality of market reports and increase the variety of market reports.

Table 12-9: Examples of Market Reports

<p><u>Types of Reports:</u></p> <ul style="list-style-type: none"> <li>- Market news (information of recent trend and events of markets)</li> <li>- Market briefs (compact information of overseas markets by product and by country/region)</li> <li>- Market intelligence reports (detailed information of overseas market by product and by country/region)</li> <li>- Product intelligence reports (analysis of product competitiveness)</li> </ul> <p><u>Purpose:</u></p> <ul style="list-style-type: none"> <li>- Increase the awareness/knowledge of suppliers/exporters</li> <li>- Provide necessary information to policy makers</li> </ul>
--

**6) To develop database of market information (overseas market information, suppliers, buyers, etc.)**

- It is useful to develop a database of market information. The database will be the core source of information for all trade promotion services of MOC.



Source: JICA Project Team

Figure 12-17: Market Information Database as Core of Trade Promotion Services

- The needs for information differ according to the type of user as shown in the following table.

**Table 12-10: Purpose of Information Collection by Type of User**

User	Purpose	Information
Exporters	Finding of target market Understanding market requirements Import procedures of target market Evaluation of potential of market entry Finding of potential buyers	- Trade information (Overseas market information) - Regulations and specifications - Buyers list - Consultation - Matching service - Trade Fairs & Exhibitions
Local Non-Exporters	Being aware of opportunities of export Understanding export procedures and export marketing	- Trade statistics - Market reports - Trade information (Overseas market information)
Overseas Buyers	Evaluation of potentiality as supplier Export procedures of Myanmar Finding of potential suppliers	- Supplier/product information (Supplier Profile) - Export regulation information - Matching service - Exhibitions
Government Organizations	Information for trade policy and trade promotion policy Monitoring of trade trend	- Trade statistics - Market reports

Source: JICA Project Team

- The database should include at least the following information:
  - \* Trade statistics (Myanmar and world)
  - \* Price trends of major product items
  - \* Laws and regulations of destination countries
  - \* List of Myanmar exporters
  - \* Profiles of Myanmar products
  - \* List of overseas buyers

**Table 12-11: Examples of Major Items of Trade-related Regulations by Country**

Categories	Information
Restriction of Countries/Regions	Restricted countries/regions, etc.
Quantitative Control	Prohibited and restricted goods Import quota system, import control list, safeguard provision, anti-dumping measures
Product Safety	Food Sanitation Act, Livestock Importation Act, Standards of Product (e.g. JIS for Japan, BIS for India), the Prevention of Food Adulteration Act & Rules, etc.
Customs Clearance	Pre-shipment inspection (PSI), customs clearance documents, certified importer registration scheme (import licenses), Automated Commercial Environment (ACE) by U.S., Customs-Trade Partnership Against Terrorism (C-TPAT) by U.S., etc.
Tariffs and Duties	Tariff classification, Basic Customs Duty (BCD), Additional Duty (AD), Additional Duty of Customs (ADC), General Systems of Preferences (GSP), preferential tariff, FTA, regional common effective preferential Tariff (e.g. CEPT under AFTA), duty exemption, etc.
Standards	standards of weights and measures, industrial & agricultural standards by product (e.g. JIS for Japan, BIS for India), etc.
Certificate	Rules of origin, certificate of origin, application for import certificate,

	certificates of Import quarantine (e.g. phytosanitary certificate, health certificate, etc.), etc.
Terms of Payment	Regulation for payment for import (payment procedure: Letter of Credit (L/C), Telegraphic Transfer (T/T), import usance, etc.), ceiling of payment by specific countries/products, etc.
Supervisory Authority	Ministry of Trade/Commerce, Customs, Ministry of Finance, Ministries Regarding to products safety, etc.

Source: JICA Project Team

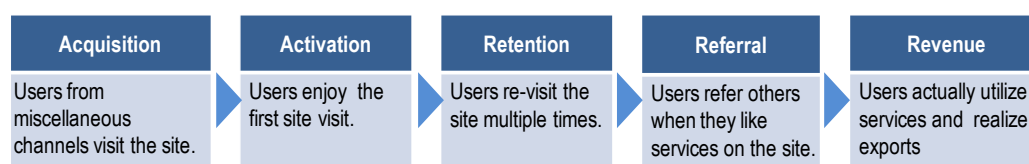
## 7) To improve websites (targeting overseas buyers)

- The contents of the existing websites of MOC are mostly in Burmese. The contents about international trade promotion are small. It is necessary to renovate the websites and upload information attractive for both Myanmar exporters and overseas buyers. The contents to be uploaded for trade promotion are as follows:

Table 12-12: Information on Website

<ul style="list-style-type: none"> <li>- Events and news related to trade promotion of exports of Myanmar</li> <li>- Event calendar</li> <li>- Trade promotion policies of Myanmar (including NES)</li> <li>- Schedule of trade fairs in the world and in Myanmar</li> <li>- Trade statistics of Myanmar</li> <li>- Export market information (targeting Myanmar exporters) (market reports, database of regulations and specifications of destination countries, etc.)</li> <li>- Information of Myanmar suppliers/exporters (with product information including photos)</li> <li>- Trade support services of MOC</li> </ul>
---

- The portal site for trade promotion should be developed by renovating the existing website of DTPCA. This is because there is no noticeable portal site for MOC's trade promotion services even though there are three websites of MOC.
- The portal site of MOC's trade promotion should increase and enrich contents other than trade information, for example, business matching, membership service and other service menu.
- In order to continuously improve the attractiveness of portal site, it is necessary to monitor users, evaluate their satisfaction and upgrade the contents to meet their needs. The following figure shows the process of creating core users of portal site and offer good reference for portal site improvement.



Source: JICA Project Team prepared based on Dave McClure, “Web Strategy for Pirates: AARRR!!!”

Figure 12-18: Dave McClure’s Model of Portal Site Development

### **Implementation Schedule**

The implementation schedule of actions for trade information is as shown in the following table.

Table 12-13: Implementation Schedule: Trade Information

Trade Information		Phase 1	Phase 2	Phase 3
Action				
1	To develop a plan for market information development for export promotion	Core activity period		
2*	To enhance the collection of data and information by widening sources, especially overseas sources	Core activity period	Follow-up or periodical review	
3	To prepare guidelines and manuals for market research		Core activity period	
4*	To implement the capacity development of market research	Core activity period	Follow-up or periodical review	
5	To improve the quality and increase the variety of market reports by identifying the priority of market information		Core activity period	
6*	To develop database of market information (overseas market information, suppliers, buyers, etc.)	Core activity period		
7*	To improve websites (targeting overseas buyers)	Core activity period	Follow-up or periodical review	

Note:  Core activity period  Follow-up or periodical review  
 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

#### 12.5.3 Trade fair and Exhibition

##### **Actions for Trade Fair and Exhibition**

###### **1) To collect the information of world trade fairs**

- It is necessary to collect information of world trade fairs. The information can be used for the selection of trade fairs to participate and providing information to Myanmar exporters.

###### **2) To select carefully the priority trade fairs to participate or support Myanmar exhibitors**

- MOC currently only participates in trade fairs which offer the space for Myanmar products and/or provide assistance due to their own budget constraints. It is necessary to increase the opportunities of overseas trade fairs through negotiations with organizer countries after selecting the priority trade

fairs.

**3) To make use of the opportunity of trade fairs for promotion of national branding**

- The trade fairs offer a good opportunity of promoting Myanmar products. It is important to utilize the trade fairs as an opportunity for national branding of Myanmar products.

**4) To have a booth at every domestic trade fair and extend trade promotion services**

- At the domestic trade fairs, it is important to have a booth of MOC at the prominent place and extend promotion activities for Myanmar exports.

**5) To develop standardized and attractive visual identify of display booth, brochure, etc.**

- It is useful to prepare visual identity of display and brochures in order to attract visitors and promote the national branding of Myanmar products.

**6) To enhance supports to exhibitors/participants**

- It is necessary to provide careful and detailed support to Myanmar exhibitors. The support to exhibitors should include advance orientation, arrangement of booths and shipment of samples, arrangement of visas, introduction of potential buyers to invite, support to business negotiations at booths, etc.

**7) To follow up the results of trade fairs**

- It is important to evaluate the results of trade fairs in terms of the number of visitors, popular products, business transactions by Myanmar exhibitors, etc. and utilize the results for the preparation and selection of exhibitors for the next time.
- It is also important to follow up the business negotiations made at trade fairs by providing support to Myanmar participants.

**8) To standardize and monitor domestic trade fairs**

- It is necessary to review the standards of domestic trade fair. The standardization of trade fair increases their effectiveness.

**9) To plan and organize a nation-level domestic trade fair for export promotion**

- It should be considered to periodically organize or sponsor a national-level domestic trade fair. This trade fair is a good opportunity of promoting Myanmar products from all sectors to international businessmen.

**Implementation Schedule**

The implementation schedule of actions for trade fair and exhibition is as shown in the following table.

**Table 12-14: Implementation Schedule: Trade Fair and Exhibition**

Trade Fair and Exhibition		Phase 1	Phase 2	Phase 3
Action				
1*	To collect the information of world trade fairs	▶		
2	To select carefully the priority trade fairs to participate or support Myanmar exhibitors		▶	
3	To make use of the opportunity of trade fairs for promotion of national branding	▶		
4	To have a booth at every domestic trade fair and extend trade promotion services		▶	
5	To develop standardized and attractive visual identify of display booth, brochure, etc.		▶	
6*	To enhance supports to exhibitors/participants	▶		
7*	To follow up the results of trade fairs	▶		
8	To standardize and monitor domestic trade fairs	▶		
9	To plan and organize a nation-level domestic trade fair for export promotion			▶

Note: ■ Core activity period    ■ Follow-up or periodical review  
   Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

#### 12.5.4 Permanent Display

##### **Actions for Permanent Display**

##### **1) To publicize the permanent displays taking every opportunity and possible means**

- It is necessary to publicize the permanent displays to attract visitors who visit them.

##### **2) To prepare brochures of displayed products with photos, producer name, specifications, etc.**

- It is necessary to prepare a brochure of displayed products at the permanent displays at MTC and regional trade centers for the convenience of visitors.

##### **3) To make the display more attractive with the help of expert**

- It is necessary to make more attractive displays with the support of display experts. MTC gives guidance on how to display to the regional trade centers.

##### **4) To plan display with specific theme/objective and periodically change the products**

- Periodical change of displayed products will be considered. Display with a specific theme may offer



a good opportunity of PR and attract new visitors. Possible themes are: selected best Myanmar products, products of a specific sector, specialty products of a specific region, etc.

**5) To organize an event at the permanent display in collaboration with an association**

- The space of permanent display such as MTC can be used for an event. Examples are a small trade fair (e.g. a trade fair of MOC-supported products), gathering of exporters and buyers, special event for members of membership services, etc. These events are also useful for the publicity of the permanent display.

**Implementation Schedule**

The implementation schedule of actions for permanent display is as shown in the following table.

Table 12-15: Implementation Schedule: Permanent Display

Permanent Display				
	Action	Phase 1	Phase 2	Phase 3
1*	To publicize the permanent displays taking every opportunity and possible means	[Gantt bar: Core activity period from Phase 1 start to Phase 3 end]		
2*	To prepare brochures of displayed products with photos, producer name, specifications, etc.	[Gantt bar: Core activity period from Phase 1 start to Phase 3 end]		
3*	To make the display more attractive with the help of expert	[Gantt bar: Core activity period from Phase 1 start to Phase 3 end]		
4	To plan display with specific theme/objective and periodically change the products	[Gantt bar: Core activity period from Phase 1 end to Phase 3 end]		
5	To organize an event at the permanent display in collaboration with an association	[Gantt bar: Core activity period from Phase 1 end to Phase 3 end]		

Note:  Core activity period     Follow-up or periodical review  
 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

**12.5.5 Library**

**Actions for Library**

**1) To clarify the target of library and make policies and plan of library on the basis of the needs of users**

- It is necessary to make a library plan by defining target users and necessary books. It is useful to check which books, statistics, directories, etc. are common at libraries of TPOs.

**2) To consider how to collect necessary books, statistics, directories, etc.**

- It is necessary to examine what book stock is priority and how to collect necessary book stock. Types, usefulness and importance of books, statistics, directory and other documents should be examined and collection method should be decided. A way of collecting free is sought, for example,

exchange of publication with domestic/international organization. It is necessary to allocate a minimum amount of budget for priority publication.

**3) To develop the library management system including collection management**

- The library management system to be established should include collection, record of collection, circulation management, reference services, etc.

**4) To train librarians on how to manage the library**

- For the effective management of library, necessary knowledge and skill as a librarian should be taught.

**5) To develop e-library (PC + database) to give digital data of statistics, tariffs, regulations**

- The installation of an e-library (PC + database) is a useful way of providing digital data such as statistics and other data in the database.

**6) To furnish regional trade centers with a library similar to that of MTC**

- It is necessary to set up a library at regional trade centers. The e-libraries of regional trade centers should also be linked with MOC’s database.

**Implementation Schedule**

The implementation schedule of actions for library is as shown in the following table.

Table 12-16: Implementation Schedule: Library

Library		Phase 1	Phase 2	Phase 3
	Action			
1	To clarify the target of library and make policies and plan of library on the basis of the needs of users	▶		
2*	To consider how to collect necessary books, statistics, directories, etc.	▶		
3*	To develop the library management system including collection management	▶		
4*	To train librarians on how to manage the library	▶		
5	To develop e-library (PC + database) to give digital data of statistics, tariffs, regulations		▶	
6*	To furnish regional trade centers with a library similar to that of MTC	▶		

Note: ■ Core activity period    ■ Follow-up or periodical review  
  Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

## 12.5.6 Consultation and Advisory Service

### **Actions for Consultation**

#### **1) To intensively train potential personnel by giving knowledge and skills required for consultation service**

- The number of officers who can provide hands-on advice on trade promotion is very limited. It is necessary to intensively train potential personnel.

#### **2) To publicize the consultation service to attract more visitors**

- It is necessary to publicize the consultation services provided by MTC to Myanmar exporters and overseas buyers. It is useful to open a consultation desk at MOC's booth at domestic trade fairs.

#### **3) To prepare data and information necessary for consultation service**

- It is necessary to prepare data and information required for consultation service, such as regulations, market information, etc. in the forms of database, handbooks, etc.
- It is also necessary to formulate a manual for consultation service compiling relevant information mentioned above. This manual can be a useful tool for persons in charge of consultation.









#### **4) To build a collaboration relationship with other divisions in order to provide timely and adequate advice**




- MTC is the one-stop window for consultation service. A person-in-charge cannot answer all inquiries. An officer of the unit in charge of an issue will answer the inquiry in that case. It is necessary to develop a collaboration arrangement with related divisions of MOC, Custom Office, related ministries, associations, etc.
- As one of tools for consultation service, it is necessary to prepare a list of resource persons who can answer a consultation.

### **Implementation Schedule**

The implementation schedule of actions for consultation and advisory service is as shown in the following table.

Table 12-17: Implementation Schedule: Consultation and Advisory Service

Consultation and Advisory Service				
Action		Phase 1	Phase 2	Phase 3
1*	To intensively train potential personnel by giving knowledge and skills required for consultation service			
2*	To publicize the consultation service to attract more visitors			
3*	To prepare data and information necessary for consultation service			
4*	To build a collaboration relationship with other divisions in order to provide timely and adequate advice			

Note:  Core activity period  Follow-up or periodical review  
 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

### 12.5.7 Inquiry and Business Matching Service

#### Actions for Inquiry and Business Matching Service

##### 1) To advertise inquiry & business matching service on the website

- The recognition level of inquiry service is low. It is important to advertise MOC's inquiry service on the top page of the website.

##### 2) To make use of the opportunity of trade fairs and incoming trade missions for business matching

- Trade fairs and incoming trade missions are good opportunity for business matching. It is necessary to respond the needs of foreign visitors promptly and flexibly by introducing proper potential partners and arranging business meetings.

##### 3) To prepare a manual and brochure of inquiry & business matching service

- The workflow of inquiry and business matching services has not been completed and shared among MTC and regional trade centers. In addition to SOP, a handling manual of inquiry and matching service should be prepared. It is important to make a brochure of MOC's inquiry and business matching service and distribute it for promotion of service to visitors to trade fairs, industry associations, embassies, etc.

##### 4) To quickly respond to inquiries (to set a target time of response)

- It is necessary to set a standard time of response to an inquiry in order to realize quick response.

##### 5) To follow up a business transaction after the introduction of potential business partners

- It is necessary to monitor a business transaction after introduce potential business partners.

**6) To keep records of inquiries and responses as a digital data**

- It is necessary to keep records of inquires including the results of business matching.

**Implementation Schedule**

The implementation schedule of actions for inquiry and business matching is as shown in the following table.

Table 12-18: Implementation Schedule: Inquiry and Business Matching

Inquiry and Business Matching Service		Phase 1	Phase 2	Phase 3
Action				
1	To advertise inquiry & business matching service on the website			
2*	To make use of the opportunity of trade fairs and incoming trade missions for business matching			
3	To prepare a manual and brochure for inquiry & business matching service			
4*	To quickly respond to inquiries (to set a target time of response)			
5*	To follow up a business transaction after the introduction of potential business partners			
6*	To keep records of inquiries and responses as a digital data			

Note:  Core activity period     Follow-up or periodical review  
 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

**12.5.8 Exporter Development**

**Actions for Exporter Development**

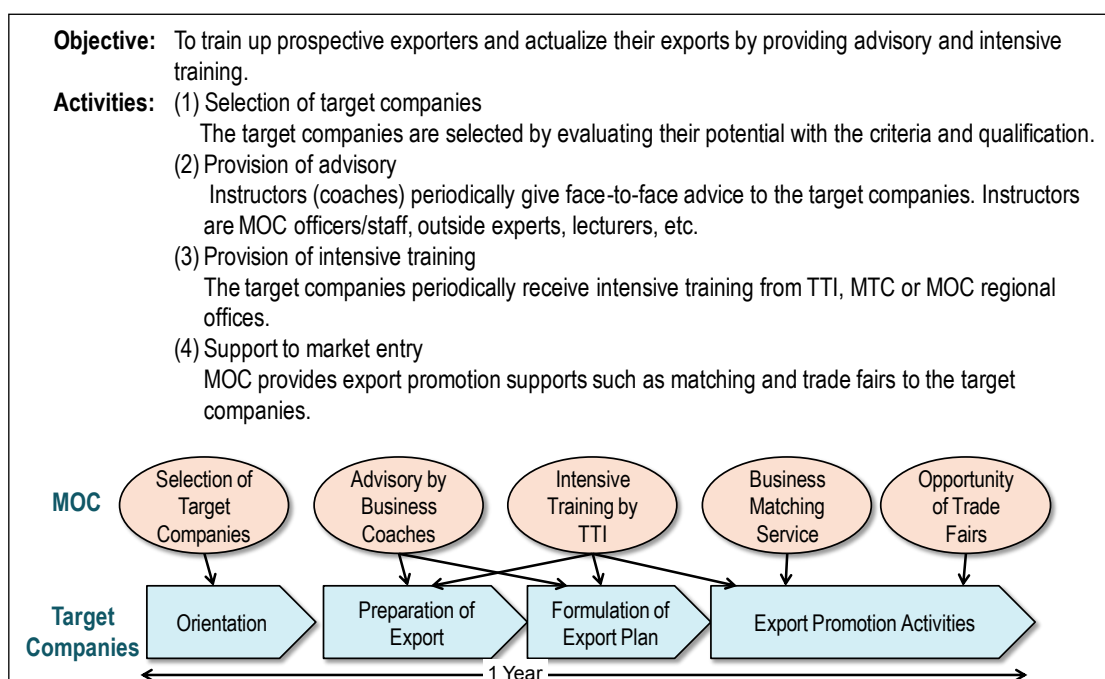
**1) To develop product experts at MOC who are in charge of hands-on guidance to potential exporters**

- It is important to develop a product expert for a product within MOC. A product expert should have basic knowledge of industry, monitors market trends, periodically communicates with relevant associations and companies, and provide hands-on guidance to potential exporters in the industry. It is desirable that every officer/staff has expertise of a product for at least one industry.

**2) To periodically identify potential exporters as the target of exporter development and to provide integrated support to them in order to realize their exports**

- It is useful to periodically survey potential exporters and potential products. The results of survey can be used for selecting target companies for exporter development.

- A series of supports are provided to those potential exporters in an integrated way throughout the process of export business.



Source: JICA Project Team

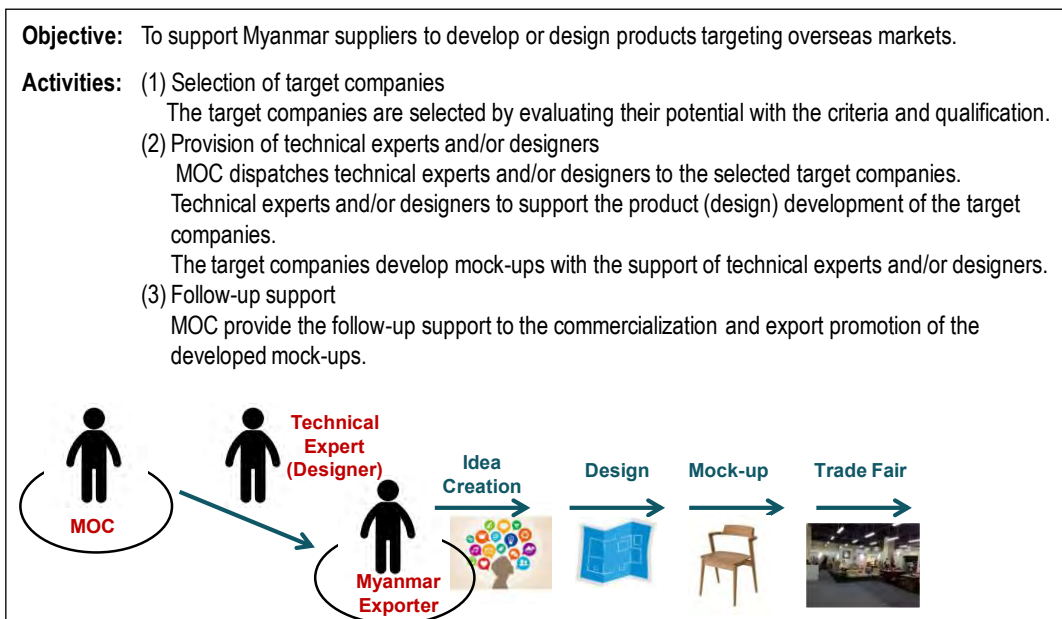
Figure 12-19: Model of Integrated Exporter Development Program

### 3) To strengthen the collaboration with associations for exporter development

- Exporter development support should include technical training, marketing advice, trade fairs, etc. Such support can be effectively implemented in collaboration with associations.

### 4) To provide technical assistance to (potential) exporters in terms of product quality and product design

- MOC dispatch technical experts and/or designers in order to develop or modify Myanmar products to be suitable for entry into overseas markets.
- MOC dispatch designers to Myanmar exporters in order to support their product/package design with attractive design.



Source: JICA Project Team

Figure 12-20: Model of Product (Design) Development Support Program

## 5) To design and initiate programs for national branding such as the Myanmar Excellent Product Award and Myanmar Brand Mark

- MOC introduces the Myanmar Excellent Product Award and Myanmar Brand Mark with the purpose of encouraging the product improvement by Myanmar producers and make use of Myanmar Brand Mark as a tool of national branding activities.



Source: JICA Project Team

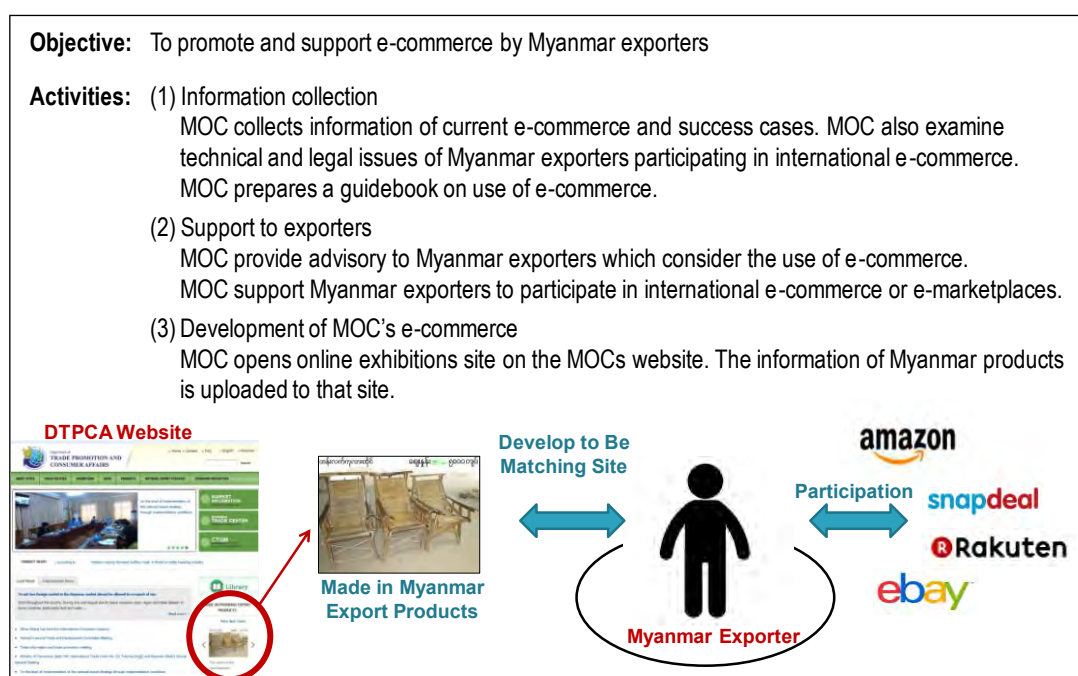
Figure 12-21: Model of Program for National Branding

## 6) To support the supply chain development of major export products

- MOC including regional offices engages in supply chain development activities. The activities include information collection and provision related to supply chain, support to solve technical difficulties by experts, matching of stakeholders, etc.

## 7) To support export marketing of exporters

- MOC dispatch technical experts to exporters in order to improve their export promotion means, for example, website, company brochure, product catalogue, etc. MOC support exporters when they utilize e-commerce.
- E-commerce is also one of areas of supports to export marketing by Myanmar exporters.



Source: JICA Project Team

Figure 12-22: Model of Support to Export Marketing of Exporters

## 8) To start a membership service for exporters and overseas buyers

- MOC will consider a membership services for Myanmar exporters and overseas buyer, free of charge at the beginning.
- The purposes of a membership service are i) to effectively provide MOC's market information and export promotion services, ii) to collect the information of Myanmar exporters and overseas buyers, and iii) to facilitate business matching between Myanmar exporters and overseas buyers.
- The website of MOC is the key tool for the membership service.

## 9) To periodically held a forum for Myanmar exporters



- MOC organizes forums inviting associations, exporters and stakeholders in Yangon, NPT, and regions. The purposes of forum are to publicize the recent trade policies and MOC's trade promotion services, to listen the problems needs of the private sector, to share the success cases of export, to identify prospective exporters, etc.

#### **10) To increase practical curriculums at TTI**

- Trade training of the Trade Training Institute (TTI) is a good tool for exporter development. It is desirable to make the curriculums of TTI more practical in developing exporters. MOC in collaboration with TTI hear the needs for training from potential exporters and feed back to training planning of TTI. Opinions of lecturers of good experience of business should be responded to training planning because potential exporters sometime do not recognize what are really needed.

#### **11) To design more variety of trade training courses including short-term courses**

- The current major courses of TTI are four-months Basic Course and week-end courses. It is important to design more variety of training courses of TTI according to the needs of potential exporters.

#### **12) To expand training courses in regions**




- There are huge needs for training courses related to trade promotion and trade business. The regional offices of MOC sometimes hold seminars and workshops targeting farmers and SMEs. It is necessary to expand training courses including mobile training in regions. TTI should support seminars and workshops by course development, dispatch of lecturers, etc.

#### **Implementation Schedule**

The implementation schedule of actions for exporter development is as shown in the following table.

Table 12-19: Implementation Schedule: Exporter Development

Exporter Development		Phase 1	Phase 2	Phase 3
Action				
1	To develop product experts at MOC who are in charge of hands-on guidance to potential exporters			
2*	To periodically identify potential exporters as the target of exporter development and to provide integrated support to them in order to realize their exports			
3*	To strengthen the collaboration with associations for exporter development			
4*	To provide technical assistance to (potential) exporters in terms of product quality and product design			
5	To design and initiate programs for national branding such as the Myanmar Excellent Product Award and Myanmar Brand Mark			
6*	To support the supply chain development of major export products			
7*	To support export marketing of exporters			
8	To start a membership service for exporters and overseas buyers			
9	To periodically held a forum for Myanmar exporters			
10*	To increase practical curriculums at TTI			
11*	To design more variety of trade training courses including short-term courses			
12*	To expand training courses in regions			

Note:  Core activity period  Follow-up or periodical review  
 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

### 12.5.9 Publication

#### Actions for Publication

##### 1) To regularly update exporter/importer directories (“Explore Myanmar”)

- It is necessary to regularly update export/importer directories in order to provide latest information.

##### 2) To increase and enrich articles of Commerce Journal on overseas market information

- It is desirable to increase articles about overseas market information for Myanmar exporters.

##### 3) To add English articles on Commerce Journal or the websites and issue the English version of Commercial Journal

- It is necessary to increase articles in English for overseas buyers such as supply and price trends, domestic suppliers, economy, etc.
- It is desirable to publish English-version of Commerce Journal in the future by starting with a brief monthly periodical.

**4) To periodically revise and improve the brochures of DTPCA, MTC, and regional trade centers**

- It is necessary to periodically review and update the brochures adding the latest information. Some contents in the brochures of MTC currently need updating.
- When designing the brochures, it is also necessary to pay attention to good combination and layout of Burmese and English contents.

**5) To newly prepare brochures introducing Myanmar products**

- It is useful to make new brochures of Myanmar products targeting foreign buyers.

**6) To publish market research reports conducted by MOC in the future**

- MOC can publish market research reports when its market research capabilities are strengthened.

**7) To upload the contents of publications to the websites**

- It is necessary to upload PDF files of publications to the websites.

**8) To distribute the publications more broadly including embassies**

- It is necessary to widely distribute publications targeting foreign buyers.

**Publication**

The implementation schedule of actions for publication is as shown in the following table.

Table 12-20: Implementation Schedule: Publication

Publication		Phase 1	Phase 2	Phase 3
Action				
1	To regularly update exporter/importer directories ("Explore Myanmar")			
2	To increase and enrich articles of Commerce Journal on overseas market information			
3*	To add English articles on Commerce Journal or the websites and issue the English version of Commercial Journal			
4	To periodically revise and improve the brochures of DTPCA, MTC, and regional trade centers			
5*	To newly prepare brochures introducing Myanmar products			
6	To publish market research reports conducted by MOC in the future			
7*	To upload the contents of publications to the websites			
8	To distribute the publications more broadly including embassies			

Note:  Core activity period  Follow-up or periodical review

 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

#### 12.5.10 Services of Regional offices

##### Actions for Services of Regional Office

##### 1) To examine the functions of regional offices and develop work flows of service for effective and efficient trade promotion services

- It is necessary to standardize the function and work flows of the regional offices. The workflows and SOPs of the regional offices should be improved to be more effective and efficient.

##### 2) To enhance the collaboration network among DTPCA, MTC and the regional offices

- It is necessary to enhance the collaboration network among DTPCA, MTC and the regional office, for example, through the joint implementation of programs.

##### 3) To enhance trade information service of the regional offices by improving the information sharing mechanism using the internet

- It is important to link the information database to be developed by DTPCA to the regional offices in order to enhance the provision of useful information by regional offices.

##### 4) To train the personnel of the regional offices

- Knowledge and skills of officers and staff of regional offices are often insufficient to implement

even basic trade promotion activities.

### **Implementation Schedule**

The implementation schedule of actions for services of regional office is as shown in the following table.

Table 12-21: Implementation Schedule: Services of Regional Office

Service of Regional Office				
Action		Phase 1	Phase 2	Phase 3
1	To examine the functions of regional offices and develop work flows of service for effective and efficient trade promotion services	▶		
2*	To enhance the collaboration network among DTPCA, MTC and the regional offices	▶	▶	▶
3*	To enhance trade information service of the regional offices by improving the information sharing mechanism using the internet	▶	▶	▶
4*	To train the personnel of the regional offices	▶	▶	▶

Note:  Core activity period  Follow-up or periodical review  
 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team

#### 12.5.11 Services of Overseas Office

##### **Actions for Services of Overseas Office**

##### **1) To make use of commercial attachés for trade promotion services to Myanmar exporters and overseas buyers**

- Overseas offices are indispensable for effective trade promotion services and give MOC a good advantage in terms of access to overseas market and information. It is necessary to closely collaborate with commercial attachés in overseas market information collection, matching between Myanmar exporters and overseas buyers, support to trade missions, etc.

##### **2) To review and redefine the role of commercial attachés for trade promotion in order to widen their activities**

- It is necessary to examine the scope of work of commercial attachés in order to widen the trade promotion activities of commercial attachés. It is also important to review the flow of instructions and reporting in order to establish a good mechanism of collaboration between MOC and commercial attachés.

##### **3) To prepare and provide standard guidelines of activities for commercial attachés including market research and other trade promotion services**

- It is useful to formulate standard guidelines of trade promotion services so that commercial attachés

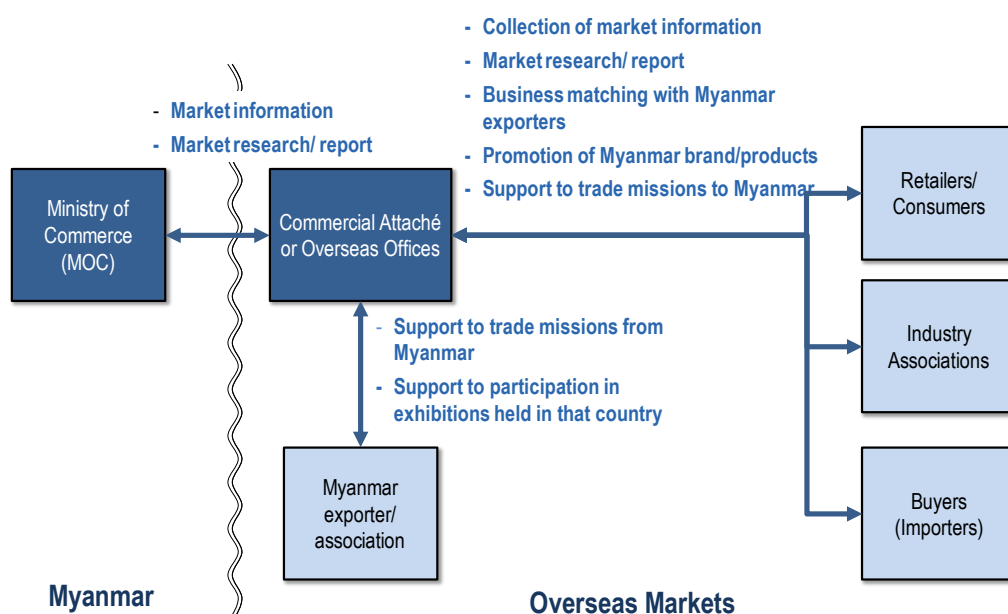
can refer to them any time and so the outputs from commercial attachés are standardized.

**4) To give additional training to commercial attachés for trade promotion**

- Training of commercial attachés on trade promotion services contribute to good trade promotion services.

**5) To dispatch officers of MOC to the embassies in the priority target countries**

- The commercial attachés are often busy in assignments other than trade promotion. It should be considered to dispatch MOC’s officers to the priority countries to exclusively engage in trade promotion services.



Source: JICA Project Team

Figure 12-23: Functions and Tasks Which Overseas Offices Can Conduct

**Implementation Schedule**

The implementation schedule of actions for services of overseas office is as shown in the following table.

Table 12-22: Implementation Schedule: Services of Overseas Offices

Service of Overseas Office		Phase 1	Phase 2	Phase 3
Action				
1*	To make use of commercial attachés for trade promotion services to Myanmar exporters and overseas buyers	▶		
2	To review and redefine the role of commercial attachés for trade promotion in order to widen their activities	▶		
3	To prepare and provide standard guidelines of activities for commercial attachés including market research and other trade promotion services	▶		
4	To give additional training to commercial attachés for trade promotion	▶		
5*	To dispatch officers of MOC to the embassies in the priority target countries	▶		

Note:  Core activity period     Follow-up or periodical review  
 Priority actions

\* denotes activities which have been initiated or on-going.

Source: JICA Project Team





# Appendix



Appendix 1: Outline of the Mandalay Regional Offices and the Ayeyarwady  
Regional Office of Ministry of Commerce



## **Case Study of Mandalay Regional Office of MOC**

### **Organization**

- At the Mandalay Regional Office, the Trade Promotion Department was reorganized to be the Department of Trade Promotion and Consumer Affairs (DTPCA) at the same time with the organizational change at the main office in NPT.
- The DTPCA consists of 9 sub-divisions.
- The establishment of the Yadanabon Trade Promotion Center under the DTPCA of the regional office was officially announced on December 31, 2014. The display and library is set up at the Yadanabon Trade Center.
- There were three District Trade Promotion Offices in Kyauk Se, Myin Chan and Meikhtela.
- The existing number of personnel is 102 persons (8 officers and 94 staff).
- The number of personnel at the Yadanabon Trade Promotion Center is 6 persons (one officer and 5 staff). They engage in consultation service and other regional activities related to trade promotion.
- The Regional Office engages in the rural development and SME development according to the Item 4 of the President Strategy. The purpose of rural development is the poverty reduction.
- The major products of Mandalay are rice, beans, silk weaving, cotton weaving, handicrafts, etc. There are about 100 traders which have obtained the export license. The major export items are pulse & beans and rice.

### **Major Services**

- Information Service
  - \* The Domestic Trade Promotion Division monitors the price and demand trends of 20 commodities. The purpose of monitoring it to avoid speculative transactions.
  - \* The regional-level Committee monthly monitors the transactions of 8 commodity exchange centers in Mandalay.
  - \* The district offices monitor and report trade and economic information such as production, food supply, price and quality of commodities.
  - \* The township office and district offices collect data such as imported materials (fertilizer and seeds), water requirement, warehouse cost, transportation cost, labor, etc.
  - \* The Regional Office provides market information & news to farmers. The regional call center is planned to provide automatic answering services.
- Publication
  - \* The regional office publishes bi-weekly newsletter. The Trade Fair and Trade Center Division and the Policy and Planning Division engage in this newsletter. The newsletter is free. Totally 1,000 copies are printed and distributed through the district offices. About 500 copies are

distributed to farmers and the rest to wholesalers and associations. The newsletter's articles are on market information, technical information, regulations and procedures, etc.

- \* The Regional Office provide information on the website (<http://mdytpd.blogspot.com/>) and the Mandalay Office Facebook).

- Trade Fair

- \* The Regional Office provides the information about trade fairs.

- \* The Policy and Planning Division holds a trade fair for regional products every February. The regional agricultural products and handicraft products are exhibited at more than 100 booths. The Regional Office collaborated with the Ministry of Tourism this year.

- Consultation

- \* Township officers visit villages to give advice to producers.

- \* The Policy and Planning Division organizes workshops, e.g., the workshop for onion producers & exporters "Comprehensive Development in Plantation and Exporting."

- Training

- \* The mobile training is conducted twice a month to support producers in the region. The training was started for bamboo products. One technician was dispatched to producers and transferred the technique of bamboo products. The training was provided for other products such as wine, fruit juice, jam, cotton lungi, jewelry, etc. The Research & Development Division leads this training program.

- \* The Regional Office holds the seminar of "Business Development Management Course" (4-day course) in collaboration with the Future Myanmar Academy. The fee for this training is 20,000 kyat.

*Source: Field Study (The JICA Project Team visited the Mandalay Regional Office of MOC on May 15, 2015.)*



Photo: Inside the Yadanabon Trade Promotion Center



Photo: Inside the Yadanabon Trade Promotion Center



Photo: Display Room



Photo: Corridor of the Entrances

## **Case Study of Ayeyarwady Regional Office**

### **Organization**

- The Ayeyarwady region covers for 6 districts, 26 townships, 7 sub townships, 218 wards, 29 towns, 1,964 village tracts, and 11,651 villages.
- The Ayeyarwady Regional Office has 4 district offices in Hinthata, Myaung Mya, Ma-U-Bin and Phyar Pone.
- The organization structure was modified in May 2015 according to the reshuffle of ministry to consist of 9 divisions as same as the DTPCA in Nay Pyi Taw.
- The existing number of officers and staff in Ayeyarwaddy Regional Office is 178 persons (16 officers and 162 staff). The number of personnel is insufficient and the current personnel must carry out tasks of two to three divisions. The regional office has a personnel plan of total 288 persons (20 officers and 268 staff). The recruitment of personnel is approved and the recruitment process is undergoing.
- The Ayer Trade Center was established in 2015. The permanent display was set up at the Ayer Trade Center.
- The Ayeyarwady region is the biggest area for rice cultivation because it is situated in the delta region of the Ayeyarwady River.
- The Ayeyarwady Regional Office provides trade promotion services to at least 1,000 farmers for mostly domestic trade promotion.
- There are about 100 of exporters and their main products are rice, pulses & beans, oilseeds, fisheries, livestock, and garments, etc.

### **Major Services**

- Technical training
  - \* The regional office provides rice millers with technical training regarding energy resources and the natural generator establishment which included husks boiler, boiler, and gasified energy supply mill and etc.
- Consultation services
  - \* The regional office provides consultation on the trade-related issues and trade promotion for stakeholders of rice, pulses and beans and oilseed, cane, salt, shrimp, cassava, livestock, fisheries, hotel & tourism, etc.
- Technical assistance
  - \* The regional office provides various technical assistances to farmers by collaborating with local and international NGOs and concerned government counterparts. The examples include logistics and supply chain management system, value-added technology for agriculture processing for main crops, facilitating of power supply sources, negotiation with contract farming businesses from such as countries as Thailand and Vietnam. The supports to energy



supply for factories and mill, setting-up of new rice mills, and waste water management are also provided.

- \* The regional office participates, organizes and supports regional and international trade fairs.
- \* The regional office collaborates promotes the development of local producers and exporters according to the Policy of Rural Development and SME promotion.

### **Constraints**

- The number of staff is limited to manage all divisions and district offices.
- The facilities of office and communication are weak to provide services to stakeholders.
- The important areas of capacity development are
  - \* English language
  - \* Internet usage to search information
  - \* Capability of supporting local traders in terms of modern business practice

*Source: Field Study (The JICA Project Team visited the Ayeyarwady Regional Office of MOC on June 1, 2015.)*



Photo: View of the Ayeyarwady Regional Office



Photo: Inside the Ayer Trade Center



## Appendix 2: Questionnaire Sheet for Training Needs Analysis



**Questionnaire for Training Needs Assessment**  
သင်တန်းဆိုင်ရာလိုအပ်ချက်ထောက်ကူပြု (မိမိကိုယ်တိုင်ဆန်းစစ်)မေးခွန်းလွှာ

Name အမည်	
Title ရာထူး	
Department/ Division ဌာန	
Current Office Location: လက်ရှိတာဝန်ထမ်းဆောင်နေသောအရပ်ဒေသ	

Guidance to fill the column below (The number is corresponding to \*numbers below)

**ဖော်ပြချက်အတွက် လမ်းညွှန်ချက်**

(လမ်းညွှန်ချက်မှ နံပါတ်စဉ်ကို ဖော်ပြချက်များတွင် ပြန်ညွှန်းထားပါသည်။)

- 1) Please describe your concrete tasks which comprise your job . If you have multi tasks, please fill each task in different row. (If you have more than four tasks, you can add the column below)
- ၁) လက်ရှိထမ်းဆောင်နေသော လုပ်ငန်းတာဝန်များမှ သိသာထင်ရှားသော အလုပ်များကိုရေးပါ။ အလုပ်တာဝန် အများအပြားရှိသူများအတွက်မူ အလုပ် တစ်ခုချင်းစီကို ဖော်ပြချက် တစ်ခု တစ်လိုင်းနှုန်းဖြင့်ရေးပေးပါ။ လက်ရှိဖော်ပြပါ လိုင်း (၄) ခု ထက် ကျော်သွား ပါက (ကိုယ့်ဘာသာ) လိုသလို လိုင်းဖြည့် ဆက်ရေးနိုင်ပါသည်။
  
- 2) Please describe the necessary knowledge (up to 3 important knowledge items) to perform your job. (ex. Marketing, specific commodities, int'l trade, English, IT, etc.)
- ၂) ကိုယ်တာဝန်ယူထားသော အလုပ်နေရာတွင် တာဝန်ထမ်းဆောင်ရန် လိုအပ်သော တတ်သိ ပညာknowledge အမျိုး အစားများကို ရေးသား ဖော်ပြ ပေးပါ။ (အရေးကြီးသော knowledge - ၃ခု -အထိ ရေးနိုင်ပါသည်။)  
ဥပမာ။ ။ ဈေးကွက်အကြောင်း၊ ကုန်စည်(အမျိုး)အကြောင်း (တိကျ/သေချာသိခြင်း)၊ နိုင်ငံတကာ ကုန်သွယ်မှု၊ အင်္ဂလိပ်စာ (ကျွမ်းကျင်ခြင်း)၊ IT နည်းပညာ (နားလည်ခြင်း) အစရှိသည် ။
  
- 3) Please compare the required levels with your current knowledge & skills and assess the gap in 3- point scale(1:small; 2:medium; 3: big)
- ၃) ၎င်းရှိသင့်သော knowledge နှင့် သင်၏လက်ရှိ knowledge ၊ ထိုအတူ ရှိသင့်သော skills နှင့် သင်၏လက်ရှိ skills တို့၏ ကွာဟချက် ကို (မိမိ ဘာသာ) အဆင့် (၃) ဆင့် အနေ အထားဖြင့် နှိုင်းယှဉ်အကဲဖြတ်ပါ။  
စကားအယူအဆမှာ ။ ။  
အဆင့် ၁ = ကွာဟချက် နည်း ပါသည် ။  
အဆင့် ၂ = ကွာဟချက် အလယ်အလတ် ။  
အဆင့် ၃ = ကွာဟချက် များလွန်းသည် ။ (လိုအပ်ချက်များစွာရှိနေပါသေးသည်)
  
- 4) Please describe both technical and managerial skills (up to 4 important skill items) to perform your job. (ex. Data analysis, report writing, Business English communication, strategy making, etc.)
- ၄) လက်ရှိ အလုပ်လုပ်ရန် နည်းပညာပိုင်းဆိုင်ရာ၊ စီမံခန့်ခွဲမှုဆိုင်ရာ မည်သည့် skills များအရေးကြီးပါသနည်း ။ (အရေးကြီး skill အရေအတွက် ၄ ခု အထိ ရေးပေးပါ။)  
ဥပမာ ။ ။  
Data ကို သုံးသပ်နိုင်မှု ။  
အစီအရင်ခံစာရေးနည်း ။  
လုပ်ငန်းခွင်သုံး English စကား (စီးပွားရေး/ကုန်သွယ်ရေးအစရှိသည်တို့ နှင့်စပ်လျဉ်း၍)  
ဗျူဟာ (ရေတို ရေရှည်စီမံချက်များ)ချမှတ်ဆောင်ရွက်နိုင်ခြင်း အစရှိသည် ။

The Project for the Capacity Development of Trade Promotion in Myanmar  
Phase II

Job Description (tasks) *(၁) လုပ်ငန်းတာဝန်များ	Required Knowledge *(၂) လိုအပ်သော တတ်သိပညာ	Gap *(၃) ကွာဟအဆင့်	Required Technical & Managerial Skills *(၄) လိုအပ်သောနည်းပညာဆိုင်ရာ၊ စီမံခန့်ခွဲမှု ဆိုင်ရာကျွမ်းကျင်မှု အရည်အသွေးများ	Gap *(၃) ကွာဟအဆင့်

## Appendix 3: Training Needs Matrix





**REQUIRED SKILLS (5 MTCs and Other Units, Department of Trade Promotion & Consumer Affairs)**

Item	Job Position	English Language 4 Skills			Report Writing		Computer Skills		Advanced Computer Skills		Information Via Internet (How to)		Interpersonal Skills			Proposal Writing (Project)			Negotiation Skills		Learning Other Language	
		L	M	H	M	H	M	H	M	H	M	H	L	M	H	L	M	H	M	H	M	H
<b>I.</b>	<b>Yangon MTC</b>																					
	Deputy Director		1											1	1							
	Officers		1	1				1						1								
	Staff			6	2	3		1	2	1	1	1		3	2					1		3
<b>II.</b>	<b>Mandalay MTC</b>																					
	Director		1																			
	Deputy Dir.		1																			
	Assistant Director		1																			
	Officers		1	2	1	1	1	2														
	Staff		6	20	18	6	10	6														
<b>III.</b>	<b>Patheingyi MTC</b>																					
	Officer		1																			
	Staff			7				7														
<b>IV.</b>	<b>Monywa MTC</b>																					
	Staff		9	3	7	1	2	5		3	2	3		1	2			2				
<b>V.</b>	<b>Myittha MTC</b>																					
	Staff			2		2		1														
<b>VI.</b>	<b>Trade Fairs: TF &amp; MTCs</b>																					
	Deputy Director		1																			
	Assistant Director	1	2					1														
	Officer			2				2														
	Staff																					
<b>VII.</b>	<b>Market Analysis _ITP</b>																					
	Deputy Director																					
	Assistant Director																					
	Officer																					
	Staff																					
<b>VIII.</b>	<b>Domestic Trade Promotion</b>																					
	Deputy Director																					
	Assistant Director																					
	Officer																					
	Staff																					
<b>IX.</b>	<b>TPCA</b>																					
	Deputy Director					1							1			1						
	Assistant Director			2																		
	Officer		2	5	1		2	1												1		
	Staff																					
	<b>Total</b>	1	27	50	30	13	16	26	2	4	3	4	1	6	5	1	0	2	1	1	0	3



## Appendix 4: Report of Trial Training Programs



## Report of Trial Training Implementation

JICA Project Team

### 1. Training Program on International Trade Promotion

The trial training course for trade promotion was designed and implemented separately for officers and staff.

#### 1.1 Training Program for Officer

##### (1) Outline of Training Program

**Objective:** The training course aims to acquire the basic knowledge of international trade promotion activities as well as Myanmar's trade promotion policy through the series of lectures and case studies. In particular the emphasis is on the learning of basic roles/functions and services of TPO from the experiences of ASEAN countries and Japan.

**Date:** August 25 to 27, 2015

**Venue:** MOC, Nay Phi Taw

**Training Topics:** Trade Promotion Policy in Myanmar/ Role and Function of TPO/ Case Study of Japan's TPO/ Market Information Service/ Export Product Development/ Website Service/ Consultation Service/ Trade Fair/ Lessons from ASEAN Study Tour/ Activities of Myanmar Trade Center/ Group Exercise: How to Implement Trade Promotion

**No. of Participants:** 60 persons

The majority of participants are from DTPCA (32 people), followed by DOT (10 people), Minister Office (4 people) and state/division office (4 people). In addition, 10 newly-recruited officers who were not assigned to particular departments also participated. By position, one is the director general, 9 are deputy directors and 7 are assistant directors.

##### (2) Lectures

JICA experts and MOC officers provided lecturers.

##### (3) Time Table

Time	Subject	Contents	Instructor
Day 1 25 <sup>th</sup> August 2015			

Time	Subject	Contents	Instructor
09:30 – 10:45	<b>Session 1:</b> Trade promotion policy and measures of Myanmar	<ul style="list-style-type: none"> <li>- Current Situation of National Export Strategy (NES)</li> <li>- Trade Promotion Policy of MOC</li> <li>- Challenges Ahead</li> <li>- Q&amp;A</li> </ul>	MOC U Aung Soe, Deputy Director General, DTPCA
10:45 – 11:00	Coffee Break		
11:00 – 12:00	<b>Session 2 (1):</b> Role and function of Trade Promotion Organization (TPO)	<ul style="list-style-type: none"> <li>- Function of International Trade Promotion</li> <li>- Role of Trade Promotion Organization</li> <li>- Lessons from Experiences of Other TPOs</li> </ul>	JICA Project Team: Mr. Mishima
12:00 – 13:00	Lunch		
13:00 – 14:40	<b>Session 2 (2):</b> Case Study of TPO: JETRO	<ul style="list-style-type: none"> <li>- Historical change of JETRO's role</li> <li>- JETRO's trade promotion services</li> <li>- Q&amp;A</li> </ul>	JICA Project Team: Mr Asakura
14:40 – 15:00	Coffee Break		
15:00 – 16:00	<b>Session 3:</b> Market Information Service	<ul style="list-style-type: none"> <li>- Types of market information</li> <li>- Market information collection and dissemination</li> <li>- How to conduct market research</li> <li>- Q&amp;A</li> </ul>	JICA Project Team: Mr. Mishima
<b>Day 2 26<sup>th</sup> August 2015</b>			
9:30 – 10:30	<b>Session 4:</b> Exporter /Product Development	<ul style="list-style-type: none"> <li>- Basic product development and branding concept</li> <li>- Cases of product development: One-Village-One-Product</li> <li>- Q&amp;A</li> </ul>	JICA Project Team: Mr. Kameyama
10:30 – 10:45	Coffee Break		
10:45 – 12:00	<b>Session 5:</b> Website Service	<ul style="list-style-type: none"> <li>- Design and contents of website and other interfaces</li> <li>- Market data dissemination through website</li> <li>- Case studies of websites of TPOs</li> <li>- Q&amp;A</li> </ul>	JICA Project Team: Mr. Sai/ MOC
12:00 – 13:00	Lunch		
13:00 – 14:30	<b>Session 6:</b> Consultation with Traders	<ul style="list-style-type: none"> <li>- Frequent Asked Questions (FAQs)</li> <li>- Marketing plan</li> <li>- Business matching of buyers and sellers</li> <li>- Q&amp;A</li> </ul>	JICA Project Team: Mr. Matsui
14:30 – 14:45	Coffee Break		
14:45 – 16:00	<b>Session 7:</b> Trade Fair	<ul style="list-style-type: none"> <li>- Preparation</li> <li>- Selection of the correct fair</li> <li>- Setting target</li> <li>- Promoting participation</li> <li>- Evaluation</li> <li>- Q&amp;A</li> </ul>	JICA Project Team: Mr. Mishima/ MOC

Time	Subject	Contents	Instructor
<b>Day 3 27<sup>th</sup> August 2015</b>			
09:30 – 10:30	<b>Session 8:</b> Lessons from ASEAN Study Tour	- Trade Promotion Services of Malaysia - Trade Promotion Services of Indonesia - Lessons Learnt - Q&A	Members of ASEAN Study Tour
10:30 – 10:45	Coffee Break		
10:45 – 12:00	<b>Session 9:</b> Activities of Trade Promotion Centers (Activities of MTC)	- Basic Policies - How to Provide Services (Inquiry, Consultation, Display, Library, etc.) - Q&A	MOC
12:00 – 13:00	Lunch		
13:00 – 14:30	<b>Session 10 (1):</b> [Group Discussion] How to implement trade promotion at the workplace	Discussion by each department and regional office	Facilitator: JICA Project Team: Mr. Kameyama
14:30 – 14:45	Coffee Break		
14:45 – 16:00	<b>Session 10 (2):</b> [Presentation] How to implement trade promotion in the workplace	Presentation by groups	Facilitator: JICA Project Team: Mr. Kameyama
16:00 – 16:10	Closing	Certificate Awarding	MOC

#### (4) Major Event during the Training

##### Q&A Session

During the Q&A session, the following questions were raised by the participants. Lectures answered these questions.

- \* What criteria JAPAN market set for products? (Specification & Quality)
- \* What is the trade promotion budget in Japanese government?
- \* How to get accurate data collection for commodity price?
- \* What process should be taken to formulate national branding strategy?
- \* How to promote website service given the fact that only 10% of Myanmar's population uses internet at present?
- \* How long it will take to open all targeted MTCs?
- \* How many MTCs in 2015, then in 2016?
- \* When local trader wants to export his/her products, how the products can be assured for quality and standard (to export targeted foreign countries)?

##### Group Exercise

The participants were divided into five groups. Each groups discussed the topic: How to implement trade promotion in Myanmar? After the discussion, each group presented the result of their discussions.

A sample of presentation is as follows:

Table 1 Sample of Presentation

Issues of Trade Promotion	
<ul style="list-style-type: none"> <li>• Need to educate the farmers, local businessmen &amp; SMEs (owners) (introducing them the up-to-date market information, possible chances and new challenges)</li> <li>• Investment plan/ supportive investment</li> <li>• Limited information about the other markets: quality/ standardization and technology.</li> <li>• Limited reliable human resources</li> </ul>	
Possible Solutions for the Issues	
<ul style="list-style-type: none"> <li>• Government/ International organization support: financial aid (in developing SMEs)</li> <li>• Arrangement on financial aid</li> <li>• Upgrading/ Enforcing the product development (find ways and means of value-added products)</li> <li>• Gradually promote exported items to be finished goods with trusted quality</li> <li>• Ways to collect all information and share them back to private sector: general knowledge, skills, market information, data etc.</li> <li>• Invent/ made export product, MM via the domestic materials</li> <li>• Market selection to be made before making export</li> <li>• To product as per targeted market' preferences, not to product as per MM' liking</li> <li>• Arranging trainings:-               <ul style="list-style-type: none"> <li>- Training for private sector</li> <li>- Training for MOC personnel (like JICA training)</li> <li>- Training for brokers/ middle men (from manufactures' to targeted markets, support in related product' trading.</li> </ul> </li> </ul>	
Implementation Plan	
Short Term	Long Term
<ul style="list-style-type: none"> <li>• Training</li> <li>• Aid plan</li> <li>• Market information</li> <li>• Studies about markets</li> </ul>	<ul style="list-style-type: none"> <li>• New product: MM new exported product to be made</li> <li>• Assure quality through upgrading technology and assuring constant raw materials</li> </ul>

Source: JICA Project Team

## (5) Evaluation and Feedback from the Participants

### a. Overall evaluation

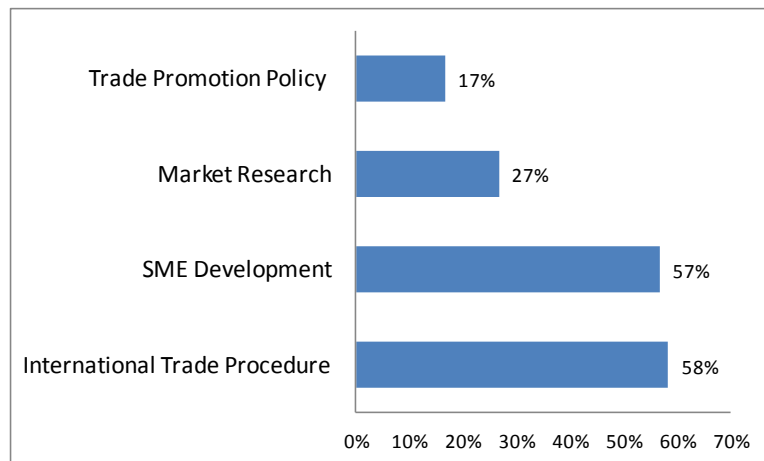
For overall evaluation, 100% of participants agreed that the training course is useful, among them 63% strongly agreed. For specific subject evaluation, “Lessons from ASEAN Study Tour (80%)”, “Role and Function of TPO (78%)”, and “Export Product Development (75%)” are highly appreciated by participants as very useful and relevant subjects.

In particular, “Lessons from ASEAN Study Tour” lectured by Mr. Myo Thu, former director of Mandalay Regional Office, received highest percentage of usefulness due to sharing good practices of TPO in Malaysia and Indonesia in very enthusiastic and frank manner.



b. Suggestions for future training program

For future training, the 58% and 57% of the participants have indicated that they want to learn “International Trade Procedure” and “SME Development” respectively, followed by “Market Research” (27%) and “Trade Promotion Policy” (17%). In addition to that, the participants have also shown interests on the topics such as “Web Site Development”, “Logistics/Supply Chain”, “Project Management”, “Business Matching” and “MOC’s Laws and Regulations”.



Source: JICA Project Team

Figure 8-1 Future Training Needs by Officers Participants in NPT



## 1.2 Training Program for Staff

### (6) Outline of Training Program

**Objective:** The training course aims to make familiar with Myanmar’s current trade promotion policies and activities. It is designed as a general introductory course for further learning of more specific topics of trade promotion activities.

**Date:** August 24, 2015

**Venue:** MOC, Nay Phi Taw

Training Topics: Trade Promotion Policy in Myanmar/ Role and Function of TPO/ Market Analysis/ Activities of Myanmar Trade Center

No. of Participants: 50 persons

By position, 18 persons are superintendents, 16 are deputy superintendents, 5 are senior clerks, 9 junior are clerks and 2 are daily workers. The majority of participants are from DTPCA (28 people), followed by DOT (10 people), state/division office (7 people) and Minister Office (5 people).

### (7) Lectures

JICA expert and MOC officers provided lecturers.

### (8) Time Table

Time	Subject	Contents	Instructor
09:30 – 09:45	Opening		MOC
09:45 – 10:00	Coffee Break		
10:00 – 11:00	<b>Session 1:</b> Trade promotion policy and measures of Myanmar	<ul style="list-style-type: none"> <li>- Current Situation of National Export Strategy (NES)</li> <li>- Trade Promotion Policy of MOC</li> <li>- Challenges Ahead</li> <li>- Q&amp;A</li> </ul>	MOC U Aung Soe, Deputy Director General, DTPCA
11:00 – 11:05	(5 Minutes Break)		
11:05 – 12:10	<b>Session 2 (1):</b> What Are Trade Promotion Services	<ul style="list-style-type: none"> <li>- Role of Trade Promotion and Trade Promotion Organization (TPO)</li> <li>- Types of trade promotion services</li> </ul>	JICA Project Team: Mr. Mishima
12:10 – 13:10	Lunch		
13:10 – 14:10	<b>Session 2 (2):</b> How to study market Market Information Market Analysis	<ul style="list-style-type: none"> <li>- Market Nature</li> <li>- Market information collection &amp; dissemination</li> <li>- How to analysis &amp; report</li> <li>- Q&amp;A</li> </ul>	MOC Dr. Htein Lynn
14:10 – 15:10	<b>Session 3:</b> Activities of Trade Promotion Centres (Activities of MTC)	<ul style="list-style-type: none"> <li>- Basic Policies MTC</li> <li>- How to Provide Services (Inquiry, Consultation, Display, Library, etc.)</li> <li>- Q&amp;A</li> </ul>	MOC Ms Mya Mya Sein
15:10 – 15:25	Coffee Break		
15:25 – 16:00	<b>Session 5:</b> Discussion	<ul style="list-style-type: none"> <li>- Needs/problems of the private sector for trade promotion</li> <li>- Problems in providing services</li> <li>- How to enhance the services</li> </ul>	JICA Project Team: Mr. Kameyama /MOC
16:00 – 16:10	Closing	<ul style="list-style-type: none"> <li>- Certificate awarding</li> </ul>	MOC/ JICA Team

### (9) Major Events during the Training

#### Questions by Participants

During the Q&A session, the following questions were raised by the participants. Lectures answered these questions.

- \* How Yangon should MTC's enquiry/consultation service be improved?
- \* How the very developed country like Japan, will effectively support in Myanmar's economic development in particular trade promotion?
- \* Role of importer: What importers need to do in Import Promotion?
- \* Role of Exporter: What importers need to do in Export Promotion?

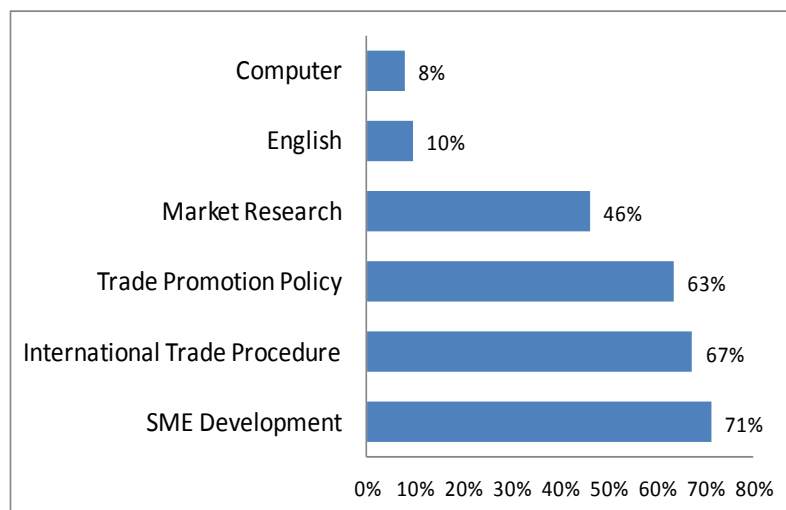
**(10) Evaluation and Feedback from Participants**

a. Overall evaluation

For overall evaluation, 88% of participants agreed that the training course is useful, among them 48% strongly agreed. For evaluation of specific subjects, "Trade Promotion Policy in Myanmar" and "Role of Function of TPO" are highly appreciated as most useful and relevant subjects, which are followed by "Market Research" and "Activities of MTC".

b. Suggestions for future training

For future training, the 71% of the participants have indicated that they want to learn "SME Development", followed by "International Trade Procedure" (67%) and "Trade Promotion Policy" (63%) and "Market Research" (46%). In addition to that, the participants have also shown interests on the topics as "English" and "Computer". Compared with officers' evaluation, staff shows higher interests on Trade Promotion and Market Research.



Source: JICA Project Team

Figure 8-2 Future Training Needs by Staff Participants in Nay Pyi Taw



### 1.3 Workshop on Trade Promotion (MATREDE Case Study)

#### (1) Outline of Training Program

**Objective:** The training course aims to learn how to develop export promotion learning from the case of MATRADE and through discussions.

**Date:** December 9 and 10, 2015

**Venue:** MOC, Nay Phi Taw

**Training Topics:** History of Malaysia's Export Development and MATRADE/ Management of MATRADE/ Programs for exporters development of MATRADE/ Industry Excellence Award/ Lessons from MATRADE and other TPOs/ Roadmap of Trade Promotion for MOC (and) Group Exercise: "How to develop Export Promotion Services"

**No. of Participants:** 45 persons

The majority of participants are from DTPCA (38 people), followed by DOT (1 person), Minister Office (1 person) and state/division office (7 people).

#### (2) Lectures

Representatives from MATRADE and JICA Expert provided the lectures to the participants.

#### (3) Time Table

Time	Subject	Contents	Instructor
<b>December 9 (Wednesday)</b>			
09:00 –09:15	Opening Remarks		Ms. Naw Mutakapaw, Dir. MOC
09:15 – 10:15	<b>Session 1:</b> History of Malaysia's Export Development and MATRADE	<ul style="list-style-type: none"> <li>- History of export development of Malaysia</li> <li>- Malaysia's export promotion policies</li> <li>- History of MATRADE's growth</li> </ul>	Mrs. Razida Hanim Razak, AD, MATRADE
10:15 – 10: 30	Coffee Break		
10:30 – 12: 00	<b>Session 2:</b> Management of MATRADE	<ul style="list-style-type: none"> <li>- Organization structure of MATRADE and how to design the organization</li> <li>- Human resource management and human resource development of</li> </ul>	Mrs Roslina Long Senior Manager, MATRADE

Time	Subject	Contents	Instructor
		MATRDE	
12:00 – 13: 00	Lunch		
13:00 – 15:00	<b>Session 3:</b> Programs for exporter development of MATRADE	- Exporter development programs of MATRADE: Program design and experience	Mrs Roslina Long Senior Manager & Mrs. Razida Hanim Razak, AD, MATRADE
15:00 – 15: 15	Coffee Break		
15:15 – 16: 00	<b>Session 4:</b> Industry Excellence Award	- Industry Excellence Award - Q&A	Mrs. Razida Hanim Razak, AD, MATRADE
16:00 –16:15	Closing		Ms. Naw Mutakapaw, Dir. MOC
<b>December 10 (Thursday)</b>			
09:00 – 10:15	<b>Session 5:</b> Lessons from MATRADE and Other TPOs	- Lessons from MATRADE - How to utilize the lessons for the development of MOC - Q&A	Mr Kazuo Mishima Team Leader, JICA Project Team
10:15 – 10: 30	Coffee Break		
10:30 – 12: 00	<b>Session 6:</b> Roadmap of Trade Promotion for MOC	- Presentation of the Roadmap - Q & A	Mr Kazuo Mishima Team Leader, JICA Project Team
12:00 – 13: 00	Lunch		
13:00 – 15:00	<b>Session 7:</b> Group Discussion	- How to develop export promotion services (4 groups)	Facilitated by Mr Kazuo Mishima and Team members, JICA Project Team
15:00 – 15: 15	Coffee Break		
15:15 – 16: 00	<b>Session 7 (Continued):</b> Presentation	- Presentation by four groups, lead by Directors and Deputy Directors of DTPCA	MOC participants
16:00 –16:15	Comments from the DTPCA and the JICA Team.		Ms. Naw Mutakapaw, Dir. MOC & Mr Kazuo Mishima, Team Leader, JICA Project Team
16:15 - 16:30	Closing		

#### (4) Major Event during the Training

##### Q&A Session

During the Q&A session, the following questions were raised by the participants. Lectures answered these questions.

- ❖ In managing Trade with China, what is your advice for Myanmar? Advice us, based on your experiences at MATRADE.
- ❖ Who are the major competitors of MATRADE in international markets?
- ❖ How do you assure the quality of the exporters (how MATRADE controls in quality).
- ❖ Elaborate more on MATRADE' Export Development Program. What is the starting point? What are the outreach levels?

- ❖ What trainings MATRADE arranges for Trade Promotion personnel. What are the competencies and qualities, MATARDE personnel should have?
- ❖ (As per your chart), the number of staff is about 500 and 30% are stationed in oversea. But, there are only 30 to 20 staff in your organization structure. So, you mean - one unit has average 4 or 5 staff only or what is the discrepancy?
- ❖ How does MATRADE organize the Trade Fairs? Combined or separated for each unit?
- ❖ How much is the budget proportion for Trade Promotion from Ministry's budget?
- ❖ Advise MOC. What kind of trainings we could arrange relating the Exporter Development Program?
- ❖ For capacity building, do you think the University of Ministry should be arranged and what impact we could expect?
- ❖ What challenges MATRADE face in skill development, capacity building and improving competencies?
- ❖ How long MATRADE' employee station overseas. (by years)
- ❖ How many employees, recruited for the Exporter Development Program?
- ❖ What are the implications of SME Development Program for Myanmar to advice?
- ❖ How does MATRADE select the Companies to be eligible in Exporter Development Programs?
- ❖ Relating "Industry Excellence Award", who are the eligible companies for the competition?
- ❖ Any standards set for the companies if they want to compete for the award; like whether the company has to be the beginner, the middle or the well-developed one (already in the market).
- ❖ How BOD is formed to rate the companies in choosing one to compete for the award? How BOD evaluate the winner for the award? Could you share us your selection criteria (CSR)?
- ❖ MATRADE, do you think whether MOC needs to open regional offices in every state and divisions, for trade promotion? Because, MOC noticed that MATRADE has only 5 Regional Offices?
- ❖ How MATRADE communicate and support between head quarter and regional offices?
- ❖ How MATRADE assess the exporters?

### **Group Exercise**

The participants were divided into four groups. Based on the participants' list, the groups were formed randomly as per preference of Director, MOC.

The topic to discuss among the members is "How to develop Export Promotion Services." After the discussion, each group presented the result of their discussions.

### *Contents of Discussion*

Each group was arranged to design an activity or program for export promotion. After choosing an activity/program, the groups were discussed the details of activity/program, proposed through group presentation.

A sample of presentation is as follows:

#### **Sample of Presentation**

Problem:	Insufficient knowledge in export development
How to solve:	a. To get internal/ external knowledge b. To improve HR management c. To get the help from JETRO, JICA, KOTRA, GIZ
<ul style="list-style-type: none"><li>❖ To get knowledge sharing on how KOREA developed with Export Development. How Myanmar can apply the learning in its own context</li><li>❖ To develop the Capacity Building for Export</li><li>❖ To provide Training for Trainers</li><li>❖ To distribute Training Plans and teaching materials</li><li>❖ To provide the Export Promotion related trainings, workshops and seminars in distinct cities within one year</li></ul> <p><u>Necessary Input</u></p> <ul style="list-style-type: none"><li>❖ Infrastructure/ Budget</li><li>❖ Recruitment of International Staff</li></ul> <p><u>Related organization to correlate</u></p> <ul style="list-style-type: none"><li>❖ Regional Chambers of Commerce,</li><li>❖ Local Government and Private Sectors</li></ul> <p><u>Possible Issues</u></p> <ul style="list-style-type: none"><li>❖ Less interest (by Exporters)</li><li>❖ Not enough Fund,</li><li>❖ Unpredictable logistics</li></ul> <p><u>Expected Outcome</u></p> <ul style="list-style-type: none"><li>❖ Increase Value of Export Product,</li><li>❖ Less Trade Deficit,</li><li>❖ More Trade Surplus,</li><li>❖ More successful exporters,</li><li>❖ Increasing capacity of the exporters,</li><li>❖ Myanmar - "Another Asia Tiger"</li></ul>	

Source: JICA Team

## **(5) Evaluation and Feedback from the Participants**

### **a. Overall evaluation**

This was a useful learning experience for the majority, based on the rate of responses by the MOC participants. All 100% participants answered that the workshop and its sessions are relevant. Among them, over 60% (replies) strongly evaluated the relevancy of the topics during the workshop.

The sessions "Exporters Development" (Program) and "Management of MATRADE" lectured by the representatives from MATRADE, attained the highest interest in first day of the workshop.

So also, "Road Map of Trade Promotion in MOC" lectured by Mr. Kazuo Mishima, Team Leader of the JICA Project Team, was commented as the practical and applicable session; over 60% of participants responded it as applicable learning, supportive to current job.

### **b. Suggestions for future training program**

Over 60% claimed the workshop to arrange another time for related MOC management and MOC employees, as being the significant and understandable. They wanted to know more on "Exporter Development Program", and to discuss more on "Lessons from MATRADE and other TPOs."



## **2. Training Program on International Trade Procedure**

### **2.1 Course Design and Objective**

Unlike the above mentioned training course for trade promotion, this training course was designed for both officers and staff in Yangon, Mandalay and surrounding regions because of the limited number of officers there and the knowledge gap of international trade practice between officers and staff is not very large.

The objective of this course is for officers and staff to acquire the basic knowledge and skills of international trade procedures through the series of lecturers and case studies. It covers important international trade business topics such as INCOTERMS, export and import procedures, quality standard, trade settlement, shipping documents etc. It also aims at the acquisition of basic knowledge of marketing plan and strategy. At the end of the course, participants will discuss the issues and prospective actions for improving consultation with exporters.



In order to invite from state and district office as much as possible, the training was conducted in Yangon and Mandalay in from September and October, 2015.

Furthermore, this training program for international trade practice was conducted by close coordination and collaboration with Trade Training Institute (TTI) in Yangon as TTI had had accumulated knowhow and experiences of designing and implementing international trade theory and practice courses for several years by receiving technical cooperation from JICA.

## 2.2 Training Program in Yangon

### (1) Outline

Date: September 29 to October 1, 2015

Venue: Trade Training Institute, Yangon

Training Topics: Global Trade & Myanmar Trade Policy/ Overview of International Trade Flow/ INCOTERMS & Sales Contract/ Import/ Export License/ Procedures/ Export to Japanese Market/ Trade Settlement (L/C) & Bank Transfer/ Shipping Documents/ Custom Clearance/ Market Selection Analysis/ Export Market Plan/ Group Exercise and Presentation for Export Market Plan

No. of Participants: 52 persons

Among the total participants, 22 are officers and 30 are staff. About 40% of the participants are from DTPCA's state and district office, followed by DOT and DTPCA in Yangon.

### (2) Lecturers

Outside lecturers, TTI lecturers, JICA expert and MOC officer provided lecturers.

### (3) Time Table

Time	Subject	Contents	Instructor
Day 1: 29 <sup>th</sup> September 2015 (Tuesday)			
09:30 – 10:00	Opening ceremony 5 <sup>th</sup> floor, MOC Ministry of Commerce Building, Yangon		
10:00 – 10:30	Photo taking session (Participants, MOC Management & Instructors)		
	Coffee Break		
10:30 – 12:00	Session 1: Global trade and Myanmar's trade policy	- Current situation of global trading - WTO, AEC	Dr Maung Aung, Program Director, Trade Training Institute; Adviser, MOC Ministry of Commerce
12:00 – 12:45	Lunch		
12:45 – 14:15	Session 2: Overview of International Trade	- Overall int' trade business flow - International Trade documentary flow	U Thein Myint Wai, Assistant Director, Trade Training Institute
14:15 – 14:30	Coffee Break		

14:30 – 16:00	Session 3: INCOTERMS & Sales Contract	<ul style="list-style-type: none"> <li>- Major points of Incoterms</li> <li>- FOB &amp; CIF</li> <li>- Contract negotiation</li> <li>- Standard sales contract</li> </ul>	U Thein Lwin General Manager (Retired) Ministry of Commerce
Day 2: 30 <sup>th</sup> September 2015 Wednesday			
09:30 – 10:30	Session 4: Trade Settlement (L/C and bank transfer)	<ul style="list-style-type: none"> <li>- Overall process of payment</li> <li>- Opening L/C, TT, DAP, etc.</li> <li>- Review of Importer's Bank</li> <li>- Review of Exporter's Bank</li> </ul>	U Thein Lwin General Manager (Retired) Ministry of Commerce
10:30 – 10:45	Coffee Break		
10:45 – 12:30 <sup>1</sup>	Session 5: Export to Japanese Market	<ul style="list-style-type: none"> <li>- Market Trend</li> <li>- Consumer Trend</li> <li>- Distribution System</li> <li>- Import related regulation</li> </ul>	Mr. Kazuo MISHIMA, Team Leader, JICA Project Team
12:30 – 13:15	Lunch		
13:15 – 14:15	Session 6: Import/export license	<ul style="list-style-type: none"> <li>- Trade policy in Myanmar</li> <li>- Import/ Export License</li> </ul>	U Aung Myat Kyaw, Director, DOT, Yangon District, MOC: Ministry of Commerce
14:15 – 14:30	Coffee Break		
14:30 – 16:00	Session 7: Shipping Documents	<ul style="list-style-type: none"> <li>- Overview of shipping documents</li> <li>- Packing list</li> <li>- B/L</li> <li>- Certificate of origin</li> </ul>	U Aung Khin Myint Chairman, MIFFA; Myanmar International Freight Forwarders' Association
Day 3: 1 <sup>st</sup> October 2015 Thursday			
09:30 – 10:45	Session 8: Custom Clearance	<ul style="list-style-type: none"> <li>- Documentation of ED/ID declaration</li> <li>- (Manual) E-Customs declaration</li> <li>- Export/Import declaration (dual system)</li> </ul>	U Nyi Nyi Aung, Chairman, Myanmar Customs Brokers Association
10:45 – 11:00	Coffee Break		
11:00 – 12:30	Session 9: Market Selection Analysis	<ul style="list-style-type: none"> <li>- Major factors to select export market</li> <li>- Specific features of major export market</li> <li>- Successful cases for export marketing</li> </ul>	Dr. Hla Theingi, Assistant Professor, Assumption University (Thailand)
12:30 – 13:15	Lunch		
13:15 – 14:30	Session 10: Export Market Plan	<ul style="list-style-type: none"> <li>- Competitive advantage</li> <li>- Marketing mix (Product, Price, Place, Promotion)</li> <li>- Current positioning of Myanmar products in export markets</li> <li>- Successful cases of Myanmar exporters</li> <li>- How to support export market plan</li> </ul>	U Myo Min CEO & President, PS Business School
14:30 – 14:45	Coffee Break		
14:45 – 16:00	Session 11: 【Group Exercise】	<ul style="list-style-type: none"> <li>- “Group Exercise”: Export Market Plan</li> </ul>	U Myo Min & U Thein Myint Wai

<sup>1</sup> Extra time is arranged for translation. (about 1 hour session + 1 hr translation, also reserved time for Q&A, if any)

		(How to promote Myanmar's products, followed by presentation)	(jointly facilitate to MOC employees)
16:00 – 16:15	Closing (Completion Certificate Awarding)		4th floor, TTI Classroom, Ministry of Commerce Building, Yangon

#### **(4) Major Events during the Training**

##### **Q&A Session**

During the Q&A session, the following questions were raised by the participants. Lectures answered these questions.

- \* Why FDI has not been realized much in agriculture sector?
- \* What is the government role in supporting farmers for "technology transfer" or attracting FDI?
- \* In relation to the above question, what kind of task to be done by MOC or Ministry of Industry?

#### **(5) Evaluation and Feedback from Participants**

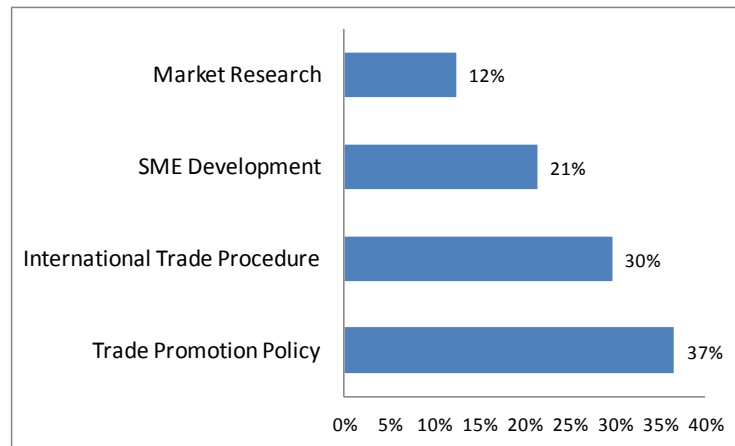
##### **a. Overall Evaluation**

In overall, 100% of the participants agreed that the course (10 subjects in this course) as a whole was useful, while 88% strongly agreed. For specific subjects, "Export Market Plan" received the highest percentage of usefulness (86%) due to interactive and practical approach of the lecturer, followed by "INCOTERMS" (69%), "Market Selection Analysis" (65%), "Global Trade and Myanmar's Trade Policy" (53%) and "Group Exercise and Presentation for Export Market Plan" (49%).

##### **b. Suggestion for future training**

For future training, the 37% of the participants have indicated that they want to learn "Trade Promotion Policy", followed by "International Trade Procedure" (30%) and "SME Development" (21%) and "Market Research" (12%). In addition to that, the participants have also shown interests on the topics as "Global Supply Chain", "Competition Law", "Consumer Protection Law", and "Promotion Measures of Export of Rice and Beans".

Furthermore, participants requested to have more time for each subject so that they can have sufficient time for Q&A.



Source: JICA Project Team

Figure 8-3 Future Training Needs by Participants in Yangon



### (3) Training Program in Mandalay

#### (1) Outline

Date: October 10 to October 13, 2015

Venue: Regional Office (DTPCA), Mandalay

Training Topics: Global Trade & Myanmar Trade Policy/ Overview of International Trade Flow/ Market Selection Analysis/ INCOTERMS & Sales Contract/ Technical Barriers to Trade/ Custom Clearance/ Consumer Affairs/ Shipping Documents/ Export Market Plan/ Import/Export Procedures/ Trade Fairs & Trade Centers/ Group Exercise and Presentation for Export Market Plan\*

\* The underlined topics have been newly added from the training program in Yangon based on the request from director of Mandalay Regional Office. Since these 3 additional subjects were added and time was slightly added for Q&A purpose (based on the feedback in Yangon), the training course was designed to be organized for 4 days in Mandalay instead of 3 days in Yangon.

No. of Participants: 53 persons

Three officers and 50 staff have participated the training. About 55% of participants are from DTPCA Mandalay District Office, followed by DTPCA's other District Office and DOT Mandalay District Office.

## (2) Lecturers

Outside lecturers, TTI lecturers, and MOC officer provided lecturers.

## (3) Time Table

Time	Subject	Instructor
<b>Day 1: 10<sup>th</sup> October 2015 (Saturday)</b>		
9:15 – 09:30	Participants registration	
09:30 – 10:00	Introductory	Dr Maung Aung Program Director, Trade Training Institute; Adviser, MOC
10:00 – 10:15	Coffee Break	
10:15 – 12:00	<b>Session 1:</b> Global trade and Myanmar's trade policy	Dr Maung Aung Program Director, Trade Training Institute; Adviser, MOC
12:00 – 13:00	Lunch	
13:00 – 15:00	<b>Session 2:</b> Market Selection Analysis	Dr. Hla Theingi, Assistant Professor, Assumption University (Thailand)
15:00 – 15:15	Coffee Break	
15:15 – 17:15	<b>Session 3:</b> INCOTERMS & Sales Contract	U Thein Lwin General Manager (Retired) Ministry of Commerce
<b>Day 2: 11<sup>th</sup> October 2015 (Sunday)</b>		
08:30 – 10:30	<b>Session 4 :</b> Technical Barriers to Trade	Dr. Thit Thit Lwin Adviser, MITS: Myanmar Inspection Testing Services
10:30 – 10:45	Coffee Break	
10:45 – 12:45	<b>Session 5:</b> Overview of international trade flow	U Thein Myint Wai Assistant Director, Trade Training Institute
12:45 – 13:45	Lunch	
13:45 – 15:45	<b>Session 6:</b> Custom Clearance	U Nyi Nyi Aung, Chairman, MCBA: Myanmar Customs Brokers Association
15:45 - 16:00	Coffee Break	
16:00 – 18:00	<b>Session 7 :</b> Consumer Affairs	U Swe Tin Kyu, Deputy Director, Consumer Affairs Unit, DTPCA Mandalay Regional Office
<b>Day 3: 12<sup>th</sup> October 2015 (Monday)</b>		
08:30 – 10:30	<b>Session 8:</b> Export Market Plan	U Myo Min CEO & President, PS Business School
10:30 – 10:45	Coffee Break	
10:45 – 12:45	<b>Session 9 :</b> Shipping Documents	U Aung Khin Myint Chairman, MIFA: Myanmar International Freight

		Forwarders' Association
12:45 – 13:45	Lunch	
13:45 – 15:15	<b>Session 10:</b> Import-Export License/ Procedures	U Myint Kyaw Director (Import/ Export), DOT – MOC Mandalay Region
15:45 – 16:00	Coffee Break	
16:00 – 16:15	Orientation of group exercise Preparation :- ❖ Sharing how participants are groups ❖ What will be the exercise ❖ About presentation	JICA Project Team
<b>Day 4: 13<sup>th</sup> October 2015 (Tuesday)</b>		
08:30 – 10:30	<b>Session 11:</b> Trade Information (TP Services), Trade Fairs, MTCs	Daw Naw Mutakapaw Director, Trade Fair & Trade Centers, DTPCA Nay Pyi Taw
10:30 – 10:45	Coffee Break	
10:45 – 12:45	<b>Session 12 -1:</b> Group Exercise: “How to extend Trade Promotion”	U Thein Lwin (leading role), U Thein Myint Wai & JICA team will facilitate for group exercise.
12:45 – 13:45	Lunch	
13:45 – 14:45	<b>Session 12 -2:</b> Group Presentations	❖ All participants (5 groups), ❖ Facilitators: U Thein Lwin, U Thein Myint Wai & JICA Team
14:45 – 15:00	<b>Session 12-3</b> Advice by Seniors	❖ Sharing views and comments by U Thein Lwin & U Thein Myint Wai to each group and overall review.
15:00 – 15:15	Coffee Break	
15:15 – 15:45	Wrap up session	U Swe Tin Kyu, Deputy Director, Consumer Affairs Unit, DTPCA Mandalay Regional Office

#### **(4) Major Events during the Training**

##### Q&A Session

During the Q&A session, the following questions were raised by the participants. Lectures answered these questions.

- \* How to protect domestic market and farmers from imports of higher quality and cheaper Thai rice?
- \* How to improve technology in plantation and productions (rice and bean products)?
- \* How to reduce production cost in Myanmar products' manufacturing?
- \* How to get certificate from international laboratory and how products are inspected for obtaining ISO?
- \* How can MTC share market information and extend support to regional trade centers?

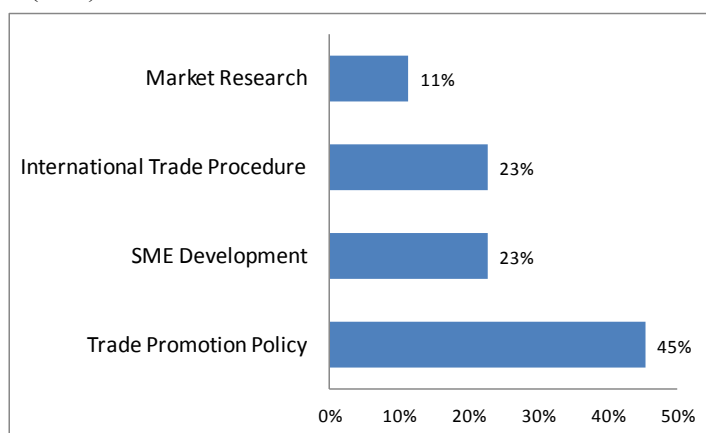
#### **(5) Evaluation and Feedback from Participants**

##### a. Overall Evaluation

In general, 97% of the participants agree that the course (12 subjects in this course) as a whole was useful; all are relevant to their required knowledge and skills. As far as specific subjects are concerned, the session of “Export Market Plan” was received the highest mark (87%) in terms of usefulness due to simple, interactive and practical method used by the lecturer. Other subjects highly appreciated by the participants are “Consumer Affairs” (49%), Global Trade & Myanmar Trade Policy (42%), “Technical Barriers to Trade” (40%) and “Overview of International Trade Flow” (40%).

b. Future training suggestion

For future training, 45% of the participants have indicated that they want to learn “Trade Promotion Policy”, followed by “International Trade Procedure” (23%) and “SME Development” (23%) and “Market Research” (11%).



Source: JICA Project Team

Figure 8-4 Future Training Needs by Participants in Mandalay

Furthermore, participants expressed some specific suggestions for future training course as shown in the table below. The mostly suggested request is more frequent training in order to support traders by understanding their business. Secondly, it was suggested that English trade terminology should be explained more simple and easy-to-understand manner. Thirdly, the participants want more practical exercises by using Myanmar’s success stories. These suggestions shall be considered for MOC’s future training program.

Table 2 Suggestions for Future Training Course

Description	No. of Replies	Share to Total
More frequent training at regional office	24	23%
English trade terminology	19	18%
More practical exercises	14	13%
Examples of Myanmar’s success stories	13	13%
Slower lecture speed	12	12%
Longer training period	10	10%
Others (lecture time, additional subject, etc.)	12	12%

Source: JICA Project Team



### 3. Post Training Evaluation

#### 3.1 Objectives

In order to identify the impact of the trial training courses and obtain participants' feedback for better utilization of the learning of the training, post training evaluation were conducted.

The studied items were as follows:

- \* How do participants evaluate the overall usefulness of the training?
- \* Which subjects are most useful and why?
- \* How do participants use the learning of the training in daily tasks?
- \* What are the difficult issues for trade promotion activities in workplace?
- \* Suggestions for future training program

The evaluation was conducted by focus group discussions (FGDs) which were carried out from October 27 to November 4, 2015, in Yangon, Patheingyi and Nay Pyi Taw, as shown in the following table.

Table 3 Outline of FGDs for Post Training Evaluation

Date	Department	Officers (Persons)	Staff (Persons)
October 27	DTPCA, Yangon Regional Office	5	
October 27	MTC, Trade Fair & MTC Division, DTPCA (NPT)		4
October 30	DTPCA, Ayerwaddy Regional Office	5	
November 3	DTPCA (NPT)	5	
November 4	DOT & DTPCA (NPT)	7	
Total		26	

Source: JICA Project Team

#### 3.2 Results of FGDs

The result of 5 FGDs on post training evaluation can be summarized as follows:

##### 1) Usefulness

Almost all participants appreciate the training very useful because they could extend their knowledge through the training.



## 2) Most useful subjects

As for Trade Promotion Training, highly appreciated subjects are “Role and Function of TPO” and “Market Information”. This is because these topics are directly linked with MOC’s trade promotion activities and they could learn how to use market information. In addition, “Case Study of TPO: JETRO” was also highly appreciated because they could learn good practice of trade promotion from JETRO’s past experiences.

On the other hand, some of participants expressed their interests to learn further detail how to prepare good market report.

As for International Trade Procedure Training, “INCOTERMS/Sales Contract” session was highly appreciated because it is very relevant with MOC’s work and deals with essential concept of international trade. Other appreciated subjects were “Export to Japanese Market” and “Market Selection Analysis” as both subjects were practical and informative by using abundant market data and information. On the other hand, subjects like “Customs Procedure” and “Letter of Credit” were not appreciated because these subjects are not very relevant with their current jobs and not very familiar.

## 3) Utilization of learning in daily tasks

Most of the participants replied they partially apply what they learnt at the training, but not directly in their daily tasks. This is mainly because they were busy for tackling with the past unfinished tasks and some of their tasks were not related to trade promotion. However, officers from Pathein mentioned that they used the learnt knowledge of marketing such as “competitive advantage” and “4Ps” when they wrote a report of their visit to Thai Rice Expo.

## 4) Difficult issues for applying what they learned in their daily tasks

The following issues have been pointed out as impediments from the participants:

### i) Unfamiliar English trade terminology

English trade terminology such as INCOTERMS and tariff are difficult to understand the concept in the short training course, especially for staff. In this regard, the participants suggested continuation of training.

### ii) Selection of participants

The trial training originally targeted MOC officers and staff who engage in trade promotion activities. However, in reality, the participants were chosen by MOC management mainly considering the balance of departments and location. As a result, jobs of many participants have are not related to trade promotion and they cannot utilize the learning of training in their daily tasks.

Even for the participants working for trade promotion, they are busy for their routine work and they have no time to review what they learned.

### iii) Low motivation for career development due to frequent personnel transfer

MOC frequently transfers its officers/staff from one department to another with short notice and without considering individual career development. Therefore, even if an officer or staff acquires knowledge and skills by the training, he/she may be transferred to another unit or department by

management decision, which lowers his/her motivation to further develop his/her career development.

5) Future training suggestion

The participants of FGDs have made the following suggestions to further improve training program for trade promotion in the future:

i) Market intelligence/research

Although some donors like ITC-GIZ and CBI as well as JICA provide training on market intelligence-related subjects, the participants of MOC still have difficulty in applying what they learned for their daily tasks due to lack of practical exercise and experience. In this regard, they suggested an independent training course for practical data collection, compilation and analysis of a target overseas market.

ii) SME development

Most of the participants wish to learn about comprehensive SME development, for example, how to support SMEs' finance, product development and marketing, etc. They suggested SME development or private sector development course should be separately designed.

iii) Commodity product promotion

As regional offices are mandated to promote Myanmar's specific commodities like rice, sesame and beans, the participants suggested product-based promotion training targeting particular markets like Japan. They wish to know how to assure quality products towards targeted markets.

iv) Training in accordance with DTPCA's function and TPO

The participants expressed their interests in in-depth understanding of existing functions of DTPCA. In particular, based on the current 9 functional units, the respondents want to learn how they can develop these functions. In this regard, they also want to know the experiences of other countries' cases like JETRO in terms of issues, challenges and success stories.

## Appendix 5: Questionnaire Sheet for Needs Survey



Questionnaire Sheet No  
မေးခွန်းလွှာ အမှတ်

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15 May, 2015  
၁၅ရက် မေလ ၂၀၁၅

**Needs Survey for  
the Capacity Development of Trade Promotion in Myanmar: Phase II**  
မြန်မာနိုင်ငံ ကုန်သွယ်မှုမြှင့်တင်ရေးရည်မှန်းချက်ဖြင့် စွမ်းရည်ဖွံ့ဖြိုး တိုးတက်ရေး စီမံကိန်း အပိုင်း (၂)  
အတွက် လိုအပ်ချက်များ သိရှိရေး စစ်တမ်း

Project undertaken for Japan International Cooperation Agency (JICA)  
ဂျပန်နိုင်ငံတကာပူးပေါင်းဆောင်ရွက်ရေးအေဂျင်စီ JICA ၏ စီမံကိန်းအတွက်သာဖြစ်ပါသည်

Questionnaire for Needs Survey  
လိုအပ်သည်များသိနိုင်ရန်စစ်ကောက်ယူသော မေးခွန်းလွှာ

**Background**

The Myanmar Government has formulated and launched the National Export Strategy (NES). The Ministry of Commerce (MOC) is one of key players of NES, especially in the field of export information and promotion. The Department of Trade Promotion (DTP) and Myanmar Trade Center (MTC) under MOC provide trade promotion services to the private sector.

Since March 2015, the Japan International Cooperation Agency (JICA), a Japanese donor in charge of Official Development Assistance, has supported MOC to enhance its trade promotion functions by implementing the Project on the Capacity Development of Trade Promotion in Myanmar: Phase II.

The JICA Project Team currently conducts a Needs Survey (the Survey) to identify and analyze the needs of the private sector for trade support services especially.

နောက်ခံသမိုင်း

မြန်မာအစိုးရသည် အမျိုးသားထုတ်ကုန်မြှင့်တင်ရေး မဟာဗျူဟာ (NES) အား ဖော်ထုတ်ပြီး စတင် အကောင်အထည်ဖော်ရန် လမ်းစဉ်ချမှတ်ခဲ့ပါသည်။ စီးပွားရေးနှင့် ကူးသန်းရောင်းဝယ်ရေး ဝန်ကြီးဌာနသည် ယင်းမဟာဗျူဟာအား အကောင်အထည်ဖော်ရန်အတွက် အဓိကအခန်းကဏ္ဍမှနေ၍ ပါဝင်ပြီး အထူးသဖြင့် ပို့ကုန်ဆိုင်ရာ သတင်းအချက်အလက်များနှင့် ပို့ကုန်မြှင့်တင်ရေး ကဏ္ဍများတွင် ဆောင်ရွက်ပါသည်။ စီးပွားရေးနှင့် ကူးသန်းရောင်းဝယ်ရေး ဝန်ကြီးဌာန၏ လက်အောက်တွင်ရှိသော ကုန်သွယ်မှုမြှင့်တင်ရေး ဌာနနှင့် မြန်မာကုန်သွယ်မှု ဗဟိုဌာနတို့သည် ပုဂ္ဂလိက အခန်းကဏ္ဍများသို့ ပို့ကုန်မြှင့်တင်ရေးအတွက် ဝန်ဆောင်မှုများအား အထောက်အကူ ပြုရန် ဖြစ်ပါသည်။

မတ်လ၊ ၂၀၁၅ မှစတင်၍ ဂျပန်အလှူရှင်တို့ ၏ တရားဝင်ခန့်အပ်ထားသော လုပ်ငန်း ဖွံ့ဖြိုးတိုးတက်ရေးဆိုင်ရာ အထောက်အကူပြု အဖွဲ့အစည်းဖြစ်သော ဂျပန်နိုင်ငံတကာ ပူးပေါင်းဆောင်ရွက်ရေး အေဂျင်စီ (JICA) သည် မြန်မာနိုင်ငံကုန်သွယ်မှု မြှင့်တင်ရေးရည်မှန်းချက်ဖြင့် စွမ်းရည်ဖွံ့ဖြိုး တိုးတက်ရေး စီမံကိန်းအပိုင်း (၂)

အားအကောင်အထည်ဖော်ရင်းဖြင့် စီးပွားရေးနှင့် ကူးသန်းရောင်းဝယ်ရေး ဝန်ကြီးဌာန၏ ပို့ကုန်မြှင့်တင်ရေး လုပ်ငန်းစဉ်များအား တိုးမြှင့်ဆောင်ရွက်စေရန်အတွက် ဝန်ကြီးဌာနသို့ အကူအညီပေးလျှက်ရှိပါသည်။

ဂျပန်နိုင်ငံတကာ ပူးပေါင်းဆောင်ရွက်ရေးအေဂျင်စီ၏ စီမံကိန်းအဖွဲ့အနေဖြင့် လက်ရှိတွင် ပုဂ္ဂလိကကဏ္ဍ၏ လိုအပ်ချက်များ အထူးသဖြင့် နိုင်ငံတကာကုန်သွယ်ရေးအတွက် ဝန်ဆောင်မှုအကူအညီ အထောက်အကူပြုခြင်းဆိုင်ရာ လိုအပ်ချက်များ သိနိုင်ပါရန် စစ်တမ်းကောက်ယူခြင်း ကို ဆောင်ရွက်ခြင်း ဖြစ်ပါသည်။

If you face any difficulty in filling in the questionnaire or have any additional query, please contact with-

လူကြီးမင်းတို့ ယခုမေးခွန်းလွှာအားဖြေဆိုရာတွင် အခက်အခဲတစ်ခုခုရှိခဲ့ပါက သို့မဟုတ် မေးမြန်းရန် အကြောင်းရှိလာ၍ ဖြစ်စေ အောက်ပါပုဂ္ဂိုလ်အား ဆက်သွယ်မေးမြန်းနိုင်ပါသည်

Kazuo Mishima: Project Team Leader ([mishima-kz@n-koei.co.jp](mailto:mishima-kz@n-koei.co.jp))  
 Chaw Htet Myat: Trade Promotion Expert ([chawhtatmyat@gmail.com](mailto:chawhtatmyat@gmail.com)) Phone: 09795135166

**1. Company Profile: (ကုမ္ပဏီ အကြောင်း)**

(1) Name of the Organization : .....  
 အဖွဲ့အစည်းအမည်

(2) Address : .....  
 လိပ်စာ

(3) Name and designation of respondent/contact person: .....  
 ဖြေကြားပေးသူ/ဆက်သွယ်မေးမြန်းနိုင်သူ၏ အမည် နှင့် ရာထူး

(4) Phone number : .....  
 တယ်လီဖုန်းနံပါတ်

(5) E-mail : .....  
 အီးမေးလ်

(6) Year of establishment : .....  
 တည်ထောင်သည့်နှစ်

(7) Amount of latest paid-up capital: .....  
 နောက်ဆုံးမတည်ရင်းနှီးငွေရင်း

(8) No. of employees (ဝန်ထမ်းအရေအတွက်)

No. of employees	Check - စစ်ပေးပါ <sup>1</sup>
------------------	-------------------------------

<sup>1</sup> (ကိုက်ညီသည်ကို အမှတ်အသားဖြစ်ပေးပါရန်)

1) 1~4 (တစ်ဦးမှ လေးဦးအထိ)	
2) 5~9 (ငါးဦးမှ ကိုးဦးအထိ)	
3) 10~49 (ဆယ်ဦးမှ လေးဆယ့်ကိုးဦးအထိ)	
4) 50~ (ငါးဆယ်နှင့် အထက်)	

(9) Ownership structure (ပိုင်ဆိုင်မှုပုံစံ/ ဖွဲ့စည်းပုံ)

Ownership structure	Check
1) Foreign owned company (Foreign share: 100%) နိုင်ငံခြားသားပိုင် ကုမ္ပဏီ နိုင်ငံခြားသားရှယ်ယာ ၁၀၀%	
2) Joint venture (Foreign share: 50 ~ 99.99%) ဖက်စပ်နိုင်ငံခြားသား ရှယ်ယာ ၅၀ မှ ၉၉.၉၉% ကြား	
3) Joint venture (Foreign share: 0.01 ~ 49.99%) ဖက်စပ်နိုင်ငံခြားသားရှယ်ယာ ၀.၀၁ မှ ၄၉.၉၉% ကြား	
4) Domestic company (Foreign share: 0%) နိုင်ငံသားပိုင်ကုမ္ပဏီ နိုင်ငံခြားသားရှယ်ယာ ၀%	

(10) Business sector (လုပ်ငန်းကဏ္ဍ)

(Single choice: Please choose the business sector where its product shows the highest contribution to the company's sales).

(အဖြေတစ်ခုသာရွေးရန် - ကျေးဇူးပြု၍ ကုမ္ပဏီ၏ အရောင်းတွင် ရောင်းအားအကောင်းဆုံး ထုတ်ကုန်၏ လုပ်ငန်းကဏ္ဍကိုသာ ရွေးချယ်ပေးပါရန်)

Business sector	Check
1) Agri business (စိုက်ပျိုးရေး လုပ်ငန်း)	
2) Fishery business (ငါးဖမ်းလုပ်ငန်း)	
3) Forestry business (wood working, timber, etc.) သစ်တောလုပ်ငန်း (သစ်/ ကျွန်း အစရှိသော)	
4) Mining business (including jewelry) မိုင်း (ရတနာ လုပ်ငန်း အပါအဝင်)	
5) Manufacturing business (garment, food processing, beverage, shoe, furniture, handcraft, etc.) ကုန်ထုတ် လုပ်ငန်း (အထည်/ စားသောက်ကုန်/ အချိုရည်/ ဖိနပ်/ ပရိဘောဂ/ လက်မှုပစ္စည်း အစရှိသော)	
6) Others (Please specify) ..... အခြား လုပ်ငန်းများ(လုပ်ငန်းကဏ္ဍအားဖော်ပြပေးပါရန်)	
Name of main export product(s)	a.
	b.

(အဓိကပို့ကုန်တို့၏အမည်များ)	c.
Name of main import material/product(s) (အဓိက တင်သွင်းသော ပစ္စည်း/ကုန်တို့၏အမည်များ)	a.
	b.
	c.

(11) Trade Performance (ကုန်သွယ်ရေး အနေအထား)

1) How many years of experiences in international trading does your company have? ..... years (If “0”, go to “2. Trade Information Source”)

နိုင်ငံတကာကုန်သွယ်ရေး တွင် လူကြီးမင်းတို့ကုမ္ပဏီအနေဖြင့် နှစ်ပေါင်းမည်မျှအတွေ့အကြုံရှိပါပြီလဲ။ (.....)နှစ် အကယ်၍သည့်နှစ်သာရှိပါက(တနည်းအားဖြင့်လုံးဝကုန်မသွယ်ရသေးပါက) အောက်တွင်ရှိသော မေးခွန်းအမှတ် ၂ ကုန်သွယ်မှု သတင်းရယူနိုင်သောနေရာ/နည်းနာများ နေရာတွင်ဆက်ဖတ်ဖြေရန်ဖြစ်ပါသည်။

2) Export and import ratio in the 2012 or 2011 (for export : % of turnover; for import: % of purchase excluding the machineries cost) ၂၀၁၂ သို့မဟုတ် ၂၀၁၁ ၏ ပို့ကုန် သွင်းကုန် အချိုး ( ပို့ကုန် အတွက်: %အနုတ်အသိမ်း ရာခိုင်နှုန်း/သွင်းကုန်အတွက်%စက်ပစ္စည်း တန်ဖိုးများအပါအဝင် ဝယ်ယူရ သောပမာဏ ပယ်ပြီး ရာခိုင်နှုန်း)	A. Export ratio ပို့ကုန်အချိုး	Check (%)	B. Import ratio သွင်းကုန်အချိုး	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 ပို့ကုန်/သွင်းကုန် ကုန်သွယ်သော နေရာများ	Major export/import countries အဓိက ပို့ကုန်/သွင်းကုန် နိုင်ငံများ			Volume(%) ပမာဏ
A. Choose major <u>export destination</u> countries(up to 3 destinations) and write % of volume to the total export, if any. အဓိက ပို့ကုန် ကုန်သွယ် နိုင်ငံ ( ၃ နိုင်ငံ အထိ ) ကိုရွေး၍ ပို့သော ပမာဏ ရှိပါက ၎င်းကိုပါ တပါတည်းဖော်ပြပေးပါရန်	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. အဓိကသွင်းကုန် ကုန်သွယ် နိုင်ငံ ( ၃ နိုင်ငံ အထိ ) ကိုရွေး၍ ပို့သော ပမာဏ ရှိပါက ၎င်းကိုပါ တင်ပြပေးပါရန်	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?

TTI ၏သင်တန်းများကို တက်ရောက်ဖူးပါသလား ။ TTI၏ သင်တန်းများကို ကိုယ်တိုင်သော်၎င်း/ကုမ္ပဏီမှ ဝန်ထမ်း များ သော်၎င်း တက်ရောက်ဖူးပါသလား။

Yes သိပါသည်။  No မသိပါ။

**2. Trade Business Environment (ကုန်သွယ်စီးပွားဝန်းကျင်)**

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)

မြန်မာနိုင်ငံ၏ ကုန်သွယ်စီးပွားဝန်းကျင်ကို သုံးသပ်ပေးပါရန်။ အောက်ဖော်ပြပါ အချက်များအား - **A. အကောင်းဆုံး** **B.ကောင်းမွန်သည်** - **C.သာမန်** - **D.ဆိုးရွားသည်** -စသည်ဖြင့် အဆင့်လေးဆင့် သတ်မှတ်ပေးရန်ဖြစ်ပါသည်။ (အဖြေတစ်ခုသာရွေးရန် ဖြစ်ပါသည်။)

Item စဉ်	Content အကြောင်းအရာ	A Excellent	B Good	C Fair	D Bad	Not Applicable/ don't know
(1)Trade Policy & Regulations ကုန်သွယ်ရေးမူဝါဒများနှင့် စည်းမျဉ်းစည်းကမ်းများ	1)Free trade regime (AFTA, etc) ( လွတ်လပ်သောကုန်သွယ်ရေးမူဝါဒ)					
	2)Import policy (သွင်းကုန်မူဝါဒ)					
	3)Export policy (ပို့ ကုန်မူဝါဒ)					
	4)Transparency (ပွင့်လင်းမြင်သာမှု)					
(2)Trade Administrative Procedure	1)Import tariff (သွင်းကုန် အကောက်ခွန်)					
	2)Export tariff (ပို့ ကုန် အကောက်ခွန်)					

Item စဉ်	Content အကြောင်းအရာ	A Excellent	B Good	C Fair	D Bad	Not Applicable/ don't know
ကုန်သွယ်ရေးစီမံ ဆောင်ရွက်ခြင်း နည်းလမ်းများ	3)Customs clearance (ဆိပ်ကမ်း ရှင်းလင်းရေး)					
	4)Trade general license (ကုန်သွယ်ရေး အထွေထွေ လိုင်စင်)					
	5)Import license/permit (သွင်းကုန် လိုင်စင်/ ခွင့်ပြုမိန့် )					
	6)Export license/permit (ထုတ်ကုန် လိုင်စင်/ ခွင့်ပြုမိန့် )					
	7)Bonded warehouse license (ဆိပ်ကမ်း ကပ်လျှက်တည်ရှိသည့် ပိုထောင် ခွင့်ပြုမိန့် )					
	8)Transparency (ပွင့်လင်း မြင်သာမှု)					
(3)Logistic  ကုန်သွယ်မှုအတွက် ထောက်ပံ့ပို့ဆောင်ရေး စီမံဖွဲ့စည်းမှု	1)Ocean freight service ပင်လယ်ဖြတ်သယ်ယူပို့ ဆောင်ရေးဆို င်ရာ					
	2)Air freight service (လေကြောင်းဖြင့်သယ်ယူပို့ ဆောင် ရေး ဝန်ဆောင်မှု)					
	3)Land transport service (ကုန်းလမ်းဖြင့် သယ်ယူ ပို့ ဆောင်ရေး ဝန်ဆောင်မှု)					
	4)Railways service (ရထားဖြင့် သယ်ယူပို့ ဆောင်ရေး ဝန်ဆောင်မှု)					
	5)River based transport service (ရေလမ်းဖြင့် သယ်ယူပို့ ဆောင်ရေး ဝန်ဆောင်မှု)					
(4)Trade finance ကုန်သွယ်ရေးငွေကြေး ထောက်ပံ့မှု ဆိုင်ရာ	1) Fund settlement (L/C, etc.) (ရံပုံငွေ ပေးချေမှု)					
	2) Export/import credit (ပို့ ကုန် သွင်းကုန် အကြွေး)					
(5)Trade related insurance ကုန်သွယ် ရေး ဆက်စပ်အာမခံ	1) Trade insurance (ကုန်သွယ်ရေး အာမခံ)					
	2)Ocean freight insurance (ပင်လယ်ဖြတ်သယ်ယူပို့ ဆောင်ရေး					

Item စဉ်	Content အကြောင်းအရာ	A Excellent	B Good	C Fair	D Bad	Not Applicable/ don't know
	ဆိုင်ရာ အာမခံ)					
(6)Others အခြား	1)(Specify :....) (ဖော်ပြပေးပါရန် )					

**3. Area of Problems to Expand International Trading Business Activities**

နိုင်ငံတကာဈေးကွက်တွင် ကုန်သွယ်ရေးတိုးချဲ့ဖြန့်ကျက် လုပ်ဆောင်ရာ၌ ကြုံဆုံရသော အခက်အခဲများ

**What kind of problems should be improved to expand your international trading business activities?** (Multiple choice)

လူကြီးမင်းတို့၏ နိုင်ငံတကာဈေးကွက်တွင် ကုန်သွယ်ရေးအဆင်ပြေရန်ဘယ်အချက်တွေကို ပိုမိုကောင်းမွန်တိုးတက်အောင် လုပ်ဆောင်သင့်ပါသလဲ။ (အဖြေ တစ်ခုထက်ပိုပြီး ရွေးနိုင်ပါသည်။)

Area of constraints အတားအဆီးများ	Check
1) Market access/Sales promotion (ဈေးကွက်အတွင်းထိုးဖောက်နိုင်ရေး/အရောင်းမြှင့်တင်ရေး)	
2) Finance (export/import credit, L/C, export insurance, etc.) ဘဏ္ဍာရေး (ကုန်သွယ်ရေး ငွေကြေးထောက်ပံ့မှု ဆိုင်ရာ)	
3) Production Technology/Quality Control (ကုန်ထုတ်နည်းပညာ/အရည်အသွေးထိန်းသိမ်းခြင်း)	
4) Training (Human Resource Development) သင်တန်း (လူ့စွမ်းအားအရင်းအမြစ်များ ဖွံ့ဖြိုးတိုးတက်ရေး)	
5) Legal matters (contract drafting, contract negotiation, etc.) ဥပဒေ စာချုပ် (အကြမ်းရေးဆွဲခြင်း/စာချုပ် အတွက် ညှိနှိုင်းဆောင်ရွက်ခြင်း စသည်)	
6) Communication (English communication skills, etc.) ပြောဆိုဆက်သွယ်ခြင်း ( အင်္ဂလိပ်စကားပြောဆိုနိုင်မှု စသည်)	
7) Logistic (transportation, customs clearance, warehouse, etc.) ကုန်ပို့ဆောင်ခြင်းဆိုင်ရာ ထောက်ပံ့ပို့ဆောင်ရေး (ကုန်ပို့လမ်းကြောင်းများ/ အကောက်အခွန်/ ဝိုဒေါင် စသည်)	
8) Information Communication Technology (ICT) သတင်းအချက်အလက်ဆိုင်ရာ နည်းပညာ	
9) Infrastructure (road, electricity, gas, water, etc.) အခြေခံအဆောက်အအုံ (လမ်း/မီး/ဓာတ်ငွေ့/ရေ စသည်)	
10) Others (Please specify .....) အခြား အခက်အခဲများရှိပါက (ကျေးဇူးပြု၍ ဖော်ပြပေးပါရန် )	

Please describe the above problems (especially the most serious problem) in detail.

အထက်ဖော်ပြပါ အတားအဆီးများမှ အရေးအကြီးဆုံး အစိုးရိမ်ရဆုံးအခက်အခဲအားအသေးစိတ် ဖော်ပြပေးပါရန် ။

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**4. Trade Information Source (ကုန်သွယ်မှု သတင်းရယူနိုင်သောနေရာ/နည်းနာများ )**

**How did you get necessary market (buyers/suppliers) information needed to start export/import activities? (Multiple choice)**

ပိုကုန်/သွင်းကုန် ကုန်သွယ်ရေးလုပ်ငန်းဆောင်တာများအတွက် လိုအပ်သော ဝယ်သူ/ ရောင်းသူလုပ်ငန်း အဆက်အသွယ် စသည့် သတင်းအချက်အလက်များကို သင်ဘယ်လိုရယူခဲ့ပါသလဲ။ (အဖြေ တစ်ခုထက်ပိုပြီး ရွေးနိုင် ပါသည်။)

Information Source	Check
1) Relevant Website အင်တာနက်ပေါ်တင်ထားသည့် ဆက်စပ်သောဘာသာရပ်ဆိုင်ရာ သတင်းအချက်အလက်	
2) Trade fair/exhibition ကုန်စည်ပြပွဲ/ ပြခန်းများ	
3) Government institutions (Please specify the name: .....) ဌာနဆိုင်ရာအဖွဲ့အစည်းများ (အမည်ကိုပါ တပါတည်းရေးပေးပါရန်.....)	
4) Private institutions (Please specify the name: .....) ပုဂ္ဂလိက အဖွဲ့အစည်းများ (အမည်ကိုပါ တပါတည်းရေးပေးပါရန်.....)	
5) Friends/relatives သူငယ်ချင်းများ/ဆွေမျိုးများမှတစ်ဆင့် ရရှိသည်။	
6) Others (Please specify: .....) ဖော်ပြပါ နည်းများတွင်မပါဝင်သော အခြားနည်းများဖြင့် သတင်းရပါက (ကျေးဇူးပြု၍ အမည်ကိုဖော်ပြ ပေး ပါရန် )	

**5. Trade Related Knowledge and Learning**

ကုန်သွယ်ရေးဆိုင်ရာ အသိပညာ နှင့် သင်ယူလေ့လာမှုဆိုင်ရာ

**How do employees of your company learn international trading business? (Multiple choice)**

အပြည်ပြည်ဆိုင်ရာ ကုန်သွယ်မှုလုပ်ငန်းအတွက် သင်၏ဝန်ထမ်းများမည်သို့လေ့လာသင်ယူပါသလဲ။

Means of Acquiring Knowledge and Learning အသိပညာ နှင့် သင်ယူလေ့လာမှုဆိုင်ရာ နည်းလမ်းများ	Check
1) On the job training / On their own အလုပ်လုပ်ရင်းလေ့လာသည်/ ကိုယ်တိုင်လေ့လာသည်	
2) Taking a training course implemented at the company	

ကုမ္ပဏီ ၏ အထောက်အပံ့ဖြင့်သင်တန်းတက်သည်	
3) Taking a training course implemented by governmental institutions (Please specify the name: Ex. MOC.....) အစိုးရဌာနဆိုင်ရာတို့မှ ဖွင့်လှစ်ပေးသော သင်တန်းကိုတက်သည် တက်ရောက်သော ဌာန/အဖွဲ့အစည်းအမည်ကိုရေးပေးပါ	
4) Taking a training course implemented by non-governmental/private organizations (Please specify the name: Ex. UMFCCL.....) အစိုးရမဟုတ်သော-ဌာနဆိုင်ရာတို့မှ ဖွင့်လှစ်ပေးသော သင်တန်းကိုတက်သည် တက်ရောက်သော ဌာန/အဖွဲ့အစည်းအမည်ကိုရေးပေးပါ	
5) Attending a seminar on a specific topic organized by governmental organizations (Please specify the name: .....) အစိုးရနှင့်ဆက်စပ်သော အဖွဲ့အစည်းများမှ ခေါင်းစဉ်ဖြင့်စီစဉ်သော ဆွေးနွေးပွဲတစ်ခုခုကို တက်ရောက်ဖူးခြင်း	
6) Attending a seminar on a specific topic organized by non-governmental /private organizations (Please specify the name: .....) အစိုးရမဟုတ်သော အဖွဲ့အစည်းများမှ ခေါင်းစဉ်ဖြင့်စီစဉ်သော ဆွေးနွေးပွဲတစ်ခုခုကို တက်ရောက်ဖူးခြင်း	
7) Others (Please specify .....) အခြား အသိပညာနှင့်သင်ယူလေ့လာမှုဆိုင်ရာနည်းနာ များရှိပါက (ကျေးဇူးပြု၍ ဖော်ပြပေးပါရန် )	

Note: MOC: Ministry of Commerce; UMFCCL: Union of Myanmar Federation Chamber of Commerce and Industry

**5. Needs of Trade Promotion Services**

ကုန်သွယ်မှုတိုးမြှင့်ရေး အထောက်အကူပံ့ပိုးဆောင်ရွက်မှုများအတွက် လိုအပ်သည်များ

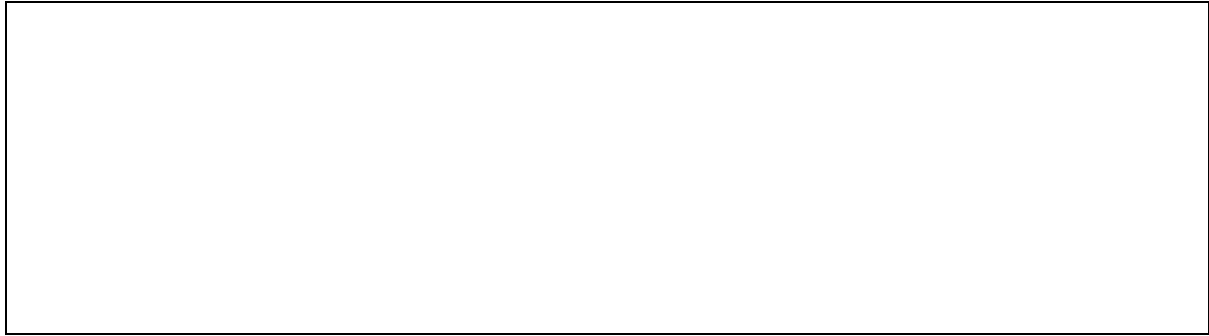
**What kind of trade promotion supports does your company expect from international trade promotion institutes? (Multiple choice)**

နိုင်ငံတကာကုန်သွယ်မှုမြှင့်တင်ရေးသင်တန်းကျောင်းများတွင် ကုန်သွယ်မှုတိုးမြှင့်ရေးဆိုင်ရာ ဘယ်လိုအထောက်အကူများအားမျှော်လင့်ပါသလဲ။

	Contents	Check
1)	Trade information (ကုန်သွယ်ရေးဆိုင်ရာ သတင်းအချက်အလက်များ)	
	Global market trend (နိုင်ငံတကာ ဈေးကွက်အလားအလာ)	
	Market information of specific country (အထူးပြုထားရာ နိုင်ငံတစ်ခု၏ ဈေးကွက်ဆိုင်ရာ သတင်းအချက် အလက်)	
	Access to the list of overseas buyers (နိုင်ငံရပ်ခြားရှိ ဝယ်လက်များ၏ စာရင်းကို လက်လှမ်းနိုင်မှု အခြေအနေ)	
	Rules, regulations, standards of overseas markets	

	(နိုင်ငံရပ်ခြားရှိ ဈေးကွက်များ၏ စည်းမျဉ်း၊ စည်းကမ်း နှင့် စံချိန် စံနှုန်းများ) Trade fairs and exhibitions ကုန်သွယ်ရေးပြပွဲ/ကုန်စည်ပြပွဲ AEC, FTA, preferential trade agreement (လအာဆီယံ မြန်မာ စီးပွားရေး အသိုင်း အဝိုင်း၊ လွတ်လပ်သော ကုန်သွယ်ရေး သဘောတူညီချက်စာချုပ်၊ ဦးစားပေး ကုန်သွယ်ရေး သဘောတူညီချက်စာချုပ်) Others, specify (အခြား၊ ကျေးဇူးပြု ဖော်ပြပေးပါရန်)	
2)	Trade consultation (ကုန်သွယ်ရေးဆိုင်ရာ အကြံပြုချက်များ) Export guide in general (ပို့ ကုန်လမ်းညွှန် အထွေထွေ) International marketing including how to find buyers (ဝယ်လက်မည်ကဲ့သို့ ရှာရမည်ဆိုသည့်နည်းလမ်း အပါအဝင် နိုင်ငံတကာ ဈေးကွက် ရှာဖွေရေး) Export & import procedures including customs clearance and logistics (ဆိပ်ကမ်းရှင်းလင်းရေးနှင့် ထောက်ပံ့ပို့ ဆောင်ရေး လုပ်ငန်းစဉ် အပါအဝင် သွင်းကုန်/ ပို့ ကုန်လုပ်ငန်းစဉ်များ) How to comply with regulations of overseas markets (နိုင်ငံတကာ ဈေးကွက်များ၏ စည်းမျဉ်းအား မည်သို့ လိုက်နာရမည်ဆိုသည့် နည်းလမ်းများ) How to develop exportable products (နိုင်ငံခြားသို့ တင်ပို့ နိုင်သော ပို့ ကုန်များကို မည်သို့ တိုးတက်အောင်လုပ်မည်) Others, specify (အခြား၊ ကျေးဇူးပြု ဖော်ပြပေးပါရန်)	
3)	Exhibition/trade fair ကုန်သွယ်ရေးပြပွဲ/ကုန်စည်ပြပွဲ	
4)	Business matching service သင့်တော်ရာ လုပ်ငန်းချင်းတွဲဖက်ပေးမှု	
5)	Export/import finance ပို့ကုန်/သွင်းကုန်ဘဏ္ဍာရေးဆိုင်ရာများ	
6)	Training သင်တန်းများ	
7)	Other, specify (အခြား၊ ကျေးဇူးပြု ဖော်ပြပေးပါရန်)	

Please describe the above trade promotion supports (especially the most important support) in detail.  
အရေးအကြီးဆုံးလိုအပ်နေသော ကုန်သွယ်မှုတိုးမြှင့်ရေးဆိုင်ရာ အထောက်အကူအားအဘယ့်ကြောင့်လိုရသည်ကို အသေးစိတ်ဖော်ပြပေးပါရန်။



**6. About Department of Trade Promotion and Consumers Affairs (DoTPCA)\*, Myanmar Trade Center (MTC), and Trade Training Institute (TTI)**

သကုန်သွယ်မှု မြှင့်တင်ရေးနှင့် စားသုံးသူရေးရာဌာန၊ မြန်မာ့ကုန်သွယ်မှု ဗဟိုဌာနနှင့် ကုန်သွယ်မှု သင်တန်းကြောင်း

Since 2014 MTC has been established at the branches of the Ministry of Commerce (MOC) (currently in Yangon, Mandalay, Ayer and Myitkyina, and to be expanded to all regions) with the purpose of providing trade-related information to exporters and foreign buyers. TTI, established in October 2012, has been providing training programs to business persons on international trading business.

\* According to the reshuffle of MOC, the former Department of Trade Promotion was reorganized as the Department of Trade Promotion and Consumers Affairs.

စီးပွားရေးနှင့်ကူးသန်းရောင်းဝယ်ရေးဝန်ကြီးဌာနသည် လက်အောက်ရှိ ဌာနခွဲများတွင် ၂၀၁၄ မှစတင်၍ မြန်မာ့ ကုန်သွယ်မှုဗဟိုဌာန (လက်ရှိတွင် ရန်ကုန်၊ မန္တလေး၊ ဧရာဝတီတိုင်းနှင့် ကချင်ပြည်နယ်၊ မြစ်ကြီးနား တို့တွင် တည် ထောင်ထားပြီး နောင်တွင်နယ်မြေဒေသအားလုံးတွင်တည်ထောင်ရန်ဖြစ်သည်) အားတည်ထောင်၍ ပို့ကုန် လုပ်ငန်း ရှင်များ နှင့် နိုင်ငံတကာ ဝယ်လက်များသို့ ကုန်သွယ်ရေးနှင့် သက်ဆိုင်သည့် သတင်းအချက် အလက်များအား ထောက်ပံ့နိုင်ရန် ရည်ရွယ်ထားပြီး ဖြစ်ပါသည်။ စီးပွားရေးနှင့် ကူးသန်း ရောင်းဝယ်ရေးဝန်ကြီးဌာနမှ အောက်တိုဘာလ၊ ၂၀၁၂မှ စ၍ ဖွင့်လှစ်ခဲ့သည့် ကုန်သွယ်မှုသင်တန်းကျောင်းသည် စီးပွားရေးနှင့် ကုန်သွယ်ရေး လုပ်ဆောင်နေသော လုပ်ငန်းရှင်များအား နိုင်ငံတကာဈေးကွက်တွင် ယှဉ်ပြိုင်ထိုးဖောက်နိုင်ရေးအတွက် သင်တန်းများအား ဖွင့်လှစ် သင်ကြားပေးလျက် ရှိပါသည်။

\* စီးပွားရေးနှင့် ကူးသန်းရောင်းဝယ်ရေး ဝန်ကြီးဌာန၏ ဌာနအပြောင်းအလဲကြောင့် ယခင်က ကုန်သွယ်မှုမြှင့်တင်ရေးဌာနအား ကုန်သွယ်မှု မြှင့်တင် ရေးနှင့် စားသုံးသူရေးရာဌာနအဖြစ် ပြောင်းလဲသတ်မှတ်ကြောင်း သိရပါသည်။

(1) Have you known the name of DoTPCA, MTC, TTI and their trade promotion services/training activities?

ကုန်သွယ်မှုသင်တန်းကျောင်းနှင့်၎င်း၏ လှုပ်ရှားမှုများကို သင်သိပါသလား။

Yes သိပါသည်။  No မသိပါ။

(2) If the above answer is “Yes”, how did you know about them? (Multiple choice)

သိပါသည် ဆိုလျှင်ထိုကုန်သွယ်မှုသင်တန်းကျောင်းအား သင်ဘယ်လိုနည်းနဲ့ သိခဲ့တာပါလဲ။

	Information source	Check		
		DoTPCA	MTC	TTI
1)	TV ရုပ်မြင်သံကြားမှတစ်ဆင့်			

2)	Newspaper(specify name: ) သတင်းစာများ (သတင်းစာ၏အမည် ဖော်ပြပါ)			
3)	Journal/magazine (specify name: ) ဂျာနယ် မဂ္ဂဇင်းများ			
4)	Website			
5)	Government အစိုးရ			
6)	Friends/relatives သူငယ်ချင်းများ/ဆွေမျိုးများ			
7)	Other, specify (အခြား၊ ကျေးဇူးပြု ဖော်ပြပေးပါရန်)			

**7. Free comments**

အခြားမှတ်ချက်ပြုချက်များရေးလိုက လွတ်လပ်စွာ ရေးသားရန်။

**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.**

ယခုကဲ့သို့ အချိန်ပေးပါဝင်ဖြေကြားပေးခြင်းအား ကျေးဇူးအထူးတင်ရှိပါသည်။

လူကြီးမင်း၏အဖြေများသည် နိုင်ငံတကာဈေးကွက်တွင် ယှဉ်ပြိုင်ထိုးဖောက်နိုင်ရေးအတွက် ရည်ရွယ်သော အနာဂတ် စီးပွားရေးနှင့် ကုန်သွယ်ရေး ဆိုင်ရာနည်းပညာပူးပေါင်းကူညီမှုအတွက်တန်ဖိုးရှိလှပါတော့သည်။ ။



## Appendix 6: Report of ASEAN Study Tour



## **Record of the ASEAN Study Tour**

### **I. Outline of the Study Tour**

#### **(1) Objective**

The Project surveyed several trade promotion organizations (TPOs) with the purpose of studying TPO's roles and their organization systems and functions, identifying issues and lessons for MOC, and considering the future direction of MOC. The result of this study is expected to contribute to the roadmap for trade promotion.

As the targets of ASEAN Study Tour, the JICA Project Team chose the following three TPOs which can be models of good trade promotion services:

- MATRADE;
- The Directorate General of National Export Development (DGNED) including the Indonesia Export Training Center (IETC) of the Ministry of Trade (MOT); and
- JETRO offices in Malaysia and Indonesia.

In addition to these TPOs, organizations which engage in export promotion in both countries were surveyed during the study tour.

The major study items were as follows;

- i) Trade promotion policies and strategies
- ii) Current trade promotion services
- iii) Management and operation system
- iv) Developments and the success stories
- v) Key factors for successful provision of trade promotion services
- vi) How to conduct needs assessment (service needs) and how to make development plan for the respective services
- vii) HRD efforts
- viii) Cooperation with stakeholders (between TPO and private sector, among TPOs, among private sectors, etc)
- ix) Other related issues

#### **(2) Schedule**

The study tour was conducted during the period from 9<sup>th</sup> until 15<sup>th</sup> August 2015 including international travel from/ to Yangon. All the meeting arrangements were successfully made as planned. Detailed schedule is shown as below.

Table: Schedule for the Study Tour

	Date	Time	Activity	Place to Stay
1	Sun, 9 <sup>th</sup> August	12:15-16:30	Move to KL from YGN	Kuala Lumpur (KL)
2	Mon, 10 <sup>th</sup> August	9:00-10:00 15:00-16:00	National Chamber of Commerce & Industry Malaysia (NCCIM) SME Corporation Malaysia	KL
3	Tue, 11 <sup>th</sup> August	9:00-16:00	MATRADE	KL
4	Wed, 12 <sup>th</sup> August	10:00-11:00 16:25-17:30	JETRO Malaysia Move to JKT from KL	Jakarta (JKT)
5	Thu, 13 <sup>th</sup> August	10:00-16:00	Directorate General of National Export Development (DGNEDE), Ministry of Trade (MOT) Indonesia	JKT
6	Fri, 14 <sup>th</sup> August	10:00-11:30 14:00-15:00 16:00-17:00	Indonesia Export Training Center (IETC), MOT JETRO Indonesia Indonesia Chamber of Commerce and Industry (KADIN)	JKT
7	Sat, 15 <sup>th</sup> August	09:40-14:50	Move to YGN from JKT (transit at KL)	

### (3) Participants

Five officers from the Department of Trade Promotion and Consumers Affairs, MOC (the member of the Working Groups of the Project) participated in the study tour. The mission was also accompanied by Mr. Tsutomu Nagae from JICA HQ and Mr. Kazuo Mishima, the team leader of the Project. The participants are listed as below.

Table: List of the Participants

	Name	Position
1	Mr. Myint Lwin	Deputy Director General of the Domestic Trade Promotion Division
2	Mr. Khin Maung Hlaing	Director of the Policy and Planning Division
3	Ms. Naw Mutakapaw	Director of the Trade Fairs and Exhibitions Division
4	Ms. Mya Mya Sein	Deputy Director of the Myanmar Trade Center
5	Mr. Myo Thu	Director of the Mandalay Regional Office
6	Mr. Tsutomu Nagae	Visiting Senior Advisor, JICA
7	Mr. Kazuo Mishima	Team Leader for the project for the Capacity development of Trade Promotion in Myanmar: Phase II

## II. Implementation Procedure

### (1) Planning and Preparation

MOC and JICA Project Team firstly made a brief plan including the purpose of the study tour,

organizations to visit and draft schedule. JICA Project Team consulted with JICA headquarters on the plan at the same time and coordinated with MOC before finalizing the study plan. The brief sequence to realize the study tour is outlined as below.

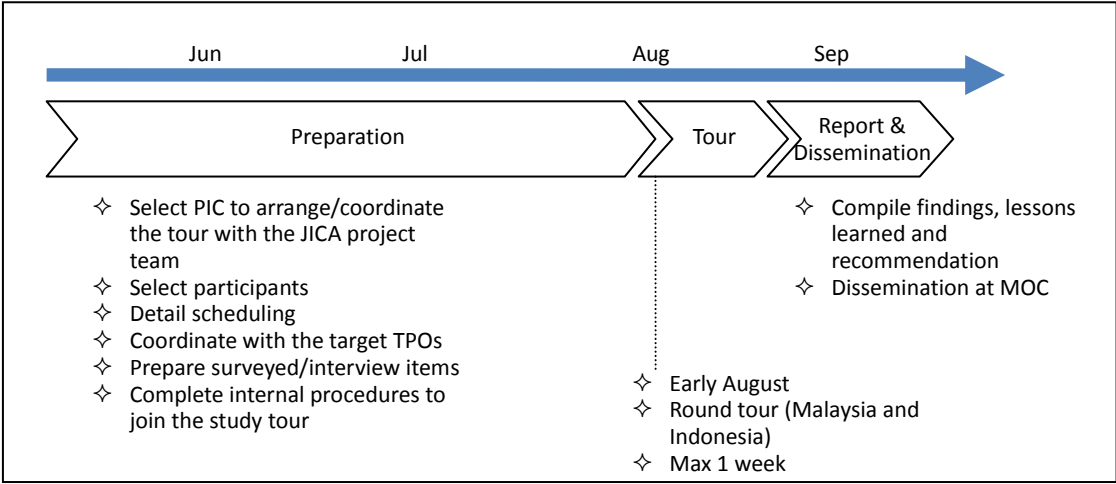


Figure: Steps for the Study Tour

Before starting the Tour, the participants and the JICA Project Team conducted the following activities.

- i) Preliminary study of each organization through the Progress Report of the JICA project (ch.9: benchmarking of TPOs in Asian countries) and respective websites
- ii) Preparation of interview items for each organization
- iii) Preliminary meeting with the Team Leader of the Project on 8<sup>th</sup> August at Yangon: output of above i) preliminary study of each organization and 2) interview items were reviewed by the Team Leader and the participants together in the meeting.

In addition to these preliminary works in Myanmar, the first day of the Tour, the JICA Project Team held an orientation meeting to reconfirm the study plan, the target of each visit and detailed schedule in Malaysia.

(2) Implementation, Wrap-up and Dissemination

The Study Tour was conducted as scheduled from 9<sup>th</sup> August 2015 with planned participants. Some of the participants got rigid at the meetings since they were not used to have such opportunities especially the first few days. The JICA Project Team facilitated the meetings with each organization and kept motivating the participants to learn from the opportunities (please refer the evaluation by the Team Leader at the section VI in this report).

After the Tour, the participants compiled the fact findings and lessons learned as a team. They participated in the training held at Nay Pyi Taw on 27<sup>th</sup> August 2015 for a session “Lessons from ASEAN Study Tour” and disseminated the output of the Tour.

### III. Visiting Records

During the study tour, the participants visited eight organizations and had discussions. The outline of the meeting with each organization is summarized in the following tables.

#### (1) Malaysia

##### 1) MATRADE

Item	Contents
Name of Institution	MATRADE
Date/Time	9:00 – 16:00, Tue 11 August 2015
Venue	Malaysia Export & Exhibition Centre, Menara MATRADE
Interviewees	<p>CEO: Dato' Dzulkifli Mahmud (Courtesy call)</p> <p>Trade and Services Promotion Division: Mr. Raja Badrulnizam (Director), Mr. Har Man Ahmad (Senior Manager), Mr. Nurhasyima Hassan (Assistant Manager)</p> <p>Exporters Development Division: Ms. Razida Hnim Abdul Razak (Deputy Director)</p> <p>Management Services Division: Ms. Anisah Ali (Senior Manager), Ms. Noor Asiah Mahmud (Assistant Manager)</p> <p>Strategic Planning Division: Ms. Aureen Jean Nonis (Director), Ms. Marina Yusof (Manager)</p>
Major Findings	<ul style="list-style-type: none"> <li>➤ MATRADE was established in 1993 under Ministry of International Trade and Industry (MITI) after the Malaysia External Trade Corporation Act was enacted in 1992.</li> <li>➤ The economy of Malaysia was based on the agriculture sector and the resource-based sector in the past, currently the economy is developing and growing by advanced technology products, knowledge-based products, and heavy machinery and services.</li> <li>➤ Export promotion is the driving force of Malaysian economy.</li> <li>➤ The services of MATRADE consist of exporters development, export promotion, trade &amp; market information and trade advisory &amp; support.</li> <li>➤ The major export promotion activities are incoming buying missions, trade investment missions, specialized marketing missions, market entry missions, promotion booth at trade fairs, special projects, international trade exhibitions and conferences and joint trade promotion. MATRDE stressed the importance of strategic collaboration with the related-ministries, government organization and the private sector for export promotion.</li> <li>➤ In 2015, MATRADE plan to participate in 116 trade exhibitions, of which 54 are for products and 53 are for services. Totally 75 exhibitions (65%) are in Asian countries.</li> <li>➤ Every year, MATRADE holds the International Trade Malaysia at the MATRADE's building. In 2014, 322 companies, of which 60 are foreign companies, participated</li> <li>➤ The purpose of two Export Promotion Divisions in MATRADE is to</li> </ul>

	<p>provide trade promotion services to the Malaysia’s exporters. The division mainly provides activities such as exporters development, export promotion, trade-related information dissemination, trade consultation. The organization of Trade and Services Promotion Divisions is by product/service. The staff is in charge of specific product/service and, at the same time, he/she is also in charge of specific region/countries (“product” first and “market” second).</p> <ul style="list-style-type: none"> <li>➤ For the exporter development, the division provides the following programmes; supporting export promotion, arranging e-trade programme, arranging trade center, enhancing new exporters programme, enhancing medium size exporter programme (Mid-tier Companies Development Programme) and arranging access to finance.</li> <li>➤ For the trade and market information, Business Information Centre (BIC) in MATRADE provides annual reports and other publications, conducts data collection on trade data/statistics, market update and market trends, trade related laws, rules and regulations, provides international tender information, etc. The overseas offices conduct market research (each office conducts 6 studies every year).</li> <li>➤ BIC also offers an online consultancy services, trade advisory and support services as the Help Desk for the private sector. Furthermore, BIC provides the Export Readiness Assessment (MERA) for exporters which categorizes exporters into three groups; new exporters, medium exporters and advanced exporters to offer appropriate services for each SMEs.</li> <li>➤ On the second floor, there is the Malaysia Export Exhibition Centre (MECC), permanent display of Malaysia’s export products and services from over 500 Malaysian companies covering 30 industries.</li> <li>➤ MATRADE has 34 branch offices and 9 marketing offices in the world. These offices support the country to expand export market and attract more FDI.</li> <li>➤ In the country, MATRADE has 5 regional offices and 2 business information centres. These offices are operated with the limited number of personnel (4-5 staff/offices). The duties and responsibilities of the offices are to communicate and support the small and medium enterprises and to promote export development by providing services of trade-related information, services and communications.</li> <li>➤ MATRADE has acquired ISO 9008 to improve their management.</li> <li>➤ The staff of MATRDE is usually rotated every 3 years. The staff is evaluated from the aspects of leadership, personal skill, technical skill and managerial skill. MATRADE considers that training is very important and has prepared several training courses.</li> </ul>
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2) SME Corporation (SME Corp.)

Item	Contents
Name of Institution	SME Corp.
Date/Time	15:00 – 16:00, Mon 10 August 2015
Venue	Alamanda meeting room, SME Corp.
Interviewees	Mr. Czarif Chai Abdullah (Deputy Director, International Cooperation Secretariat) Mr. Mohd Bin Atan (Deputy Director Economic & Policy Planning Division)

	Mr. Roshaidi Rosli (Senior Manager, Business Development Division)
Major Findings	<ul style="list-style-type: none"> <li>➤ SME Corp. was established in 2009 by transforming SMIDEC to be a single dedicated agency covering overall policies, strategies for SMEs (not only industries). SME Corp. , which is under MITI, coordinates programmes across all related ministries and agencies.</li> <li>➤ SME Corp. provides mainly five categorized services; consultation service, capacity building, technology and market, access to finance, and innovation and technology.</li> <li>➤ SME Corp. has the score rating system, “SCORE: SME Competitiveness Rating for Enhancement”, to classify supported SMEs whether it is eligible to be an exporter. The SCORE is a diagnostic tool with following criteria; business performance, financial capability, technical capability, management capability, production capacity, quality system, and innovation. Total 64 business counselors conduct SCORE rating of SMEs.</li> <li>➤ Interesting facilities of SME Corp. are SME One Stop Matching Room, SME Resource Sector (library), SME University, SME Expert Advisory Panel, One Referral Center, and Business Advisory Centre.</li> <li>➤ “SME @ University Programme” is also an interesting service by SME Corp. It contributes to business development and enhancing business insight for SMEs by providing short-term and long-term training programs. The programme also provides Bachelor Degree.</li> <li>➤ SME Corp. collaborates with MATRADE for “Going Export Programme.” SME Corp. recommends SMEs of 3 star level or above of SCORE to MATRADE.</li> </ul>

3) National Chamber of Commerce and Industry of Malaysia (NCCIM)

Item	Contents
Name of Institution	NCCIM
Date/Time	9:00 – 10:00, Mon 10 August 2015
Venue	Meeting room at NCCIM, Menara MATRADE
Interviewees	Amb. Syed Hussien Al Habshee (Secretary General)
Major Findings	<ul style="list-style-type: none"> <li>➤ NCCIM was established in 1962 to represent the interests of the Malaysian business community on the domestic and international fronts.</li> <li>➤ The member associations of NCCIM are the Malay Chamber of Commerce Malaysia, the Associated Chinese Chambers of Commerce and Industry of Malaysia, the Malaysian Associated Indian Chambers of Commerce and Industry of Malaysia, the Malaysian International Chamber of Commerce and Industry and the Federation of Malaysian Manufacturers.</li> <li>➤ NCCIM promotes Malaysian export products in collaboration with MITI and MATRADE. NCCIM dispatches trade missions and receives trade delegations. The Chinese CCI takes responsibility of missions to China, the Malay CCI for missions to the Middle East, and the Indian CCI for the South Asia.</li> <li>➤ NCCIM also promotes local and international business of Malaysia, foreign direct investments and doing business in Malaysia.</li> <li>➤ NCCIM provides trade promotion services and providing grants/loans to SMEs in Malaysia.</li> <li>➤ NCCIM promoting not only SMEs but also micro enterprises to attain</li> </ul>



	<p>better development.</p> <ul style="list-style-type: none"> <li>➤ NCCIM work together for SME development with relevant ministries and agencies.</li> </ul>
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#### 4) JETRO Malaysia Office

Item	Contents
Name of Institution	JETRO Malaysia Office
Date/Time	10:00 – 12:00, Mon 12 August 2015
Venue	Meeting room at JETRO Malaysia Office
Interviewees	Ms. Seiko Sekine, the Deputy Managing Director, JETRO Malaysia Office
Major Findings	<ul style="list-style-type: none"> <li>➤ There are 8 Japanese staff and 11 local staff (including 3 drivers). Among the Japanese staff, 4 staff are dispatched from outside organizations such as METI, local government and local bank.</li> <li>➤ JETRO Malaysia Office mainly conducts research and projects.</li> <li>➤ Market research covering obstacles, export and import laws, rules and regulations, investment potentials, and business reviews in the country are prepared articles for JETRO's periodicals (JETRO <i>Tusho Koho</i> and JETRO Sensor).</li> <li>➤ JETRO's website provides research reports, consultation to SMEs. Market research puts emphasis on legal aspects.</li> <li>➤ JETRO Malaysia Office provides such market research report with limited number of personnel (4 or 5 person).</li> <li>➤ The projects are the participation in exhibitions in Malaysia, business matching, delegations from Japan and buyer mission from Malaysia to Japan. JETRO KL Office provides support to export of Japanese products, for example, Japanese food &amp; agriculture products, machinery, environmental equipment, medical equipment and designed kitchenware.</li> <li>➤ JETRO participates in INATRADE every year and invite Japanese companies to JETRO's booth.</li> <li>➤ The Business library in the JETRO Office is also operated by this limited number of personnel.</li> <li>➤ JETRO KL Office with JACTIM has a dialogue with MITI every year regarding business environment for Japanese companies.</li> </ul>

#### (2) Indonesia

##### 1) Directorate General of National Export Development (DGNED)

Item	Contents
Name of Institution	DGNED
Date/Time	10:00 – 12:00, Mon 12 August 2015
Venue	Meeting room at DGNED
Interviewees	<p>Mr. Indrasari Wisnu Wardhanaa, (Secretary)</p> <p>Mr. Ari Satria (Director, Directorate of Market Development and Export Information)</p> <p>Ms. R.A. Marlina (Sub-directorate Head, Directorate of Market Development and Export Information)</p> <p>Ms. Zakiah Hanim (Sub-directorate Head, Directorate of Trade Promotion and Branding)</p>

	Ms. Riana Setia Sari (Section Head, Directorate of Export Product Development)
Major Findings	<ul style="list-style-type: none"> <li>➤ DGNED is one of the directorates general in Ministry of Trade, Indonesia. Major tasks of DGNED is export promotion through formulating trade policies and strategies, providing international market information, organizing export promotion activities, and developing products of export quality.</li> <li>➤ DGNED consists of Secretariat, five directorates and the Indonesia Export Training Center (IETC).</li> <li>➤ The current target of export promotion is non-traditional markets where Indonesia has little share.</li> <li>➤ For market information, DGNED conducts market data/information collection and dissemination, provides inquiry services and publications.</li> <li>➤ There are 44 overseas representatives and they produce 38 market intelligence (MARTEL) and 479 market briefs. The Directorate of Market Development and Export Information also produces 12 Martel reports and 12 market briefs every year.</li> <li>➤ The number of exporters in database is 1,775 and that of importers is 1,449 as of August 2015.</li> <li>➤ DGNED operates the Customer Service Center (CSC) with the permanent display of SMEs products. The services of CSC include consultation, inquiry, business matching, and buyer assistance. In 2014, the number of visitors to CSC was 286 (domestic: 216 and overseas: 70). The number of inquires was 312 (domestic: 115 and overseas 197).</li> <li>➤ The online Membership Services is to communicate smoothly with exporters and importers. The number of registered members is 2,253 as of July 2015.</li> <li>➤ DGNED also provides export product development for SMEs. SMEs can receive a consultancy service to improve their production process, design and market penetration.</li> <li>➤ There are 19 overseas offices, so called Indonesian Trade Promotion Center (ITPC). ITPC collects trade information at stationed countries and disseminates to the local exporters. DGNED explained that they try to manage ITPCs effectively because their budget is less than MATRADE and Thailand.</li> <li>➤ DGNED dispatches high-level trade missions (Minister level) and ordinary-level missions (director level). The priority of trade missions is new market development such as Jordan and Bulgaria. Both large-size enterprises and SMEs participate in DGNED's trade missions. DGNED provide subsidies (one-way ticket) to SMEs and sometimes covers a cost of sample shipping.</li> <li>➤ Trade Expo is the largest domestic trade fair which DGNED implements. Last year, the sales amount was US\$63 million. Buyers came from China, Mongolia, Germany, etc.</li> <li>➤ DGNED plans to set up Indonesia Distribution Center which lends space and facilities to Indonesian exporters and supports marketing.</li> <li>➤ As for product development, DGNED has developed designer database with the information of more than 100 designers and the data are available on the website.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ DGNED plans to optimize the Design Facilitation Service (DFS), for example, design clinic. DGNED plans to set up the Jakarta Regional Design Center at the location of IETC. This center provides three types of services: activities with Government budget, business matching and collaboration with universities.</li> <li>➤ DGNED supports SMEs' adaptation of their products in accordance with market trends, and provides a cost of Intellectual Property Right, and brand development.</li> <li>➤ DGNED receive the assistance from Germany, SIPPO (Swiss), Canada Trade Facilitation, CBI (Netherland), and JICA/JETRO.</li> <li>➤ DGNED is a member of inter-ministerial team, Export and Investment Development Team. The team periodically discuss on how to solve the problems of export and investment.</li> </ul>
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## 2) Indonesia Export Training Center (IETC)

Item	Contents
Name of Institution	IETC
Date/Time	10:00 – 11:30, Fri 14 August 2015
Venue	Meeting room at IETC
Interviewees	Mr. Simon Zelotes (Director of Indonesian Export Training Center)
Major Findings	<ul style="list-style-type: none"> <li>➤ IETC started its training courses since 1989 with JICA's cooperation.</li> <li>➤ SMEs in Indonesia have insufficient knowledge necessary for exports. IETC has long experience to answer those needs. IETC visits all provinces to promote its programs.</li> <li>➤ The Director mentioned that it was his pleasure to collaborate with TTI following Laos. Two instructors, Ms. Retno and Ms. Santi, who instructed TTI in 201 explained their experience with TTI.</li> <li>➤ The major activities of IETC are training, education, alumni, and coaching.</li> <li>➤ Currently IETC provides regular education courses for 2 months and short-term training for 3 to 7 days.</li> <li>➤ The ratio of training courses at provinces is increasing. IETC has conducted the training needs analysis and identified there is bigger needs for trade training. The next year's catch phrase is "Go to Province."</li> <li>➤ IETC also offers a coaching program which supports potential SMEs to be able to export their products with hands on trainings. The training arranges a mobile training and workshops in regions. The coaching program was started with the assistance from Canada and has been continuously modified by IETC. The number of participants for each one-year coaching program is around 20 persons. The sectors of participants are various such as furniture and handicrafts. At the final stage of coaching, business matching is conducted as Trade Expo. The major problems of SME exporters are financing, information and knowledge of business.</li> <li>➤ The trainers are government officers, university professors, exporters, professional experts, Customs, etc. There is the standard of trainer fees per one session (45 minutes).</li> <li>➤ Around 40% of IETC operation cost is covered by training fees from</li> </ul>

	<p>participants.</p> <ul style="list-style-type: none"> <li>➤ The Jakarta Regional Design Center will be under the Directorate of Export Product Development, not IETC.</li> </ul>
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### 3) Indonesia Chamber of Commerce and Industry (KADIN Indonesia)

Item	Contents
Name of Institution	KADIN Indonesia
Date/Time	16:00 – 17:00, Fri 14 August 2015
Venue	Meeting room at KADIN Indonesia
Interviewees	Mr. Juan Gondokusumo (Chairman of the Indonesia - CLMV Economic Cooperation Committee)
Major Findings	<ul style="list-style-type: none"> <li>➤ There are 33 regional Chambers and 440 district branches in Indonesia.</li> <li>➤ KADIN provides coordination and implementation of supporting programs for the member companies for trade-related business.</li> <li>➤ KADIN also contributes business negotiation and solution among international business.</li> <li>➤ KADIN has a special team for export promotion and collaborate with Ministry of Trade/DGNED.</li> <li>➤ KADIN has the Business Support Desk which support Indonesian companies for all aspects of business.</li> <li>➤ Under KADIN, the Indonesia - CLMV Economic Cooperation Committee is established. The committee works in order to promote businesses between Indonesia and CLMV. The committee review business regulations of both sides and tries to improve business regulations by trial and error. The committee also considers the cooperation for exports to the developed countries.</li> <li>➤ KADIN promotes Myanmar companies to participate in Trade Expo.</li> <li>➤ The chairman pointed out that the transportation is a bottleneck for trade between Indonesia and Myanmar. An Indonesian exporter of salon must send the goods via Singapore.</li> <li>➤ The Chairman said that education and tourism are potential areas for joint business between Indonesia and Myanmar. In Yangon, there is the Indonesian International School Yangon (IISY) which has elementary school course and high school course. Indonesia's teaching methods has an opportunity in Myanmar. A tourism package of relics in Indonesia, Myanmar and Cambodia is interesting.</li> </ul>

### 4) JETRO Indonesia Office

Item	Contents
Name of Institution	JETRO Indonesia Office
Date/Time	14:00 – 15:00, Fri 14 August 2015
Venue	Meeting room and business library at JETRO Jakarta Office
Interviewees	Mr. Mitsutoshi Okabe, the Vice-president Director, JETRO Indonesia Office
Major Findings	<ul style="list-style-type: none"> <li>➤ JETRO Indonesia operates with 23 personnel including 15 local staff.</li> <li>➤ The organization of JETRO Jakarta consists of the general affairs department, research department and project department.</li> <li>➤ The research department collects data/information and compiles reports of Indonesian market to Japanese companies.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ The task of JETRO Jakarta is to support Japanese companies operating in Indonesia and coming to Indonesia. The investment of Japanese companies has expanded since 2008. The research department provides recent information to those Japanese companies. Japanese companies, especially SMEs, need information about labor issues, tax and regulation change.</li> <li>➤ JETRO Jakarta sometimes holds seminars in order to provide recent and useful information to Japanese companies by inviting government officials as lecturers.</li> <li>➤ The research department searches candidates of Indonesian business partner at the inquiries from Japanese companies.</li> <li>➤ The project department participates in international trade fairs and exhibitions, inviting Japanese companies. At the Manufacturing Indonesia in December, JETRO will have a booth for Japanese companies. They also support trade missions of Indonesian buyers and arranges a business matching.</li> <li>➤ When the JETRO president Mr. Ishige and Indonesia President Mr. Joko Widodo met in March 2015, the MOU on JETRO's cooperation plan package between JETRO and MOT/BKPM was signed. Under the five-year cooperation plan, JETRO will send experts of textile, food, mould&amp; die, etc to support new exports to Japan by improving the quality of Indonesian products to meet Japan market to export the product to Japan.</li> <li>➤ JETRO Jakarta supports the One-Village-One-Produce (OVOP) program in Indonesia. JETRO Jakarta plans to dispatch 3 experts to the priority three sectors, food, textile and handicraft. The final target of OVOP is export to Japan.</li> <li>➤ JETRO Indonesia operates business library, as well as JETRO Malaysia.</li> </ul>
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Photos



MATRADE



MATRADE



NCCIM



SME Corp.



JETRO, Malaysia



CSC (DGNE)



CSC (DGNE)



IETC

#### IV. Lesson Learned and Recommendations from the Study Tour

##### (1) Enrichment of Support Measures for SMEs

It is necessary for MOC to provide comprehensive and systematic supports for SMEs on trade promotion. In the cases of Malaysia and Indonesia, SMEs are able to receive a wide range of support for trade promotion, for example, in the areas of business management, marketing, design development, packaging, trade mission, trade fair, etc. These support menus could be provided by MOC collaborating with related Ministries and the private sector, such as UMFCCL.

The case studies of MATRADE and DGNED offer good reference for the improvement of trade promotion activities of MOC. They publishes a variety of publications in English which introduce their export products to overseas buyers, put an emphasis on displays of local products, and provide support by type of exporter (beginner, intermediate and advanced).

It is also important to provide financial support to SMEs to expand their business in the international market to encourage them to start new business or expand their business abroad. In Malaysia and Indonesia, TPOs provide a variety of financial support to meet SMEs' needs on trade promotion. These financial supports foster SMEs to be exporters and contribute to export development for the country.

##### (2) Establishment of Trade Support Offices

To establish trade promotion offices abroad as the overseas basis would be significantly useful to enhance trade promotion activities for Myanmar. MATRADE, DGNED and JETRO make use of their overseas offices to collect market information in each country, grasp business issues which SMEs face on export, conduct promotion activities such as trade fairs and exhibitions, coordinate business matching, and so on. For example, those overseas offices regularly make market reports of relevant countries for domestic exporters.

It would also be urgently required for Myanmar to implement capacity development of the commercial attaché as a representative of Myanmar on trade promotion and increase the number of the commercial attaché in the world.

At the same time, it is necessary to establish domestic support offices as a window for SMEs to get information and supports on trade promotion. In the cases of the One Referral Centre and the Business Advisory Centre (SME Corp. Malaysia), the Business Information Desk (MATRADE), and the Customer Support Center (DGNED), SMEs are able to get trade-related information and advisory/consultation to start or expand export. MTC aims to provide such function in Myanmar, however, it is necessary to develop MTC's capacity to be a window of trade promotion for SMEs as the centers in Malaysia and Indonesia.

##### (3) Strengthening Trainings for SMEs

It is essential to provide a variety of trainings for SMEs on trade promotion which meet their needs. To

realize such user-oriented trainings, it is necessary to assess the needs of SMEs by making a diagnosis of SMEs in Myanmar before providing uniformed trainings as MATRADE applies. MATRADE provides special training programs by type of (potential) exporters.

A coaching training which supports SMEs from the beginning of export until marketing promotion as a sequence of trade promotion would be a useful measure for the export training. The mobile training which offers training opportunities in regions would be effective in Myanmar so that more SMEs can take opportunities on export trainings.

#### (4) Recommendation for a new TPO

The establishment of a new TPO in Myanmar is proposed in NES. The new organization should put efforts into capacity development of both organization and human resources. Especially strengthening of human resource management is required as the first action to be a TPO like MATRADE, DGNED and JETRO.

### V. Evaluation by Team Leader (Mr. Mishima)

#### (1) Planning & Preparation

##### a. Selection of the target countries and organizations

JICA Project Team selected the target countries and organization. The case of Malaysia offered a lesson of export promotion of one of the most industrialized countries among the ASEAN countries. MATRADE is an independent statutory body which extends a full-fledged trade promotion services. The export product structure of Indonesia is basically resource-based and labor-intensive manufactured products and the case of Indonesia gave reference information on how to catches up. DGNED is one directorate general under the Ministry of Trade and showed a case of a trade promotion organization (TPO) as one unit of a ministry.

From the above point of view, the selection of countries and organizations appropriate.

##### b. Selection of participants

The Deputy Director General of the Department of Trade Promotion and Consumers Affairs (DTPCA) selected the participants based on the criteria prepared by JICA Project Team. The selection of participants was appropriate. All the participants are higher level officers because they are the deputy director general and directors. They are chosen from the relevant divisions of DTPCA. The head of Myanmar Trade Center was also chosen.

##### c. Arrangement of meetings

DTPCA sent request letters to the organizations to visit approximately one month before. JICA Project



Team must follow up the appointment with the organizations after the letters of DTPCA. This was because the person in charge (director) of DTPCA went abroad and could not make necessary correspondence with the organizations. JICA Project Team should have asked MOC to clearly appoint persons in charge of communication with the organizations to visit and monitored the progress of arrangements of appointments.

#### d. Preparation by Participants

JICA Project Team provided the participants beforehand reference information about the organizations to visit and asked them to prepare. JPT organized a preparation meeting on the day before departure. This was because: i) JICA experts were out of the country due to the assignment schedule; ii) the participants separately work in Nay Pyi Taw, Yangon, and Mandalay; and iii) some of the participants went abroad for an exhibition. It would have been better if two or three preparation meetings had been opened for deeper understanding about the Study Tour among the participants.

### (2) Implementation

#### a. Arrangement of meetings

The participants could visit the organizations as scheduled. Only one exception was the visit to DGNED. The trade minister was just replaced on the day before our visit and the new minister first came to the ministry on the day of our visit. As a result, the time of meeting with DGNED was only in the morning. Instead, the participants visited the pavilion of SMESCO in the afternoon on that day.

SME Corp and MATRADE in Malaysia and DGNED and IETC in Indonesia had prepared for the meeting with presentation slides and brochures. The persons in charge of those organizations kindly took care of the participants.

#### b. Attitude of participants

Protocols: Generally speaking, the participants seemed inexperienced at protocols of formal visits to organizations abroad. As the participants did not make proper self-introduction and address of their gratitude, the JICA expert should teach them meeting procedures. At last, they made minimum protocols.

Manner: Basically the participants tried to mind their manner. But they sometimes showed a lack of good manner. For example, the JICA expert should warn some of the participants because they chewed gum during the meetings. Some participants sometimes looked around restlessly at the meetings. When the participants listened to an explanation by a guide at a worksite such as a library or a service center, some of them got out of the group and wandered around by themselves.

#### c. Participation to discussions

Generally speaking, the participants were calm at the meetings. They listened to the presentation by

each organization with keen interest and took notes. However, they made very few questions after the presentation. The most of their questions were supplementary and were not based on their awareness of problems.

The JICA expert tried to raise their awareness about issues by briefing the outline and major issues of organizations beforehand and suggesting anticipated questions. But it was difficult to realize constructive and interactive discussions between the participants and the organizations.

The followings are considered as the reasons for inactive questions:

- i) The English capability of the participants was not sufficient to make in-depth discussions on the issues. Especially, the English capability of the Mission Leader seemed insufficient.
- ii) The understanding of the participants about trade promotion service seemed still superficial and their level of awareness of the problems was not high enough. This is because many of trade promotion services explained were quite new to them and they have little experience. One of exceptions is that one participant asked a way of collecting books free of charge at the library of JETRO Malaysia Office. She asked this question because she daily faces with this problem

### (3) Results

Through the ASEAN Study Tour, the participants could learn the followings:

- i) The participants could get a general idea of what a TPO is.

The participants had recognized the importance of MOC enhancing trade promotion activities for Myanmar export before the ASEAN Study Tour. But they had little knowledge about TPOs. By visiting MATRADE and DGNEP, they could learn what a TPO is and what a TPO does. For example, they learned about the history, organization, management, and service menus for trade promotion services of those organizations. They also learned the importance of overseas branches for trade promotion by visiting JETRO offices. This experience would be useful when they plan to develop their own TPO.

- ii) The participants could learn best practices of export promotion.

The organizations such as SME Corp. and MATRADE in Malaysia and DGNEP in Indonesia introduced their programs for export promotion and SME development in terms of purpose, targets, activities, etc. The information of those programs would be good reference when they enhance their services and plan new programs.

- iii) The participants could see actual service provision by visiting the sites.

The participants visited the sites where the organizations actually provide services and understood how the services are actually provided. For example, they visited the service centers, displays and libraries. They took many photos of the facilities of these sites for reference. MOC currently plans to

introduce and improvement such facilities as database (e-library), library, and displays at the trade promotion centers. The on-the-spot visits would give them good reference for the improvement.

iv) The participants could learn about SME development.

The participants had an interest in SME development and One-Village-One-Product programs as well as trade promotion programs. Especially they were interested in a business counselor program which conducts the scoring of SMEs and provides assistance through business counselors.

#### (4) Necessary Actions to Be Taken

i) The ASEAN Study Tour this time is just the first step of capacity development of trade promotion.

The participants should recognize that what they learned and observed is only general knowledge about trade promotion services of other TPOs (MATRADE and DGNED). As the first step, the participants should precisely examine what they learned and extract lessons in order to make proposals for the improvement of their trade promotion.

ii) The participants should make use of their experience for future capacity development of trade promotion.

The participants presented the results of ASEAN Study Tour at the Training for Officers on August 27 in Nay Pyi Taw. They have also prepared the report and will submit to the top management of MOC. But one report is not enough in order to share the lessons with other members of MOC. The participants should actively transfer their knowledge by proposing new ideas for trade promotion, reflecting lessons in trade promotion plans, and teaching officers and staff.

iii) The ASEAN Study Tour should be the starting point of collaboration with other TPOs.

MOC soon advances to a step at which MOC must learn programs and methods of other TPOs in detail in order to actually design new programs and implement them effectively. It is necessary to use this opportunity of ASEAN Study Tour to start the cooperation with the organizations visited.

iv) MOC should plan and conduct a benchmarking study as necessity requires.

A benchmarking study is an effective method of learning best practices in the area of trade promotion. The participants learned the importance of benchmarking study and how to learn best practices of other countries. MOC should conduct a benchmarking study when needed to get a clue to solve a problem.

