

Application

Submitted by
The Dhaka Chamber of Commerce & Industry

to the
World Chamber Federation

for
2007 World Chambers Competition

Project on



DCCI Business Institute (DBI)
a centre of excellence to SME development

Date : April 12, 2007

Dhaka, Bangladesh

Executive Summary:

Bangladesh has abundant supply of manpower mostly un skilled. Even most employed persons are not trained causing less production and huge national loss. But all strata are highly aspiring, motivated, ambitious and determined to achieve something. In the nineties, a new trend to establish industries has been seen in Bangladesh. Industry needs skilled & semiskilled manpower. There are serious dearth of trained, skilled and semi-skilled manpower.

In order to impart need-based managerial training, DCCI has established a training centre in 1991 equipped with modern training facilities on a smaller scale in the DCCI Building. At the beginning, the number of staff to operate this centre was only three. Training was meant for the benefit of all members of the DCCI. Primarily the training events of the Centre were confined to the DCCI members only. But it has gradually emerged as the DCCI Business Institute in 1999 open to the entire business community of Bangladesh.

Last year it has trained about 1300 participants mostly to entrepreneurs and business executives.

DBI has been offering about 40 (forty) short term training courses (3-5 days of duration) in a year. In addition it offers Diploma on Purchasing & Supply Chain Management with duration of 16 months in cooperation with ITC-UNCTAD, WTO, Geneva. . From last January, DBI started offering Executive MBA program in cooperation with a reputed local private university.

DBI's journey to be self sustainable was not so easy. The annual expenditure for conducting the courses is about Tk. 22,00,000/- (US\$ 31428). Of this about 50% cost is recovered from the trainees/participants in the form of course fees. The rest is subsidized by the DCCI. One of its projects, Diploma on International Purchasing & Supply Chain Management (IPSCM) costs Tk. 9, 00, 000.00 per year since 2004. DBI with its commitment, continuous effort & dynamic team management has transformed this project to a sustainable income oriented project in 2007. Now Thirty one participants are taking part in the Diploma Course regularly.

The IPSCM project of DBI has now been able to prove its worth to the participants and companies are being benefited from the training courses imparted by DBI. DCCI believes that innovative nature of the project (earlier purchasing & supply management was under inventory control department) has helped many reputed companies of Bangladesh to start Purchasing & Supply Department in their companies/enterprises. It has been helping them to be competitive in the present business world. The IPSCM helped companies to reduce 75% lead time in collecting raw materials and 25% total savings on supply & purchase expenditure.

2007 World Chambers Competition

DCCI Business Institute – a center of excellence contributing in skill development for SMEs

Empowering people with knowledge and skills is the most vital component of human development for poverty reduction. Education and learning have thus become key elements of poverty alleviation. Bangladesh has been less successful in replying the full benefit of the vicious circle of economic growth leading to poverty reduction via growth of employment with higher productivity because of inadequate practical & knowledge- based education, skill development and vocational training to mitigate the emerging needs of different emerging business sectors.

Human resource should be developed as per need of the country. We do not like to see wastage of public money in the name of education and increasing the rate of unemployment causing serious frustration among the young people and its bad impact on the economy. Based on the aptitude of the students they may be diverted in different training, vocation or any specific professions from the starting of the secondary level for attaining required skill .

Bangladesh is overburdened with manpower mostly of less skilled in nature. Even employed persons are not trained causing less production and huge national loss. But all strata are highly aspiring, motivated & ambitious; determined to achieve something. In nineties, a new trend to establish industries has been seen in Bangladesh. Industry needs skilled & semiskilled manpower. There was dearth of trained, skilled, semi-skilled and unskilled manpower.

DCCI Human Resource Development Programme

DCCI-the largest private sector representative body in Bangladesh having about 5000 members and the prime chamber of the country had identified the area as one of the strategic importance for Bangladesh and took initiatives to develop human resource development programmes in the early nineties with the following objectives:

- a. Skill development for the young people willing to initiate a new ventures;
- b. Capacity and skill development for the people who are already involved in any business;
- c. Help attracting unemployed graduates to be encouraged in self-employment;
- d. Develop skill of the on-job supervisors or mid-level managers to be accustomed with the new and changing business policies both at national, international, regional and multilateral level etc.

DCCI established its Training Centre fully air-conditioned & equipped with modern amenities in the DCCI Building in 1991. At the beginning, the number of staff to operate this centre was very few. Training meant for the benefit of all members of the DCCI, big or small. Primarily the training events of the centre were confined to the DCCI members only; but it has gradually emerged as a premiere business institute in the private sector catering for the entire business community.

At the inception, it was supported by different donor organizations and training was subsidized. DCCI gratefully acknowledges the contribution of ZDH-TA in running the training center of DCCI for several years (1990-96). DCCI contributed on its own after the withdrawal of cooperation from ZDH-TA.

DCCI was trying for help for development partners. GTZ came up in 1998 to help DCCI under its DCCI- GTZ, BAS (Business Advisory Service) Project. DCCI continued Training programmes in cooperation with GTZ and expanded its Training Centre into a Training Institute in 1999.. GTZ ceased its operation after successful implementation of several years, on 31 October 2002, the project was merged with the DCCI own- financed project, DCCI Business Institute (DBI). It is now working for the development of the private sector of the country by developing human resources.

DCCI was contributing to create knowledge-based leader through training, especially in the arena of business.

DBI offers short term training courses (3-5 days of duration), mid term courses (1 week to 3 week), long term courses (three months), Certificate courses, Diploma on international purchasing & supply chain management with a duration of 16 months (approx.) etc. From last January, it started offering Executive MBA program with the affiliation from a local private university.

The innovative nature of the project helped extending and diversifying areas of services and accommodating almost all types of business.

DCCI Business Institute-a self financed project of DCCI

With a view to meeting the capacity building needs of the business community to face challenges of globalization, particularly of Small and Medium Enterprises (SMEs), the Dhaka Chamber of Commerce & Industry (DCC) has established the DCCI Business Institute (DBI). The main objectives of the DBI are to up –grade the knowledge and skills of the entrepreneurs and business executives through imparting short and long term training courses and providing various business development services so that they can face the challenges of free market economy and grab emerging opportunities in the international arena.

DCCI Business Institute (DBI) is continuously and relentlessly conducting training programs in different fields & subjects for business executives & new & would-be entrepreneurs & executives aiming development of country's human resources. International Trade Centre (ITC), one of the trusted development partners of DBI, helped in the past to develop the institute to its present condition. ITC is still contributing DCCI Human Resource Development Programme in some aspects.

The courses conducted by DBI so far attained a prestigious position in the country in comparison to other existing training institutes. The aims/ objectives of the training programs were to develop professionalism through dissemination of knowledge of the expertise management, which is not only helping the trainees to develop themselves but also contributing to the nation as a whole.

As the project has been able to prove its worth for the target category, DCCI started charging in the different rates as members and non-members. The rate of non-members is a bit high which worked successfully to attract more and more new members to be associated with the chamber.

Wide-ranging of DBI Activities:

(1) DBI General Courses:

Vision & Mission of DBI are to emerge as a professional business institute, a source of wide-ranging modern knowledge-based services and as a Center of Excellence to make its members and other competitive. To implement this, DBI on regular basis offers Tailor- Made Training Courses and Training Consultancy services on general business problems and prospects.

Each training activity is designed for a target group has specified requirements of education, knowledge and prior experience. DBI has the right to accept or to regret any candidate accordingly.

The working language of the courses is Bengali and English. Participants should have good knowledge and proficiency in English. Language of courses conducted by foreign experts is English only.

Dates of the training programmes are subject to change due to unavoidable reasons. DBI officials try to their best to inform the participants accordingly.

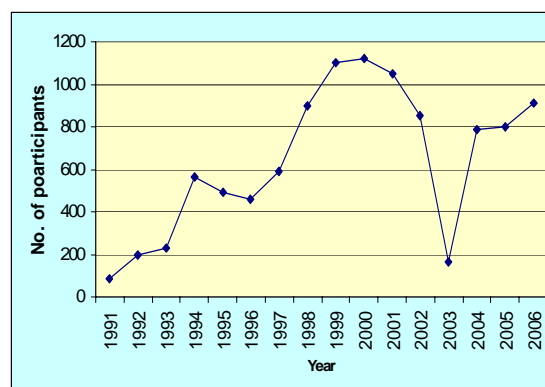
Reputed and experienced persons in the related areas having ample theoretical and practical knowledge from home and abroad with current information are invited to act as resource persons. DBI has its own data-base on resource persons and regularly publishes resource persons' directory which is one of the income-generating activity of the Chamber.

A table below shown the number year-wise participants attended DBI training course.

DBI training courses has been given in a Table to give a clear picture how DBI has been able to prove itself as one of the prime Education House pertaining to practical and Hands-on training programmes. Now a days A large number of training centers are being established in Bangladesh mostly commercial purpose only to fulfill their business interests. DBI gives priority on the quality and its implications with the practical needs and this is one of the reasons why DBI's training are so much demanding. The gradual increase of number of participants for different training courses is one of the testimony of this achievement.

Year	No of Training Courses held	No. of Participants
1991	4	88
1992	10	195
1993	11	229
1994	25	565
1995	19	491
1996	15	460
1997	20	587
1998	27	900
1999	41	1100
2000	42	1120
2001	40	1050
2002	42	850
2003	9	164
2004	39	789
2005	35	797
2006	41	910

Participation rates of year wise training programmes of DBI is shown in the line chart. It is shown in the chart that during 2004-06 the number of rate of participants has increased many fold.



DBI training courses for the women entrepreneurs:

DBI also provides training for the women entrepreneurs. DCCI women entrepreneur members and also non-DCCI Women entrepreneurs get chance to the trainings.

DBI in cooperation with other projects of DCCI Imparts training for the women mostly on important business procedures, rules & regulations, marketing, finance, how to deal with banks etc. in the areas of business sectors where women entrepreneurs are more interested. Not only that, DBI general courses are also open for the women entrepreneurs. A study on the training need assessment conducted in DCCI in 2006 shows that women participants was about 25% of total in 2006.



Picture-women entrepreneurs are being trained up

(2) DBI EMBA Course:

DCCI in cooperation with International Islamic University (IIUC) started E-MBA from January 2007. Presently DCCI & IIUC are conducting the following courses:

- i. Marketing and International Business;
- ii. Finance and Banking; Management Information System;
- iii. Human Resources Management;
- iv. Hospital Management
- v. and Garments & Textile Management;

Main element: Total Credit Hours-48; Program Duration-20 Months; Total Semesters-5 and Semester Length-4 months.

The details information of the courses are available at www.iiuc.ac.bd.

(3) DBI success : A case on IPSCM Programme

To make DBI self reliant & provide quality training, DCCI Business Institute (DBI) has entered into an agreement with ITC-WTO/UNCTAD, Geneva for conducting training on ITC's Modular Learning System (MLS) on International Purchasing & Supply Chain Management (IPSCM) in March 2004. Officer Learning System, IPSCM, ITC, Geneva and the then President DCCI signed the Agreement on behalf of their respective organizations. Past Presidents and Board of Directors were also present on the occasion. Under this agreement, ITC has been providing technical assistance to DCCI to conduct MLS-based IPSCM Training. Meanwhile 2 (two) Training of Trainers' (TOT) Workshops were held in the DBI with the help of the trainers, so trained a few. Training courses for all concerned were also held in the DBI.

ITC has been providing training materials like Course Book, Work Book, Answer Book, Trainer Slides etc. ITC Continuously up dates the training packages which give innovative ideas to the trainers on Purchase & Supply Chain Management.

So far, DCCI has performed the following activities under this project:

1. Training of Trainers (TOT) workshop on “International Purchasing & Supply Chain Management” , Stage-I, (May 18-20, 2004)
2. Second TOT workshop on “International Purchasing & Supply Chain Management” , Stage-II, (09-11 September, 2004)
3. Held Examination of International Certificates & Diploma in Purchasing & Supply Chain Management, (24-29 September, 2004)

In September 2005, The Dhaka Chamber of Commerce & Industry (DCCI) in cooperation with International Trade Centre (ITC) –UNCTAD/WTO formally inaugurated International Purchasing & Supply Chain Management (IPSCM) Programme in Bangladesh. The inaugural ceremony was chaired by Minister of State, Ministry of Education, Govt. of the People’s Republic of Bangladesh. ITC representative on Modular Learning System (MLS) gave a presentation on International purchasing & Supply Chain Management (IPSCM). DCCI Past Presidents and Coordinating Director, DCCI Business Institute, Project Development & HRD Standing Committee gave a brief outline on the ‘Role of DCCI Business Institute (DBI) in implementation of IPSCM Programme in Bangladesh’. Local & national dailies highlighted and focused the programme and published news giving importance on IPSCM in becoming competitive in the Quota free regime & Open market Economy.



A picture below shows the participants in the orientation of IPSCM Diploma course on January 2007. Advisor Ministry of Commerce was the Chief Guest while Chief of Federation of Bangladesh Chambers of Commerce and Industry (FBCCI) was present as Special Guest.

DBI's journey was not smooth when it started

DBI's journey to be self sustainable was not so easy. It counted huge loss per year. Diploma on International Purchasing & Supply Chain Management (IPSCM) was a great loss concerned when it started. It caused Tk. 9,00,000/- (Taka 9 lac. 70/- BDT= 1 US\$) loss per year. DBI with its commitment, continuous effort & dynamic team management, transform a loss oriented project to a successful income oriented project. The IPSCM project of DBI has now been able to prove its worth to the participants and the individual company who have been benefited from the training courses imparted by DBI in cooperation with International Trade Centre, Geneva. Willingness of the management, determination of the secretariat contributed a lot to this endeavour. The institutional and administrative support of DCCI were also helpful for the project. The integrated and concerned effort from all section of mainstream DCCI have helped DBI to transform the project into a successful one in 2007 which started its journey in 2004.

Though DBI had taken number of initiatives to make popular & to make understand the essence of Purchase & Supply Chain management to the business community as well as business executives, the responses were not very satisfactory. Initially it failed to draw the attention until 2006.

Activities conducted during 2006:

In 2006, the following activities were undertaken under this project:

(1) Training of Trainers (TOT) workshop on IPSCM (July 16 -18, 2006)

In response to an advertisement in the national dailies and direct contacts with prospective organizations, DBI got 23 Trainees for TOT workshop Stage III. ITC consultant conducted the workshop. Out of them 10 participants have been found suitable as trainers.

(II) Examinations on IPSCM held.

DBI held Examinations on IPSCM in 16 - 22 March, 2006 and in 22-27 September, 2006 in which 4 and 11 examinees took part respectively.

(III) Short Courses on IPSCM Held

The following Short Training courses were held during the period under reference:

- (1) Obtaining & Selecting Offers of Supply 26-28 (January, 2006)
- (2) Negotiating for Supply (23-25 February, 2006)
- (3) Preparing the Contract (7-9, April, 2006)
- (4) Managing the Supply Contract & Supplier Relationship (28-30 April, 2006)
- (5) Understanding the Corporate Environment (July 28-30, 2006)
- (6) Analysing Supply Markets (December 22-24, 2006)

DBI is willing to continue IPSCM Diploma courses with an objective to develop more trainer in this sector. Purchase and Supply Department of Readymade Garments, Pharmaceuticals, Textile, Cement, Lead-acid battery, Chemical Industry, Telecom etc. are willing to get their mid and high level managers trained on IPSCM so that they can run their purchase & supply department efficiently.

DBI with great vigor tried to focus on the following main benefits of the IPSCM Programme:

The main benefits of the IPSCM course are:

- About 25% total savings on supply & purchase expenditure of the companies.
- About 75% supply lead time reduction.
- Take advantage of emerging opportunities in International Markets.
- Improved performance and better relationships with suppliers.
- Diploma / Certificate recognized by Governments and leading enterprises in 40 countries.
- Career development, promotion, improved job offers.
- Membership of a truly global network, etc.

(4) **Participation in “EDIM EXPO 2006” (Dhaka, August 31-Sept 5, 2006)** With the increase in the number of trainers, DBI took some special initiatives to increase the number of trainees. One of them is the participation in the Education fair called EDIM EXPO-2006, held in Dhaka from August 31 to September 5, 2006 in order to popularize the IPSCM Modular Learning System of ITC. About one hundred educational institute in Bangladesh participated in the fair. Response from the fair was very satisfactory. Many visitors expressed their willingness to participate in the Certificate and Diploma Courses on IPSCM.

Participation of DBI in the EDIM EXPO 2006 helped publicized DBI courses to different quarters, specifically IPSCM has faced a massive turning point because of the publicity of DBI course in the fair.

(5) Other Promotional efforts:

Encouraged by the response during the Fair, DCCI planned to commence Certificate/Diploma courses from January, 2007. Keeping this in view, DBI also advertised in three national dailies, sent circulars to member organizations, wrote letters to prospective business organizations such as Dhaka Stock Exchange listed companies, Corporate Houses, Banks, Prominent NGOs, Govt. Organizations etc. This time, DBI received overwhelming response. About 175 participants made enquiries about the offer of the course and 27 expressed their desire to participate in the course immediately.

DBI sent a special circular at the end of 2006 to all of its members, published advertisements in the national dailies, hanged banners / festoons etc on the roadside, contacted directly. This time it has got tremendous result. About 300 participants responded directly. Out of them in January 2007 session DBI got 31 students. Earlier used to get only 5-14 students that caused huge revenue loss. Even we could not manage break even.

DBI Knowledge Centre

DCCI Established a Knowledge Centre in 2003 at his kwon in cooperation with South Asia Enterprise Facility (SEDF) and the World Bank. The center enhanced both quantity and quality of training and services provided by DCCI substantially, particularly to facilitate the use of information technology for SME development. This is an extended part of DCCI business institute and helped strengthening facilities of DBI. The Goal of knowledge center is to provide a “one-stop-knowledge-service” to local SMEs, students, academics, NGOs and service provider for business resources, training and support.



Participants are using DBI-Knowledge Centre

Measurable outcome of DBI:

One of the example of measurable outcome of DBI is given below :

The financial outcome of IPSCM was $1,35,000 \times 31 = 41,85,000$ BDT in 2007. It is to mention that DBI accounted loss of about 9,00,000 BDT till 2006. It shows that how much the project has been able to gain for the sincere effort of the project.

The success of the project also helped increasing members, as the reputation of the services provided by the chamber has been able to attract prestigious members to be involved with chambers activities. The increase of membership is about 10%.

It has been revealed from the research of DCCI on Training Needs Assessment, it shows that 62.5% of the respondent found all or most of their training courses relevant to their jobs.

Participation rates of the training programs increased tremendously (see page no. 4) Number of people involved directly and indirectly has also increased manifold. The number of IPSCM training increased from 4 (2006) to 25 in 2007. A large number of different companies also involved increasingly with DCCI.

Impact of DCCI Training Programmes

DBI evaluates the outcome of the training by giving an evaluation sheet during the training time. It helps in identifying whether the training was goal oriented and how much it facilitates an individual in achieving his/her desired goal, career building, acquiring professional knowledge, development of self growth like getting a better job, development of skill, development of attitudes etc. DCCI felt evaluating the training needs only through circulating an evaluation sheet is not enough to measure future need of the training of the institute. Due to liberalization of trade and stiff competition arisen out of globalization, entrepreneurs need to have knowledgeable persons on the changed situation of trade & businesses. DCCI felt that the participants, who are successfully completing the course and receiving certificates, are really successful or not and what is their condition in the job. It also felt that the certificates issued by DCCI are really helping them or not. So it wanted to see the impacts of training in on the job & before getting job.

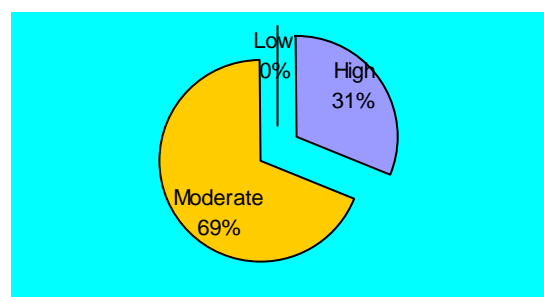
Study on Training Need Assessment

The following results were found on training need assessment:

Increase of Business Efficiency

Level of development	Frequency	Percentage
High	5	31
Moderate	11	61
Low	0	0
Total	16	100

Table: Distribution of participants, regarding to develop their business efficiency in all spheres of life



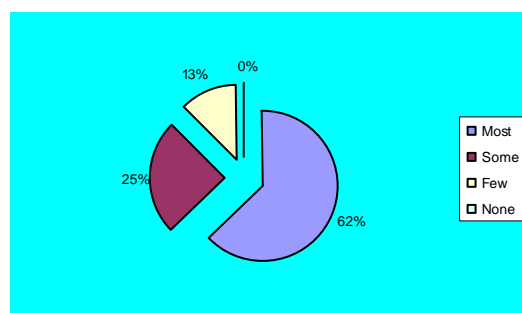
Graph: Distribution of participants, regarding to develop their business efficiency in all spheres of life

It is seen from above table and graph that the business efficiency of Participants of the Training increased after attending the Training Courses of DBI.

Job relevancy

Level of development	Frequency	Percentage
Most	10	62.5
Some	4	25
Few	2	12
None	0	0
Total	16	100

Distribution of opinion regarding the relevancy of training programme with job



Distribution of opinion regarding the relevancy of training programme with job

It had been revealed from the assessment that 90% of the respondent found all or most of their training course was relevant to their job. 62% of the respondents' impression was good and 31.5% was outstanding about the methodology of the training courses. The course methodology was highly appreciated which fulfilled their expectations. Participants also told to continue this standard in future. 75% of the respondents mentioned that the courses in DBI were well organized. It shows that the management team was performing well in organizing the course. 75% of the respondents mentioned that the timing of the courses were effective to promote learning. They indicated that the scheduled time for the course was fully convenient to them. For general training, 37.5% of the respondents were highly satisfied with the course content. While making query, an attempt had been made to evaluate the resource persons. Respondent were asked whether they received sufficient handouts from the resource persons. Besides the resource persons delivered the training materials clearly and conveniently.

Concluding Remarks:

In fine, we may conclude that DCCI Business Institute (DBI) through its various training programs, are contributing immensely to transform Bangladesh from a from trade dependent country to a knowledge-based innovative and more value added export-oriented industrial economy. ITC's courses on IPSCM are also becoming popular in Bangladesh. The need for IPSCM training is also increasing. Business people are becoming aware to develop themselves professionally to face the challenges of globalization by becoming competitive in purchasing & supply. Business Organizations are establishing supply chain departments considering its importance. We are confident that in near future, DBI will be able to provide them with qualified human resources on purchasing and supply chain management as per their need.

Another important aspect of the project is that following the example of DBI, other District Chambers are also taken step to establish training centers in their own premises. Chittagong Chamber of Commerce & Industry (CCCI) is one of the examples who has established Human Resources Development Project of their own in line with the DCCI to develop skills of their locality.

DCCI considered training as the center piece for Human Resources Development which helps poverty reduction, economic growth and social development. DCCI is willing to extend its hands to the commitment of the Government to increase the access to education, skill development training of all with quality and equity. DCCI also will work for employment generation for a balanced growth in all areas of the country.