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ZISCOSTEEL
TRAINING REPORT

**SECOND MANAGEMENT DEVELOPMENT
PROGRAMME FOR EXECUTIVES FROM
METALLURGICAL AND ENGINEERING
INDUSTRIES IN COMESA**

HELD AT

**THE ZISCOSTEEL MANAGEMENT DEVELOPMENT CENTRE
REDCLIFF ZIMBABWE**

9TH - 27TH MARCH, 1998

BACKGROUND

Ziscosteel Training Centre was designated in 1985 as a regional training institution for engineers and other personnel from the steel and allied industries. To date, more than one hundred technicians and engineers from several COMESA member States have undergone training in maintenance engineering and general management. Implementation of the skills and techniques gained during these training programmes has been slow in many instances. This is largely because of differences in perception and thinking between the trainees and their executive decision makers who must authorise any changes.

It has therefore become apparent that there is a need to have regular complementary training programmes for the executive managers as well. This approach gives maximum benefit as the entire organisation will be thinking along similar lines. A pilot training programme for such executives at the Ziscosteel Training Centre in 1996 amply demonstrated this observation. The executives, on returning to their plants, could actively support the suggestions of their subordinates resulting in significant benefits to the companies concerned.

Several executive development programmes of a general nature are offered in many countries of COMESA, but none focuses on the specialised requirements of the steel and allied industries. For example, most large steel companies in the world such as British Steel have tailor-made training centres for their executives. In addition, iron and steel executives in developed countries or regions come together regularly to share ideas and experiences. Well-organised professional institutes and associations at national, regional and international levels that set standards regulations and other conditions applicable to the industry are to be found all over the world, which is not so in COMESA.. The uniqueness of the iron and steel industry in the COMESA region in terms of plant size, technology, product range and environment, present it with different challenges not found elsewhere in the world. While much benefit is to be derived by linking with the steel industry world wide, ultimately it is the capability of management and decision makers on the plant that determines the level at which the industry in COMESA operates.

OBJECTIVES OF THE PROGRAMME

1. To improve organisational efficiency, capacity utilisation, product quality, delivery and cost competitiveness that are essential prerequisites for the plants to survive in the highly competitive global market environment now prevailing.
2. To develop and strengthen the management capabilities in the iron and steel and allied engineering industries of COMESA member States.
3. To help participants to work out solutions to develop projects and action plans for solving problems at their respective plants to enhance operational efficiency.

OPENING

The program was officially declared open by the Honourable MP of Kwekwe on behalf of the Minister of Industry and Commerce on the 9th of March, 1998. The Minister paid tribute to UNIDO for its continued support and assistance and COMESA for organising such a training program. He also congratulated Zisco for being capable of arranging such a program.

The Acting Director of Industry, Energy and Environment Mr. J.A.A. Opio read a statement on behalf of the Acting Secretary General of COMESA. He thanked the Government of Zimbabwe for agreeing to host the program and Ziscosteel for organising it. He also took the opportunity to outline COMESA's overall development programs.

The Ziscosteel Board Chairman Mr. C.M.D. Sanyanga also made a statement. He particularly dealt with the on going projects at Ziscosteel.

Also present were the ZANU (PF) party provincial Chairman for Midlands Dr. F. Shava and His Worship the Mayor of Redcliff Clr. T. Moyo. They also made statements.

ATTENDANCE

The program attracted a total of forty participants mostly from Zimbabwe. Only three foreign participants i.e. two from Kenya and one from Nigeria attended. The list of participants is attached at the end of the report.

ORGANISATION OF PROGRAM

The program was held at the newly-established Ziscosteel Management Centre in Redcliff. Ziscosteel was responsible for all of the administrative arrangements such as hotel bookings, venue, transport, typing, communication, lunches and teas, plant visits etc.

One of the most important aspects of the program was to visit different plants. To that end plants visits were made to the below mentioned companies.

Ziscosteel Works , Redcliff
Steelmakers Redcliff, Zimbabwe
Sable Chemicals Industries, Kwekwe
Kariba Batteries, Gweru
Ripple Creek Iron Ore Mine
Lancashire Steel, Kwekwe
Zimbabwe Alloys, Gweru
F. Issels, Bulawayo
Treger Plastics, Bulawayo
Kango Products, Bulawayo
Wankie Colliery, Hwange
Hwange Thermal Power Station, Hwange

In order for the program to be more meaningful participants were given group exercises/activities. The activities were to develop a five year development plan using the logical framework matrix for:-

1.
 - (a) Sable Chemical Industries Ltd
 - (b) Steelmakers (Zimbabwe) Ltd
 - (c) Ziscosteel Ltd
 - (d) Mabati Rolling Mills Ltd, Kenya
 - (e) Lancashire Steel Ltd

2. Standardisation and Quality Management.
 - (a) Definitions of standard and quality
 - (b) Checklists for companies in preparedness for ISO 9000

3. Using techniques of strategic change management to develop a future vision and practical steps for strengthening regional co-operation and networking in:-
 - (a) Trade and Investment
 - (b) Capacity Building
 - (c) Information

4. Energy Management - typical replacement decision making case study.

EVALUATION

An evaluation was carried out at the end of the program to assess its effectiveness.

Attendance was good for such a program but however it should be noted that more external participants (from outside Zimbabwe) would have given the program more meaning. This would also have assisted in increasing the experience shared.

The course was well balanced, relevant, and topics were covered in sufficient detail. More participants thought that the duration of the course was okay.

More such programs should be organised. But the most important issue raised was the of follow-ups. Participants said that there is need for follow-ups to ensure that knowledge gained is being put to good use.

Group exercises were good as they enabled participants to share ideas and experiences.

Plant visits were good and relevant.

PREPARED BY: C PASI
ZISCOSTEEL TRAINING MANAGER

TOPIC	LECTURER	AIM
1. Strategic change management	Dr G.G. Masanga	To enable executives to think strategically about the process of change and how they can manage and implement change effectively
2. Business strategies	Dr G.G. Masanga	To familiarise executives with modern business strategies
3. Finance for non-finance managers	Mr. T. Woldermariam	To develop and improve the skills of executives to analyse and interpret financial statements, prepare budgets and balance sheets, read cash flow statements and understand the link between income, expenditure and profit.
4. Managing competition and markets	Mr. E. Kadembo	To enable executives to manage competition in the global market and maintain a competitive edge.
5. Strategic planning process using the logical framework matrix	Prof. E.A. Wright	To show executives how to apply the logical framework matrix in arriving at strategic decisions in the planning.
6. Maintenance	Mr. N.M. Mashanyare	To enable executives to grasp the ideas of maintenance management that can be put into practice at their plants.
7. Productivity and total quality management (TQM)	Mr. P.T. Nhamburo	To improve production techniques and achieve set targets.
8. Standardisation	Mr. Z. Felleke	To give executives an appreciation of relevant standards such as the ISO 9000 and 14000 series and their implication to the metal and engineering industries.
9. Energy management	Prof. F.D. Yamba	To show executives how to incorporate modern management techniques to conserve energy in their plants.

TOPIC	LECTURER	AIM
10. Occupational health, safety and the work environment	Mr. M.M. Ncube	To familiarise executives with legislation and minimum requirements about occupational health, safety and environmental issues in modern manufacturing enterprises.
11. Cleaner production	Mr. L. Manyama	To demonstrate to the executives how this environmentally friendly production concept can enhance productivity, quality, profits, and competitiveness.
12. Human resources management	Mr. G. J. Maphosa	To equip the executives with contemporary techniques for motivating employees to improve performance and achieve set targets.
13. Information management and computers		To show the executives how modern IT techniques can enhance a company's competitive edge and profits
14. The role of the board and management	Dr. G.G. Masanga	To explain the functions of the board of directors and that of management and show how they should work together to achieve organisational goals in a conflict free manner.
15. Regional cooperation and strategic alliances	Dr. M. Kanyangarara	To discuss with the executives the crucial importance of regional cooperation and networking in meeting the challenges of a globalised economy.

TOPIC	LECTURER	AIM
16. Increasing the service life of equipment, productivity and quality	Dr. V. Bobrov- UNECA provided expert	To show participants how application of advanced engineering techniques can drastically increase the service life of equipment, productivity and quality at very little cost

LIST OF PARTICIPANTS

<u>NO</u>	<u>NAME</u>	<u>COMPANY</u>
1.	Chabvonga H*	Ziscosteel
2.	Chigwada R.B.	Ziscosteel
3.	Chikuni P.	Sable Chemical Industries
4.	Castellin C.*	Buchwa Iron Mining Company
5.	Chirashi K.P.*	Ziscosteel
6.	Chiripamberi F.D.*	Ziscosteel
7.	Deda N.M.*	Buchwa Iron Mining Company
8.	Dhege C.*	Ziscosteel
9.	Dhlamini F.M.	Lancashire Steel
10.	Gasura S.*	Buchwa Iron Mining Company
11.	Gavhure M.M.	Ziscosteel
12.	Jana B.*	Buchwa Iron Mining Company
13.	Johnson A.*	Steelmaker(Zimbabwe) Ltd.
14.	Kang'anga C.*	Ziscosteel
15.	Kumire M.*	Ziscosteel
16.	Kumbemba L.*	Ziscosteel
17.	Kurehwatira F.	Lancashire Steel
18.	Makunike A.N.*	Ziscosteel
19.	Mapenzauswa T.	Ziscosteel
20.	Masango J.	Ziscosteel
21.	Magenga J.	Ziscosteel
22.	Mberi R.*	Ziscosteel
23.	Motala S.A.*	Buchwa iron Mining Company

<u>NO</u>	<u>NAME</u>	<u>COMPANY</u>
24.	Muhambi J.*	Ziscosteel
25.	Murenzvi H.*	Ziscosteel
26.	Muzenda J.	Ziscosteel
27.	Mukaro L.*	Ziscosteel
28.	Ndlovu T.	Lancahire Steel
29.	Muzemba P.L.N.*	Ziscosteel
30.	Njuguna P.M.	Mabati Rolling Mills(Kenya)
31.	Nkompilo A.L.*	Ziscosteel
32.	Nhukarume D.I.*	Ziscosteel
33.	Nyararai E.*	Ziscosteel
34.	Nyati E.*	Buchwa Iron Mining Company
35.	Pasi C.	Ziscosteel
36.	Pasi N.A.M.	Ziscosteel
37.	Phiri D.*	Buchwa Iron Mining Company
38.	Sule S.S.	Mabati Rolling Mills (Kenya)
39.	Van Rensburg B.D.	Steelmakers (Zimbabwe) Ltd.
40.	Adeyemo S.*	African Iron & Steel Association(Nigeria)

Participants marked * did not attend the full programme, they only appeared for selected lectures.