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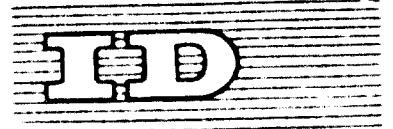
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United Nations Industrial Development Organization

Trainer Workshop on Extension Services for  
Small-scale Industry in the East African sub-region  
Kampala, Uganda, - 18 June 1970 (tentative)

## AIDE - MEMOIRE

### I. Background

1. In nearly all African countries, the promotion of small-scale industry is the main instrument for stimulating the participation of indigenous entrepreneurs in industrial development. For various reasons, of which the most important has been the inadequacy of promotional efforts, the development of indigenous entrepreneurship in new undertakings has until now been woefully lacking in most of these countries. Where indigenous small-scale industries exist, the inadequacy of assistance in technique, management and marketing has been an obstacle to the modernization, expansion or diversification of their production.
2. In many developing countries, the promotion of, and assistance to, small-scale industries is the responsibility of institutions called under a variety of names, such as small industry service institutes, advisory services, promotion centres and industrial extension centres. The latter expression is often used to designate all institutions of this type, and will be referred to in that sense in the present Aide-mémoire.

We regret that some of the pages in the microfiche copy of this report may not be up to the proper legibility standards, even though the best possible copy was used for preparing the master fiche.

3. The establishment of industrial extension centres and the strengthening of existing ones is a very important supporting measure for any sustained effort to promote small-scale industry on the scale required in most African countries. Where such centres exist, they usually encounter problems due to the shortage of trained personnel and to insufficient knowledge and experience, on the part of the extension officials concerned, of the policies, programmes and methods required for the stimulation of entrepreneurship and the modernization of existing enterprises. Where they do not exist, the reason is often the inadequate appreciation, on the part of government authorities, of the policies and programmes for the development of small-scale industries and of the need for special institutions and facilities for this purpose.

4. For these reasons, the United Nations Industrial Development Organization (UNIDO) has included in its work programme a number of projects relating to industrial extension, such as missions aimed at formulating technical co-operation projects, training programmes and other meetings, and research studies for submission to these meetings. The main purpose of these projects is to evolve guidelines for orienting action by Governments in establishing or strengthening industrial extension services, to train extension officers and to promote and facilitate technical co-operation projects in these areas. Some of these projects will be carried out with the co-operation of Governments of either industrial or developing countries, regional economic commissions, specialized agencies of the United Nations, technical co-operation experts in the field of small-scale industry in developing countries, and various non-governmental organizations.

#### 11. Purpose of the Training Workshop

5. One of these projects is to organize in 1970 a Training Workshop on Extension Services for Small-scale Industry in the East African Sub-region. The project is being organized by UNIDO in co-operation with the Economic Commission for Africa (ECA) and the Government of Uganda, financing being provided by the United Nations Development Programme (Technical Assistance) (UNDP/TA). This project will be the second in a series. A first workshop, for the West African Sub-region, will be held immediately before, in Dakar, Republic of Senegal. Other workshops are planned for other regions, in 1971.

6. The purpose of these workshops is to provide, through courses, round-table discussions, case studies and visits to some projects, training and orientation to senior officials from developing countries with a view to enlarging their knowledge and experience in organizing and providing extension services to small-scale industries. Participants will be given an opportunity to exchange information and pool experience gained in their countries, to assess the usefulness of industrial extension services and related facilities, their organization and methods, within the context of over-all programmes for the development of small-scale industry, and to appraise the needs and resources of their own countries in these areas and their requirements for assistance under technical co-operation programmes. The discussions will also be expected to provide guidance to UNIDO in the formulation and conduct of field activities and to enhance the operation of existing technical co-operation projects relating to small-scale industry in the countries of the participants and in other developing countries.

#### III. Time and Venue

7. It is tentatively scheduled that the Training Workshop on Extension Services for Small-scale Industry in the East African Sub-region will be held in Kampala, Uganda, from 8 to 18 June 1970.

#### IV. Participants

8. The Workshop will bring together participants from Botswana, Ethiopia, Kenya, Lesotho, Malawi, Mauritius, Somalia, the Sudan, Swaziland, Tanzania, Uganda, the United Arab Republic and Zambia.

9. UNIDO will invite, at United Nations expense, one participant from each of the above countries, on the basis of nominations to be submitted by the Governments. The participants should be directors of industrial extension centres, where these exist, or senior government officials responsible for the promotion of small-scale industry.

10. Governments are invited to nominate two candidates, one of whom will be selected

by UNIDO to participate in the Workshop at United Nations expense. The second nominee will be an alternate, who will attend the Workshop in case the selected candidate should be unable to attend. Nominations are to be submitted in triplicate for each nominee by 15 February 1970 or earlier, through the Resident Representative of ...the United Nations Development Programme, on the forms attached to the Aide-mémoire.

11. Each country participant will be expected to submit a report containing a brief description of his country's experience, plans or intentions in the field of small-scale industry and industrial extension services. Each country report should not exceed ten pages. In order to permit timely reproduction and translation, the reports should be submitted to the Secretariat of UNIDO by 1 April 1970 at the latest.

12. UNIDO would welcome the attendance of additional participants, at the expense of Governments. It is suggested that such participants might be senior industrial extension officers (technicians), where these are in function, or officials from financial institutions responsible for the financing of small-scale industries, or other senior officials in charge of small industry development.

13. Participants will attend in their individual capacities rather than as representatives of their Governments. They will be expected to attend the Workshop for its entire duration. The selected participants will be informed on administrative, travel and financial arrangements for attending through the Office of the UNDP Resident Representative.

14. The Workshop will be attended also by officials, consultants and experts of UNIDO and ECA, and by officials of specialized agencies of the United Nations.

#### V. Organization and Working Languages

15. Courses and round-table discussions will take place once or twice daily, in accordance with the work schedule established by the Workshop.

16. The working language of the Workshop will be English. No interpretation will be provided. Documents will be issued in English only.

VI. Financial Arrangements

17. UNIDO will provide the following for each selected participant:

- (a) Round trip economy class air travel between the airport of departure in the home country to Kampala and back to the original point of departure;
- (b) Subsistence allowance for eleven days;
- (c) Terminal allowances.

18. The Organizations or Governments employing the participants will be required to bear the following expenses:

- (a) All the expenses in the home country incidental to travel abroad, including expenditures for passports, visas, medical examinations, inoculations and other such miscellaneous items and internal travel to airport of departure in home country;
- (b) Salary and related allowances for the participants during the period of the Workshop.

19. UNIDO will not assume responsibility for the following expenditures:

- (a) Travel or any cost incurred by dependents who might accompany the participants;
- (b) Costs incurred by participants with respect to travel insurance, accident insurance, medical bills or hospitalization fees in connexion with their attending the Workshop.
- (c) Compensation in the event of death or disability of participants in connexion with their attending the Workshop.
- (d) Loss of and/or damage to personal property of participants while attending the Workshop.

VII. Programme of Courses and Documentation

20. An outline of subjects to be covered by the Training Workshop and a provisional ...list of documents are attached. A detailed programme of courses will be issued at a later date.



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TRAINING WORKSHOP ON EXTENSION SERVICES FOR  
SMALL INDUSTRY IN THE EAST AFRICAN SUBREGION

Outline of Subjects for Courses and Discussions

1. Role of small-scale industry in the industrial development of countries of the participants. Review of policies, programmes, institutions and facilities for the development of small-scale industry in these countries.
2. The future of the traditional sector in the process of industrialization.
3. Methods and techniques of industrial extension
  - A. Promotion of entrepreneurship
    - (a) Preparation of surveys and feasibility studies;
    - (b) Assistance at the pre-investment stage;
    - (c) Promotion campaigns for the development of new small and medium industries.
  - B. Services and facilities for small-scale industries
    - (a) Industrial extension services for
      - (i) Technical and technological assistance;
      - (ii) Management development, training and counselling;
      - (iii) Marketing assistance.
    - (b) Assistance in research, development and demonstration facilities, production of prototypes, design improvement, quality control, etc.
    - (c) Promotion of subcontracting between large and small industries.
    - (d) Common service facilities within industrial estates or in other areas of concentration of small-scale industries.
    - (e) Industrial estates.
4. Organization and management of industrial extension services, recruitment and training of extension personnel.
5. Financing of small industry
  - (a) Programmes of financial assistance for small-scale industry;
  - (b) Supervised credit schemes;
  - (c) Hire-purchase schemes for supply of machinery and equipment;
  - (d) Commercial and co-operative financing.
6. Preparation of individual projects for the organization and development of extension services in the countries of the participants.

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**TRAINING WORKSHOP ON EXTENSION SERVICES FOR  
SMALL INDUSTRY IN THE EAST AFRICAN SUBREGION**

Provisional List of Documents

1. **Industrial Extension Services for Small-scale Industries**
2. **Summary List of Technical Services and Facilities for Small-scale Industries and Related Institutions**
3. **Report of the Interregional Symposium on Technical Services and Facilities for Small-scale Industries**
4. **Stimulation of Entrepreneurship and Assistance to Small Industrialists at the Pre-Investment Stage**
5. **Extension Services and Development Finance for Small Industry (East Africa)**
6. **Extension Services for Small Industry in the African Context**
7. **The Role of Industrial Estates in Small Industry Development in African Countries**
8. **The Future of the Traditional Sector in an Industrializing Economy**
9. **UNIDO Activities Related to Services and Facilities for Small-scale Industries in Africa**
10. **Services and Facilities for Small-scale Industries in Industrial Estates**
11. **Extension Service and Development Finance for Small Industry: An International Comparative Analysis**
12. **Policies and Programmes for the Development of Small-scale Industry**
13. **Policies and Programmes for the Establishment of Industrial Estates**





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