

Implementing Specific Changes

New Systems and Organizational Change

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A Few Disclaimers.....

- A session about doing small ,specific jobs (implementation).
- Occasional and opportunistic.
- No systematic evidence: we're just sharing experience from two cases.
- These jobs are not done by us, but by the Director or Head of Unit: We offer a plan and help to implement it.
- Both cases involve the embedding of new practices and procedures: hence the common thread of 'organizational change': this is why we've planned this joint presentation.

Identifying Targets for Action

- Small input, but leverage on big outcomes
- The centrality of FDI
- The key focus of action: Investment Agencies and Local Content Units
- The key barriers: Land, Power, Logistics(Customs)

In This Talk....and Rocco's...

- Four examples:
- 1. The Ethiopian Investment Commission: introducing a Relationship Building Programme (Completed, now winding down).
- 2. The Tanzanian Investment Centre: Same again...(Mid-way through)
- 3. A local Content Unit for Tanzania (Just Beginning).
- 4. A New Customs Channel for Myanmar.(In Progress...Rocco)

One example in Detail: The Ethiopian Investment Commission

- Background: Typical profile of Investment Agencies
- Relationship Building as the key to World Class Performance
- A Well-Established Model Exists, pioneered by Finland, Ireland and Singapore.
- Central idea is simple: Set up ongoing contacts with key (potential) employment creators....Then have a systematic process of following up all issues that the Agency should assist with, tracking them through to resolution.

Sounds simple...What's the Challenge?

- The challenge is one of Organizational Change...
- How to change the Culture of the Agency from one of 'Issuing Permits', i.e. allowing firms to operate, towards one of actively assisting firms to deal with unnecessary and inappropriate obstacles that hinder their operation.
- This represents a sea change in the way the Agency works.

How do you (help the Director to) change it?

- One prerequisite, and one ingredient.
- The key prerequisite is that the Agency be led by an excellent Director who is fully behind the change. Otherwise, don't even try!
- The key ingredient lies in putting in new processes and procedures that provide a skeleton for the new system...and then tracking it through month by month for two years until it gets 'taken over' by the Director and senior professional staff.
- 'Taken Over' means that the system you put in place is substantially improved by the in-house team in the light of their experience in operating it.
- Then it's time to leave...

A Few Observations...

- There isn't anything clever or surprising here...
- Rather, I want to focus attention on a few key points, relating to 'jobs' of this kind.
- 1. The 'trick' is to identify a job that's worth doing.
- 2. It requires patience: setbacks and glitches.
- 3. Keep the message simple: At the EIC, the message was: 'The core of the system is the monthly meeting, at which all Group Leaders report to the Director on all current issues, with agreed action points minuted, and actions taken to be reported at the next meeting'.

The Details

- New software to support weekly reports and monthly meetings
- Lifting paper files from archive to be scanned and uploaded
- Creating a secure file-sharing system
- Building up the set of firms covered (now 425)
- Developing the agenda and arrangements for the monthly meetings

The Turning Points

- 1. Professional staff begin to see their job differently (more rewarding).
- 2. Firms begin to express approval of agency's approach.
- 3. Director revamps reporting arrangements at monthly meeting ('taking ownership of system').

My Central Point...

- Why is the imposition of new practices and procedures the key to changing the culture?
- It's not so obvious, but it changes peoples' habits and focus.
- Before these monthly meetings became the focus, individual staff would visit firms, but on an occasional basis, so they saw it as a peripheral 'fun' part of their jobs.
- Now they came to see it was the thing the Director cared about...and judged them on...and so assisting firms effectively became the central part of their jobs.

Identifying Jobs Worth Doing

- Why is the establishment of a Local content Unit crucial for Tanzania?

Identifying Jobs Worth Doing

- Why is the establishment of a Local Content Unit crucial for Tanzania?
- And what did Rocco discover in Myanmar?