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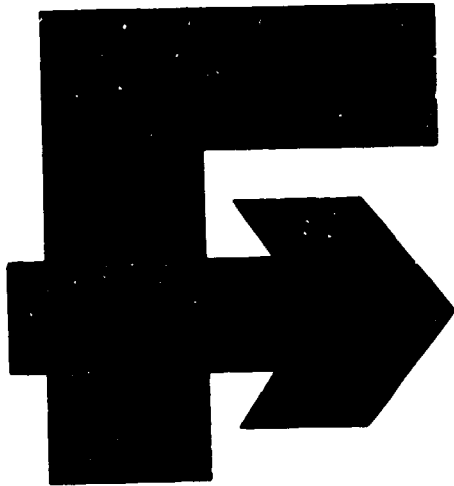
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**ZAMBIA INVESTMENT CENTER
TRAINING COURSE
FINAL REPORT**

FIDIMI CONSULTING





Contract no. 93/082/AV

**between
United Nations Industrial Development Organisation (UNIDO)
and
Fidimi Consulting S.p.A.**

ZAMBIA INVESTMENT CENTER

TRAINING COURSE

FINAL REPORT

**Project no.: DG/ZAM/92/001
Activity code: G06100**

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ZAMBIA INVESTMENT CENTER TRAINING PROGRAMME

FINAL REPORT

On March 10th 1993 UNIDO informed Fidimi Consulting that it had been selected by UNIDO for the provision of services regarding the project no. DG/ZAM/92/001 "Establishment of Zambia Investment Center". The contract awarded was based on UNIDO's request for proposal no P93/1 dated 6 January 1993, Fidimi Consulting's proposal dated February 1993 and on the addendum to UNIDO's terms of reference dated 8 March 1993 (fax no. 6247).

The aim of the project set forth by UNIDO was to conduct an investment promotion training programme organised in two workshops covering four modules:

1. Investment Promotion
2. Investment Project Development
3. Legal Aspects and Joint Venture Development
4. Technology Transfer

Project briefing took place at UNIDO Vienna on April 26th 1993, during which the team leader, Mr. R. Belussi, presented and discussed the programme, methodology and approach with UNIDO officer, Mr. Y Okello. The tentative schedule of the two courses had not been prepared by UNIDO owing to some unresolved logistic problems in Lusaka.

The date of departure was postponed and Fidimi Consulting was informed by UNIDO on 7 September 1993 that after consultations with the management of the Zambia Investment Center the training programme was rescheduled to start for the first quarter of 1994.

The first training course was carried out from April 11th to April 29th, 1994, at the Pamodzi Hotel in Lusaka.



Owing to the one-year postponement, the original team of teachers proposed was modified. The four lecturers that participated to the course, holding lessons on 4 different Modules, were:

Module 1 - Investment Promotion and Marketing:	prof. G. Dutto
Module 2 - The Project Cycle and Project Analysis	Mr. A. Viglietto- Coordinator
Module 3 - Legal and Contractual Aspects	Mr. M. Zilio
Module 4 - Technology Transfer Aspects	prof. C. Pietrobelli

In addition to the lecturers, Mr. Renato Belussi, Project Team Leader, joined the course during the last week, to analyse the results of the first training exercise and to discuss possible improvements to be undertaken during the second course.

Two changes were made to the training programme submitted to UNIDO for previous approval, namely:

- the replacement of dott. L. Bellodi with dott. M. Zilio, due to serious health problems of the former occurred at the last minute;
- the 3rd week activities were re-organised in order to adapt the technical assistance component to the actual necessities of the Zambian institutions: a visit to the different institutions was performed in order to analyse and discuss the relevant activities and projects in the field of investment promotion.

The programme of the first training course can be found in the First Interim Report.

A closing ceremony was organised to hand over the certificates of attendance to the participants. Mr. K. J. Moore, the Director General of the Zambia Investment Centre. Mr. J.K. Phiri, Director Investment Promotion of ZIC, Mr. E Taylor, UNIDO representative, Mr. V. Sandalli, first secretary of the Italian Embassy, Mr. Mangano, Commercial Attaché of the Italian Embassy, attended the ceremony.

The results of the course were assessed on the basis of the Evaluation Form filled out by the participants and taking into account the discussions held with the UNIDO and Zambia Investment Center Representatives.

The overall response from the participants was positive and the most common remarks made concerned the duration of the course (considered too long) and the logistic aspects of the seminars (most of the participants suggested that the course be organised outside Lusaka, so as to avoid being continuously called back to



their Office). Improvements in the preparation and handling of Training materials and the presentation of more case studies were also suggested.

The local UNIDO Representative suggested that a major involvement of the participants in the discussions of the presented arguments would be quite useful (i.e. a less academic approach and stimulate the participants to discuss their own ideas and problems). As far as the composition of the group was concerned the UNIDO Representative suggested to re-organise the course according to three different categories of participants: Chief Executives, Support Staff and Officials.

- **Officials:** full attendance 5 days a week, morning and afternoon;
- **Support Staff:** attendance to the Friday section (to be re-organised in order to present a brief overview of the arguments discussed during the week);
- **Chief Executives:** attendance to a special two-day section of the course (to be organised at the end of the period - perhaps during the week-end, outside Lusaka - where the main topics and the essential arguments are presented and discussed).

Zambia Investment Center Representatives suggested that the course be re-scheduled on a two-week basis and that the seminars be addressed to only two categories of participants: Chief Executives and Officials (including Support Staff). The idea, suggested by the UNIDO Representative, to organise a special two-day course during the week-end for Chief Executives was appreciated and shared.

In addition, it was suggested to improve the presentation of the linkages between the arguments of the Modules and the final goal of promoting and attracting investment in the Country, by stimulating a more active involvement of the trainees in the discussions.

It should be pointed out that the Zambia Investment Center was not well informed on FIDIMI's assignment by UNIDO; in particular that the contract foresaw a second Training Course for the benefit of other participants. The second Course was believed to be a follow-up of the first, including new arguments and/or a greater emphasis of the previous ones.

Finally, the Zambia Investment Center expressed its willingness to hold some lectures during the second course, in order to present the activities of the Center and to promote the Center itself among the different attending institutions.

An interim report covering the work executed during the first training workshop and including the working documents was submitted to UNIDO on May 16 1994.



The schedule of the second Training Course was tentatively planned for the first two weeks of September or in the second half of October, according to the availability of the lecturers and of the Zambia Investment Center Management. The scheduling of the second training course was slightly postponed owing to ZIC commitments and logistic problems and to the revision of the training programme.

The second training workshop was carried out from November 11th to November 25th, 1994, at the Pamodzi Hotel in Lusaka.

Based on the suggestions of the Zambia Investment Centre's management and the recommendations of UNIDO Vienna's task manager, the following changes were made to the first training course held in April:

- the length of the main course was reduced to two weeks in order to ensure the full-time attendance of the participants;
- two short-term courses were added to the main one. The first for executive officers of the Zambia Investment Centre and other Government institutions was held by Prof. Dutto and Mr. Napodano on Saturday 19th. The main topics were the Foreign Direct Investment Process and the Role of Investment Promotion Techniques to Attract Foreign Capital. The second course held by Mr. Napodano on Wednesday 23rd and Thursday 24th presented the PROPSPIN Software to the managers of the Zambia Investment Centre.
- the participation of Mr. Napodano in the seminar team as was originally proposed in the FIDIMI offer. The replacement of Mr. Bellodi with Mr. Tucci, a legal expert with an extensive experience in international joint-venture negotiation, due to the delay of the second course.

The four lecturers that participated to the main course:

Module 1 - Investment Promotion and Marketing:	prof. G. Dutto
Module 2 - The Project Cycle and Project Analysis	Mr. M. Napodano - Coordinator
Module 3 - Legal and Contractual Aspects	Mr. M. Tucci
Module 4 - Technology Transfer Aspects	prof. C. Pietrobelli

The programme of the second training workshop can be found in the Second Interim Report.



A closing ceremony was organised to hand over the certificates of attendance to the participants. Mr. Moore, the Director of the Zambia Investment Centre, Mr. Becchi, the UNDP Deputy Resident Representative, Mr. Brevig and a Deputy Minister of Trade, Commerce and Industry attended the ceremony.

The results of the second training programme were considered positive based on the following points:

- the organisation of the programme in three different courses based on the specific interest and professional background of the participants;
- the presentation of case studies for each module that favoured the active involvement of the participants. In particular the team work on a feasibility study preparation and the presentation of three real-case contracts of international joint ventures were highly considered;
- the extensive documentation distributed, beyond the topics presented in the class, that should allow the participants to create a personal library of reference materials for their activities in investment promotion.

The only inconveniences of this second training programme were the cancellation of most of the Zambian Airways flights and the delay in the distribution of the course materials including the UNIDO Manuals, that were held at airport customs for more than one week. The FIDIMI Team had a proactive role to overcome these inconveniences and the participants appreciated this effort.

An interim report covering the work executed during the second workshop and including the working documents was submitted to UNIDO on December 15th 1994.

During both workshops the UNIDO office in Lusaka was constantly kept informed on the progress of the courses. Dr. E. A. S. Taylor, UNIDO representative in Lusaka, actively participated to the final discussions during the first course, providing useful suggestions and comments for the improvement of the second exercise. Mr. Brevig, the UNIDO deputy representative in Lusaka, was instrumental in the realisation of the certificate of attendance given to all the participants.



Zambian Participation

Institutions, both public and private, sent participants to both courses.

A total of 23 participants attended the first course, but the daily average attendance was not full. Some Institutions sent different participants to attend the lessons according to the different modules, others simply could not afford to have officials out of work for the entire duration of the course (3 weeks). This is one of the reasons that prompted the re-organisation of 3rd week activities and the subsequent reduction of the second course timing schedule to two weeks.

The main course of the second workshop was regularly attended by a total of 14 participants, while the executive course was attended by 9 participants and the PROPSPIN presentation by 4.

The preparation level of the participants was generally high, most of them have studied abroad (mainly in the U.K., Holland, Canada and Russia) .

The Institutions participating to the course were all directly involved in the fields of investment promotion and export development. Quite significant was, also, the participation of a private firm, that provides consulting services to foreign investors.

Some Institutions, considered important for the aim of the course, that did not participate to the first training workshop, such as the Zambia Association of Chambers of Commerce and Industry, Small Scale Industry Development Organisation, did however attend the second training workshop. A greater participation of representatives of local and foreign entrepreneurs would have provided useful contributions to the discussions.



Documentation Provided

Each participant was provided with a basic set of documents, including:

- a brief description of the content of each Module;
- copy of the slides shown during the lessons;
- support materials from international literature (related to the different Modules);
- copy of the UNIDO Manual for the Preparation of Industrial Feasibility Studies;
- PROPSPIN Manual and Data Entry Format.

In the first course some of the slides were prepared during the seminars, due to the fact that the composition of participants (and the relevant level of preparation) was unknown before the beginning of the course. This also required to adapt the level of the lessons and of the arguments according to the specific needs of the participants and to the actual field of activity within the relevant Institutions.