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22052

**INTER REGIONAL CENTRE FOR ENTREPRENEURSHIP
AND INVESTMENT TRAINING**

{Sponsored by United Nations Industrial Development Organisation (UNIDO)
& Government of India}

at

Entrepreneurship Development Institute of India (EDI), Ahmedabad, India

Programme Report

**Training of Trainers in Industrial Management in selected African countries :
Eritrea, Ethiopia, Kenya, Tanzania and Uganda**

21 September - 3rd October 1998

Organised by

**UNIDO and EDI in association with & at
Eastern and Southern African Management Institute (ESAMI), Tanzania**

Sponsored by

Government of India

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Training of Trainers in Industrial Management in selected African countries : Eritrea, Ethiopia, Kenya, Tanzania and Uganda : A Report

1. Background :

Inadequate human resources in the area of training is a matter of great concern since it negatively affects the quality and extent of training provided to industry in general and SME sector in particular. The need for African countries to develop further their industrial management capabilities was reiterated in the Abidjan Declaration on the Alliance for Africa's Industrialisation in which African Heads of State and Government committed themselves individually and collectively to take all measures for, inter-alia, "the enhancement of capacity building and human resources development at the policy, institutional and enterprise levels including the integration of women in industry".

During the Industrial Sector Programme Review Missions undertaken by UNIDO to Kenya, Tanzania and Uganda in November/ December 1994 in Ethiopia in November 1995, particularly high priority was given by the national authorities to the development of Industrial Human Resources and Training including the integration of women in industry. The same priorities have been given further impetus in the session paper No.1 of 1996 on the "Industrial Transformation to the year 2020" recently adopted by the Kenya Government ; the policy document on "Sustainable Industrial Development, SIDP, 1996 - 2020" also recently released by the Government of Tanzania; the "Agricultural - led Industrialisation", policy framework already adopted by the Government of Ethiopia as well as in the UNDP - financed private sector development programme presently being implemented in Uganda. Also, the mission carried out by UNIDO in Eritrea in June 1996 highlighted Human Resource Development as one of the key areas of priority by the national authorities.

Thus, there is an urgent need to develop a pool of well trained trainers in the institutions that are responsible for promoting industrial development. Responding to such a need, UNIDO proposed to organise a training programme for trainers equipping them with conceptual understanding and methodological tools relevant to assessment of training needs; design, development, implementation and evaluation of training programmes in the field of industrial management. Given the expertise/ experience in the subject matter, UNIDO had sought the involvement of Entrepreneurship Development Institute of India (EDI) in programme design, provision of necessary training materials and delivering certain training inputs. The programme took place at Eastern and Southern African Management Institute (ESAMI). The report follows :

2. Sponsors and Organisers :

The programme was sponsored by Government of India. UNIDO and EDI were responsible for organising the programme. Faculty support and logistics were sought from ESAMI.

3. Duration and Venue :

The programme commenced on 21st September at Eastern and Southern African Management Institute, Arusha, Tanzania. Training inputs were offered from 21st September to 2nd October, the concluding day being reserved for counselling and one-to-one interactions. The programme was held on a full time basis from 9 AM to 4.45 PM including Saturday. On most of the days, the participants had to work for extra hours. Thus, on an average, about 9 hours a day for 11 days were devoted to programme-related activities. The closing ceremony was held on 2nd October in the presence of the Director General of ESAMI.

4. Role of implementing institutions :

Entrepreneurship Development Institute of India (EDI) took care of the following :

- Formulating programme design and finalising the same in consultation with UNIDO
- Compiling/preparing training materials and background reading materials for the participants covering enterprise development - related themes.
- Delivering a major part of the inputs (details in the enclosed Programme Schedule)
- Facilitating preparation of Action Plans by the participants (in association with UNIDO)
- Participation in the sessions handled by UNIDO and ESAMI faculty members

UNIDO took care of the following :

- Preparing necessary project document for the programme and seeking necessary clearances
- Disseminating information about the programme through contact points in the concerned countries
- Liaisoning with ESAMI for firming up necessary logistic arrangements
- Selection of participants for the programme and attendant administrative activities
- Helping EDI in finalising the programme schedule and faculty identification
- Delivering programme inputs related to project development cycle (as per the enclosed programme schedule)

- Participation in the training sessions conducted by other faculty members during the 2nd week of the programme
- Providing feedback to the participants while they presented their Action Plans

ESAMI took care of the following :

- Offering venue for the programme
- Board/lodging of the participants and the faculty
- Airport transfers.
- Handling certain sessions on fundamentals of training (as per the enclosed programme schedule)

5. **Programme Objective :**

The programme was designed and conducted with a view to enhance the skills of trainers in the conceptual and methodological tools to be employed for the design and implementation of training programmes in the field of industrial management, entrepreneurship development and project identification, preparation, appraisal and promotion.

6. **Contents :**

The programme was split into four Modules as under :

Module I : Design and development of training programme

- Training needs identification and analysis
- Formulating training objectives
- Training Design
- Training methods
- Programme Implementation
- Training evaluation

Module II : Industrial Management -

- Process of growth
- Performance audit
 - Market audit
 - Production audit
 - Financial audit

- Potential audit
 - Resource-base
 - Experience-base
 - Entrepreneurial-base
- Formulation of growth plans
- Implementation and management of growth programmes

Module III : Entrepreneurship Development and Project Development Cycle

- Introduction to Entrepreneurship Development :
 - Process of entrepreneurship development
 - Options for training interventions
- Pre-training activities
 - Training needs assessment
 - Promotional techniques
 - Tools for identifying and selecting potential entrepreneurs
- Curriculum design :
 - Guiding entrepreneurs in Project Development Cycle
 - Designing management inputs
 - Entrepreneurial competencies, awareness and process of development
 - Designing behavioural inputs
- Programme management :
 - Process of follow-up support
 - Monitoring and evaluation

Module IV : Action Plan

- Identifying training interventions required for SME development
- Preparing a programme outline including curriculum for such interventions

The programme schedule is enclosed at Annexure I.

7. Participation :

15 professionals representing 5 countries participated in the programme. The country-wise representation is as under :

<u>Country</u>	<u>No. of Participants</u>
Eritrea	2
Ethiopia	3

Kenya	1
Tanzania	4
Uganda	5

Total	15

All the participants had relevant background in training/ entrepreneurship development. During the training programme, the participants commended UNIDO for appropriateness of the selection. List of participants is enclosed at Annexure II.

8. Summary of Proceedings :

The programme dealt with following major themes :

- Fundamentals of training methodology including training-need identification
- Facilitating growth among existing/performing entrepreneurs
- Training interventions for new enterprise creation
- Project development cycle and related aspects

Before commencing technical sessions, the participants were asked to indicate their expectations from the programme. Keeping in view the overall programme objectives and the need to meet the expectations of the participants, minor modifications were made in the programme schedule. Having presented an overview of training interventions for development of small and medium enterprise sector, the participants were asked to indicate those areas of intervention that they wish to see being deliberated upon. Thus, the training inputs were brought closer to the needs of the participants.

Noted below is a gist of the proceedings :

i) *Fundamentals of training methodology :*

The ESAMI faculty delivered the inputs covering the theme. The participants were appraised of the distinction between education, training and development. The rationale for training was deliberated upon with reference to the performance indicators of the trainees. Fundamental approaches to training were discussed. Approaches to identifying learning needs was discussed in brief.

The participants were asked to fill up 'Learning Style Inventory'. This led to discussions on how adults in general and entrepreneurs in particular learn. The learning styles were then linked to learning models. Various methods of imparting training were discussed.

The importance of monitoring and evaluation of training programmes were discussed. The 'logical framework approach' for monitoring and evaluation was presented to the participants. The need for monitoring and key issues involved in the process as also an overview of how to monitor training programmes were discussed.

ii) *Enterprise growth :*

The participants were appraised of the meaning of 'Growth' and various types of growth. Routes to enterprise growth were deliberated upon through illustrations. The implications of growth were discussed using a Case Study.

The participants were asked (through syndicate discussions) to identify the characteristics of a well performing business. The presentations from the participants were then linked to various aspects of business profiling exercise. Detailed deliberations took place covering the answer to the question 'How well a business is performing?'. The participants were appraised of the process of 'Performance Audit' i.e profiling a business from the angle of current performance. With a view to help the participants understand key aspects of business profiling, the faculty made a presentation on cost of project, means of finance and contribution analysis.

Various factors that contribute to the potential that a business has for growth were discussed. A systematic framework for assessing the growth potential of an enterprise was presented. Further, the participants were exposed to ways and means of assessing growth plans. Through an exhaustive case study, the participants were asked to apply the learnings of business profiling. The presentation by syndicate groups indicated that most of the participants have been in a position to understand the processing profiling a business to facilitate growth. The confidence to this effect was expressed by the participants as a part of programme evaluation.

iii) *Entrepreneurship Development Programme for New Enterprise Creation :*

At the outset, the process of Entrepreneurship Development was deliberated upon with a view to let the participants gain a conceptual understanding. The practices in the developing as also developed countries in the area of facilitating New Enterprise Creation were discussed. The participants shared their experiences of such interventions in their countries. A typical training-cum-counselling model to develop potential entrepreneurs was presented.

As a part of detailed deliberations on training model, the nature of pre-training activities and the rationale thereof were discussed. Based on the experiences of

the participants as also that of EDI and similar institutions elsewhere, a broad curriculum for the training programme was deliberated upon. In the interest of fulfilling the objectives of Entrepreneurship Development Programmes (EDPs), measures to provide follow-up support to potential entrepreneurs were emphasized. Keeping in view the need to be cost effective, various indicators for evaluating an EDP were discussed.

iv) ***Project Development Cycle and related issues :***

An experienced faculty member from UNIDO delivered the inputs. The participants were exposed to various elements that an entrepreneur has to take into account as a part of formulation and appraisal of investment proposals. Drawing on the experiences of participants, the faculty member deliberated on the sources of business ideas - the first stage in the project development cycle. Subsequently, other stages of project development cycle with a focus on key factors involved in investment appraisal were discussed.

The contextual aspects of investment with reference to globalization of the economies the world over was discussed. The feedback from the participants indicate that this input was well received. While deliberating on the project development cycle, certain critical areas concerning project identification were discussed. With reference to product life cycle, the importance of choosing those investment opportunities where the products are at growth stage was emphasized. Alternate marketing strategies reflecting the stage of a product in its life cycle were discussed. Offering several illustrations, the faculty member established linkages between what an entrepreneur in the SME sector needs to focus upon at various stages of project life cycle namely opportunity identification, project formulation and implementation.

Despite problems associated with non-availability of certain training aids, the faculty member presented two interesting and relevant softwares - one covering management in SME sector and the other on Project Formulation and Appraisal. The softwares were demonstrated to small groups of participants in a staggered manner. The participants' feedback indicate that the demonstration was well received.

v) ***Action Plan :***

A format for Action Plan was prepared (please see Annexure III) and distributed to the participants 2 days before conclusion of the training programme. Subsequent to briefing, the participants prepared action plans in small groups, country-wise. The same were presented on 2nd October.

Representatives from all the countries indicated the need to initiate in their countries two major interventions viz., Entrepreneurship Development Programmes (EDPs) for New Enterprise Creation and Growth Programmes to facilitate enterprise growth among existing / performing entrepreneurs. While Eritrea, Ethiopia and Kenya suggested that they are interested in organising two EDPs per year for the next two years, Uganda and Tanzania indicated that they wish to organise 4 programmes per year. Eritrea and Uganda expressed intentions to organise 3 Growth Programmes per year whereas the rest of the countries indicated that they will organise two programmes per year.

Ugandan representatives expressed an urgent need to organise capacity building programmes so that they could develop a pool of Business Counsellors to support Growth Programmes. Likewise, Kenya, Tanzania and Ethiopia expressed the need to develop Business Counsellors in their respective countries. Ethiopians indicated that there is a need to organise a training of Trainers' Programme to build capacities in the area of Entrepreneurship Development for New Enterprise Creation in various parts of the country. Representatives of all the countries expect support from UNIDO and other institutions in organising such capacity building programmes. In a couple of instances, the participants felt it will be useful to provide some follow-up support in the form of a visit of a Consultant to the participating countries.

Detailed action plans as prepared by the participants are enclosed as Annexure IV - A to IV- E.

9. **Methodology :**

Given the experience of the participants, the programme followed an interactive process. Lectures were confined to presentation of concepts. A variety of illustrations were used while deliberating on various concepts. Two case studies were used to illustrate various aspects of enterprise growth. Overhead projector was used extensively by all the faculty members. The faculty member from UNIDO demonstrated relevant and interesting softwares using his own laptop in the absence of projection facilities at ESAMI. Syndicate groups were formed on different occasions to facilitate discussions. The action plans were prepared in groups (with one exception) - each group representing one of the five countries.

10. **Faculty :**

Dr Leonard Mpande, ESAMI handled seven sessions on training-need identification and related issues. Mr Joseph Mumba, ESAMI handled one session on Monitoring and Evaluation of training programmes. Mr B P Murali, Project Director, IRC, EDI handled 24 sessions. Further, he was present with the participants throughout the duration of the programme. In addition, he briefed the participants on the action plan and monitored the

presentation of the same for additional 3 sessions. Mr Lech Kurowski, UNIDO handled six sessions. In addition, he demonstrated the softwares through additional sessions on three occasions. Further, he was present during most of the sessions during 28th September to 2nd October. He took part in the discussions during the presentation of action plans.

11. Programme Materials :

EDI compiled a Facilitator's Guide on enterprise growth. The same was distributed to the participants. In addition, several papers on New Enterprise Creation were compiled by EDI and distributed to the participants as a separate volume. From UNIDO's side, its publication on Industrial Project Preparation and Appraisal was distributed to the participants. In addition, copies of certain transparencies and write-ups on certain softwares were distributed by Mr Kurowski. From ESAMI's side, handouts on training methodology, training-need-identification and the like were distributed.

12. Programme Evaluation :

While informal feedback was sought from the participants regularly (on a day-to-day basis), it was decided to seek participants' opinion about the programme in a more formal manner. Accordingly, a format was designed (please see Annexure V) and distributed to the participants. They had an option to respond anonymously. Following is a compilation of their responses :

- i) **Programme duration:** 43% of the participants felt that the duration was not adequate. The rest of the participants were of the opinion that the duration is adequate.
- ii) **Reading materials :** All the participants were satisfied with the reading materials. During informal conversations, the participants made a special mention of 'Facilitator's Guide on Growth Programmes' indicating that it is well designed and user-friendly.
- iii) **Programme relevance :** About 65% of the participants stated that the training programme is 'very relevant' considering their area of work. With the exception of one participant, the remaining indicated that the programme is 'relevant'.
- iv) **Programme inputs :** The participants were asked to rate major programme inputs in a 4-point scale.

The results (in terms of percentages) are as under:

Input	Rating			
	Excellent	V.Good	Good	Fair
a) Fundamentals of training Methodology (ESAMI faculty)	14%	57%	29%	-
b) Process of enterprise growth & Growth Programme (EDI faculty)	71%	21%	8%	-
c) Entrepreneurship Development Programmes for New Enterprise Creation (EDI faculty)	50%	42%	8%	-
d) Context of Industrial investments (UNIDO faculty)	21%	50%	29%	-
e) Project Development Cycle (UNIDO faculty)	-	57%	43%	-
f) Overview of Project Appraisal (UNIDO faculty)	7%	50%	36%	7%
g) Software demonstration (UNIDO faculty)	8%	69%	23%	-

- v) **Most liked inputs** : With a view to understand the participants' perceptions about the inputs as related to their needs, an open-ended question was asked wherein they could list out three inputs that they liked most. Their responses are summarised below :

<u>Inputs most liked</u>	<u>Percentage of participants</u>
a) Growth Programmes	93%
b) New Enterprise Creation Programmes	93%
c) Fundamentals of training methodology	36%
d) Investment context & Project Appraisal	36%
e) Software demonstration	7%

- vi) In response to a question on whether any input could be deleted, 85% of the participants said that all the inputs are relevant and hence none needs to be

deleted. However, two participants felt that inputs on Project Development Cycle could have been deleted.

- vii) The participants were asked to rate the confidence with which they can take up certain tasks. Following is the summary of the responses :

Tasks	Rating		
	<u>Very Confident</u>	<u>Confident</u>	<u>Somewhat Confident</u>
a) Designing & conducting Growth Programmes	21%	71%	8%
b) Designing training Programmes for potential Entrepreneurs	36%	57%	7%
c) Assessing nature of training Interventions to develop SME sector	14%	72%	14%
d) Profiling a business (Performance Audit & Potential Audit)	43%	57%	-
e) Examining whether a project has been formulated/ appraised properly	14%	72%	14%

- viii) In terms of logistics, following is the response :

Item	Rating			
	Excellent	V.Good	Good	Fair
a) Food	7%	36%	36%	21%
b) Accommodation	57%	29%	7%	7%

- ix) In response to an open-ended question on suggestions/ comments, several points were raised by the participants. Noted below is the summary of such points mentioned by atleast two participants :

Particulars	Frequency (%)
a) Need for change in the menu/improvement in quality and variety of food	29%
b) Need to use better crockery	14%
c) Access to telephones in the rooms	14%
d) Need for field visits	21%
e) Need to increase the programme duration	14%
f) Positive comments about the programme (Nature of the programme, appreciation for EDI faculty)	43%
g) Need for better level of preparations on the part of ESAMI faculty	14%

* * *

TRAINING OF TRAINERS IN INDUSTRIAL MANAGEMENT AT ESAMI, ARUSHA, TANZANIA

21 September - 3rd October 1998

Programme Schedule

Session Day/Date	I	II	III	IV	Home Assignments
21/09/1998 Monday	-Inauguration -Programme objectives	Training interventions to develop SME sector : An overview BPM	Training Need Identification & Analysis LP (ESAMI)		
22/09/1998 Tuesday	Formulating training objectives and training design LP (ESAMI)		Training methodology & implementation LP (ESAMI)		
23/09/1998 Wednesday	Training evaluation LP (ESAMI)	Industrial Management (IM) : Process of enterprise growth BPM	-IM : Routes to growth -Implications of growth BPM	Case Study (Excel knitwear) BPM	Case Study (Excel knitwear) [Continued]
24/09/1998 Thursday	-Case study: discussions -Growth change profile BPM	IM - Business Profiling : An overview BPM	IM - Performance Profiling : Market Audit BPM	Market Audit: Pre-requisites to market plan formulation BPM	
25/09/1998 Friday	Market Audit : Continued BPM	Assessing Market Programme BPM		Production Audit BPM	
26/09/1998 Saturday	Contribution analysis BPM	Financial Audit BPM	Potential Audit BPM	-Assessing growth plans -Business Counselling: An overview BPM	Growth Programme : Planning & Implementation BPM

Session Day/Date	I	II	III	IV	
28/09/1998 Monday	Process of Entrepreneurship Development (ED) BPM	Training Interventions for New Enterprise Creation (NEC) : An overview BPM	Context of Industrial Investments LK	-Project Development Cycle: Introduction LK	
29/09/1998 Tuesday	Project Development Cycle (Continued)		Pre training activities for NEC: -Need Assessment -Promotional Techniques BPM	Selection of potential entrepreneurs for NEC : Basic premises Entrepreneurial Competencies: Awareness BPM	Software demo LK
30/09/1998 Wednesday	-Software demo LK -Case Study presentation BPM	Focused Behavioural Event Interview (FBEI) : -Introduction -Demonstration BPM	Curriculum design for Training Programmes on NEC BPM	Developing entrepreneurial competencies : Sample session BPM	
01/10/1998 Thursday	Monitoring and Evaluation of NEC programmes JM (ESAMI)	-Training Programmes for NEC : Follow-up, Support -Briefing for Action Plan BPM/LK	Action Plan Preparation LK/BPM as Resource Persons	Action Plan Preparation (Contd.)	
02/10/1998 Friday	Action Plan Presentation and discussions LK/ESAMI/BPM			-Programme Review -Closing	
03/10/1998 Saturday	Individual counselling				

Legend : BPM - B P Murali, EDI
JM - Dr Joseph Mumba, ESAMI
LP - Dr Leonard Mpande, ESAMI
LK - Lech Kurowski, UNIDO

EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE

TRAINING OF TRAINERS ON INDUSTRIAL MANAGEMENT

21st September - 2nd October, 1998

(SPONSORED BY UNIDO)

LIST OF PARTICIPANTS

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TRAINING OF TRAINERS IN INDUSTRIAL MANAGEMENT, ESAMI, ARUSHA
(21 SEPT. - 3 OCTOBER 1998)

ACTION PLAN

Country:

Representatives: 1
2
3
4
5

Section A: Please indicate the types of training interventions for development of Small and Medium Enterprises (SME) in your country keeping in mind the socio-economic and cultural conditions.

Section B: Entrepreneurship Development Programme (EDP) for New Enterprise creation.

If you wish to organise EDPs in your country, please answer an the questions in this section.

1. Given the conditions prevalent in your country, what could be the design for a training programme (EDP) for New Enterprise Creation? Noted below is a format for your response.

i} Target groups (indicate the profile)

ii} Objectives of EDP

iii} Duration of the programme

- Pre training activities: - weeks
- Training programme - weeks
- Post-training activities:
 - > continuous - weeks
 - > intermittent - weeks

iv} Broad curriculum:

2. What is the size of the 'Market' for EDPs in your country? How many EDPs. can be conducted in a year in your country assuming that training resources are available.

3. Does your country have necessary human resources to conduct EDPs.

4. What is the current scenario in your country in terms of training potential entrepreneurs for new enterprise creation? Who conducts such training programmes? How are the programmes funded?
5. In the next two years, how many EDPs you want to conduct?
6. What could be the possible sources of funds to support the EDPs.
7. Please let us know the nature and extent of external support you require to conduct EDPs on a continuous basis
8. Any other observations you wish to make?

Section C: Growth programme (GP) for performing\existing entrepreneurs:

If you wish to organise growth programme for existing entrepreneurs, please answer all the questions in this section:

1. What could be a relevant design for GP in your country:
 - {i} Target group (indicate the profile)
 - {ii} Broad curriculum Including input structure
 - {iii} Duration of the programme

-	Pre training activities	-	weeks
-	Training:		
	1st Phase	-	weeks
	2nd Phase	-	weeks
	3rd Phase	-	weeks
-	Post training support	-	weeks
2. What is the size of the 'Market' for GP? How many GPs can be conducted in your country in a year (assuming that training resources are available)
3. In the next two years, how many GPs you can conduct in your country
4. What could be the sources of funds for he GPs?
5. Please let us know the nature and extent of external support you require to conduct GPs
6. Any other observations you wish to make?

Section D: Other training interventions

With reference to your response to section A, if you wish to pursue any interventions other than EDP & GP, please respond to the following (separately for each intervention):

1. nature of intervention
2. Target group
3. Broad programme outline
4. Duration:
 - Pre-programme activities: - weeks
 - programme - weeks
 - Post-programme activities - weeks
5. What could be the activity level of the programmes in the next 2 years
6. What could be the possible funding sources
7. What are the support needs (in terms of training of Resources Persons, transfer of know how etc) to implement such programmes?
8. Any other observations?

**TRAINING OF TRAINERS IN INDUSTRIAL MANAGEMENT
ESAMI ARUSHA**

ACTION PLAN

COUNTRY : ERITREA

REPRESENTATIVES : 1. Mr. Abel Habtemariam
2. Mr. Tewelde Tecele.

Date : October 1st, 1998.

Section A : Types of training for the development of SME :

- (1) Entrepreneurship Development Programme (EDP)
- (2) Growth Programme for existing entrepreneurs (GP)

Section B: Entrepreneurship Development Programme

1. Design for EDP

I) Target Groups

- Ex-fighters
- Returners
- Deportees
- Fresh Graduates from Technical non technical institutions
- Depouts
- Retrenched Government Employees
- Unemployed Members of Women Association.

ii) Objective of EDP

- to increase the supply of Entrepreneurs
- To create Employment Opportunities
- To Contribute to the motions economy
- To realise possible (viable) projects that can be undertaken in the economy

iii) Duration of the Programmes

- Pre-training activities : 8-10 weeks
- Training Programmes : 8-12 weeks
- Post Training Activities : 4-6 weeks

iv) Curriculam

a) Contents

- Information Output
- Business Opportunity Guidance
- Market Survey
- Behavioral Inputs
- Business Plans
- Managerial Aspects.
- Implementation of related inputs
- Business skills

b) METHODOLOGY

- Lecturette
- Case study
- Presentation
- Simulation

2. As Eritrea is a new nation, it can be realised that there is a large market size of EDP
- Maximum of 2EDPs can be conducted in a year.
3. At present, there is shortage of skilled Human resource to conduct EDPs, but there is a potential of having adequate human resource for the subject matter in the near future.
4. There are some training programmes conducted and sponsored by NGOs like OBS of Germany to help the returnees to start-up new micro businesses, even though it emphasis on the technical aspect.

There are also some associations like the National Union of Eritrean Women, the War Disabled Association, the Fighters Rehabilitation Office & Eritrean Refuge Rehabilitation Commission, which work in briefing and helping potential Entrepreneurs to start up new small and medium enterprises.

5. We would like to conduct at least 4 EDPs in the next 2 years.
6. The Government and non government organisations (NGOs) could sponsor EDPs. Participants could also pay reasonable fee.
7. As the government policy is against the continuos dependence on external help, the nature and extent of external support required should be up to the stage where we can self sustain in conducting the program. However, we require technical and financial support, particularly resource persons & trainers of EDP since Eritrea in the process of reconstruction & devil of Human resources.

SECTION C: GROWTH PROGRAMME

1) Design of GPs

I) Target Group

Managers of small and medium business enterprises

ii) Curriculum

Phase [Duration => 1 week]

- Introduction on Growth
- Conducting performance Audit
- Conducting Potential Audit
- Formulating Growth Plan/Growth change Profile
- Evaluating Growth Plan
- Implementation

[* N.B> The Duration for Pre training activities is 4 weeks]

Phase II [Duration => 20-25 hours]

- Individual Counselling

Phase III [Duration => 1 Week]

- Hard Skills [*N.B. The Duration for Post training support is 8-10 hours
- Soft Skills distributed over one month]

METHODOLOGY

- Lecturette - Presentation
- Case Study(Localized) -Simulation

2. There is a potential Market for conducting GP.

At least three GPs can be conducted within one year

3. Seven GPs can be conducted within the next two years.

4. The Government, the participants & Non Governmental Organisations could be Funding Agencies for GPs

5. To conduct GPs, it requires Financial & Technical support from external bodies specially trainers and Resource persons

-0-

TRAINING OF TRAINERS IN INDUSTRIAL MANAGEMENT

(21ST SEPTEMBER 1998 TO 3RD OCTOBER 1998)

ACTION PLAN**COUNTRY : ETHIOPIA**

REPRESENTATIVES: 1 TILAHUN TADESSE
 2 SOLOMON TAFESSE
 3 DEMESSIE BAFFA

Section A:

The training Interventions are require for the development of Small and Medium Enterprises in our Country are:

- a) Entrepreneurship Development Programme for new Enterprise Creation
- b) Growth Programme for Performing or existing new enterprise
- c) Training for trainers and counsellors

Section B:**i) Target groups**

- a) Unemployed youth
- b) People who have money but not a business idea

ii) a) Objective is to create productive self employment to educated and less educated young persons coming out of school and colleges.

- b) To enlarge SMEs, which offer better opportunity for employment generation
- c) To initiate the process of Industrial development in different regions of the country

iii) Duration of the Programme

- Pre-training activities : 4 to 6 weeks
- Training Programme: 6 to 10 weeks
- Post training Programme :
- Continous 4 to 6 weeks
- Intermittent 4 months

iv) Broad Curriculum:

- a) Information gathering and analysis
- b) Entrepreneurial competencies development
- c) Business opportunities guide
- d) Market Survey

- Class room Programme
- Counselling
- Field Work

v) Business Plans

- Class room exercise
- Fine tuning

vi) How to manage the business

vii) How to implement the project

viii) Skills related to the operation of the project

2. The size of the market is broadened highly because of privatisation and price liberalisation in the country
 - To start with, two programmes can be conducted with one year.
3. Our country has necessary human resource to conduct EDPs, but we require technical assistance and mutual Co-operation to take off
4. In our country we have an organisation which is vested with the power of conducting courses for potential entrepreneurs for NEC.
 - Micro and Small Enterprise agency conducts the programme
 - The Ethiopian Management Institute which is used to conduct this programme has the desire to conduct the programme in co-operation with other organisations.
 - The programmes are funded by donor organisations and the Government
5. In the coming 2 years we can conduct 4 EDPs
6. The possible sources of funds
 - UNIDO
 - ILO
 - UNDP
 - EDI (World Bank)
 - GTZ and Others
7. To conduct EDPs on continuous basis we require
 - a) Financial Assistance
 - b) Technical Support
 - c) Working in co-operative with International Organisations who are willing to us in conducting EDPs

SECTION C:

Growth Programme (GP) for performing/ existing entrepreneurs

1) The relevant design for growth (GP) for our country:

i) Target Group

- Owner Managers who have been in business and have shown growth trend and who have some growth plans

ii) Broad Curriculum

- 1) Information gathering and analysis
- 2) Integrated business analysis input
- 3) Opportunity mapping for growth
- 4) Formulation of growth plan by assessing the internal and External factors.
- 5) Key entrepreneurial competencies and need based hard skills

iii) Duration of the Programme

- Pre training activities - 6 to 8 weeks
- Training activities
 - 1st Phase - 1 Week
 - 2nd Phase - 12 to 18 weeks
 - 3rd Phase - 1 week
- Post training support 20 -24 weeks

2. Due to economic liberalisation in the country there is broad market opportunity

Two GP can be conducted in a year

3. Four GPs can be conducted in two years time

4. The possible source of fund

- UNIDO
- ILO
- UNDP
- EDI (World Bank)
- GTZ and other sources

5. To conduct GPs we require

- a) Financial Support
- b) Technical Support
- c) Working in Co-operation with International Organisation in this end.

Section D: Other training Programmes

1. Nature of intervention

- Training of Counsellors
- Training of Trainers

2. Selected counselors and trainers

3. Broad programme outline

- Training need identification and analysis
- Setting of training objectives
- Training design
- Conduction of Training
- Evaluation of Training
- Counselling
- Counselling method and technics
- The role of a counsellor:

4. Duration

- Pre Programme activities : 4 to 6 weeks
- Programme activities : 2 weeks
- Post programme activities 12 to 18 weeks

5 . In the next two years two programme levels will be carried out

6. The possible sources of funds:

- UNIDO
- ILO
- UNDP
- EDI (World Bank)
- GTZ and others

7. We need support in terms of

- Resource persons
- Transfer of know how
- Finance

TRAINING OF TRAINERS IN INDUSTRIAL MANAGEMENT

ESAMI ARUSHA

ACTION PLAN

COUNTRY: KENYA

REPRESENTATIVE : Mr. VINDELE CHOKERA

SECTION A : TRAINING INTERVENTIONS REQUIRED

- 1) Enterprise Development Programme
- 2) Growth Programme
- 3) Capacity Building Programme
- 4) Sensitization Programmes for creating an Enabling Environment

SECTION B:

1) (i) The target group for an EDP Programme would be mainly focus among others Early Retirers - The Civil service in my country has a programme arising form the Structural Adjustment Programmes embarked on a "Golden Handshake" Programmes while is encouraging Civil Servants to retire at between 40-45 years rather than 55 years. In order to reduce the size of Civil Service. Private organisations are also doing them same due to the liberalisation exercise and improved technology hence require less personnel.

- Youth and Women

ii) Objectives

- a) To encourage the retirees to acquire entrepreneurial identity after having worked employees for a while.
- b) Enable them identify and act on business opportunities
- c) Equipping them with Basic Managerial and technical skill.
- d) Enable them harness and properly use the retirement Benefits which often are misused due to lack of benefits which often are misused due to lack of Planning and inability to identify feasible, viable business opportunities.

iii) Duration of the Programme : - 4 weeks full time 6 hours per day Training

Pre training - - 6 weeks pre training preparation

		3 weeks continuous
Post training		3 weeks Intermittent

CURRICULUM

iv) BROAD OBJECTIVES

- Information Inputs
- Business Opportunity Guidance
- (Local setting)
- Market Survey
- Behavioural Inputs
- Business Plan Preparation
- Managerial aspects- Goal setting
- Implementation in related inputs
- Resources mobilization

2) If many organisations are involved in this exercise there is great need for such programmes. The civil service reform alone needs to reduce by almost 50%. This number together with the private sector restructuring makes the number overwhelming hence as many as 20 EDPs can be carried out in a year

3) There are organisations dealing with Enterprise Development but I do not have there inventory. I do believe that the Country may have some human resource to conduct EDP but requires additional capacity to cater for over whelming number of people who may require this form of training.

There are adequate potential by the Number of organisations involved in micro and small enterprises credit and development.

4) Situation Analysis.

I am aware of Micro- financing NGOs and the Kenya Institute of Management who carry out thematic training but not an Integrated approach of Enterprise Development. Going by what I see on the media advertisements there are General Management training earned out by both the public and private sector for Performing Entrepreneurs

5) My firm can conduct 5 EDPs if funding is available. The first two would require longer period of planning.

6) Donors, Micro and Small Enterprise NGOs, Kenya Community Development Trust, Kenya Community Development Fund (WB), Commercial Banks, Churches Restructuring Private Organisations

7) As a firm we would require further capacity Building, Funds

8) There is great need to sensitize the Banking Industry to support this sector because by so doing they are creating their business. However, the present culture of "Fear of Banks" must first be eradicated in order to entrench the EDPs. Currently many Kenyans have a "Banks Phobia" due to what they have seen happening to the other people who have defaulted with bank loans. I think the curriculum should contain an aspect of demystifying the bank to the common person and promote a saving culture among them.

C. GROWTH PROGRAMME FOR EXISTING ENTREPRENEURS

1)i) Existing Entrepreneurs who have been in operation for over 5 years and doing well. They may or may not have thought or prepared a growth plan.

(ii) Broad Curriculum

- Understanding what growth is.
- Types of growth
- Routes of growth
- Implications of growth
- How to carry out Performance audit
- How to carry out Potential Gredit
- Formulating Growth Plans in a systematic way.
- Assessing Growth Plans
- Individual Counselling
- Hard skill Inputs - dependent on need

iii) Duration of the Programme - Pre training - 6 weeks promotion

- Phase 1 - 3 days
 - Phase 2 - 4 days spread over a period of time
 - Phase 3 - 3 days
- Post training support - 4 weeks (intermittent visits) to monitor progress

2. GP Market size.

There is a big market for GP but they need to be promoted extensively to sensitize the existing entrepreneurs for its need.

There is possibility that many "Successful" Entrepreneurs may be tempted to ignore them. Over 20 GPs could be conducted assuming 20 sources are available.

3) Depending on the availability of resources My firm could conduct 4 GPs in two years

4) Source of funds

- Entrepreneurs themselves
- Donors - to conduct the Business counselling Training
- Fredrick Ebert, Fredrick Adenour Foundations GTZ.

5) External Support Required.

- Funds
- Training of Trainers and Business Counsellors create a Pool of resources.

6. There is likelihood that this programme may generate a lot of interest among the target group if adequate financing is secured for promotional activities. There is need to ensure the need is met by developing human resources to administer the programmes

Prior to commencing the Growth Programme a reserve of Business Counsellors should be established hence a one to two weeks training should be planned.

D) OTHER OFFICE INTERVENTIONS

1) CAPACITY BUILDING PROGRAMMES

- Developing Business Counsellors

2) Target Groups : Consultants offering their resources to SME, Business Promoters, Staff of NGOs, University graduates, wishing to venture into business counselling as a career, staff of the Kenya Association of manufacturer and interested members of the Federation of Kenya Employees

3) Broad Curriculum:

- Basic counselling Skills
- Basic Growth Programme issues
- Business auditing
- Preparing a business plan
- Other thematic issues as many arise from the counselling process
- Net working - for referral purposes.

4) Duration

Pre-programme - 4 weeks preparation and promotion

Programme - 10 days

Post Programme- 3-4 days

5. Activity level

This programme will be highly dependent on the Growth Programme because the trainers of the Programme will be issued to Counsel Entrepreneurs. However, this programmes could be carried out first to give counsellors ample time to practice with existing entrepreneurs on any areas of need awaiting is to be implemented.

Possible funding Sources

- Donors - Fund Foundation
- Kenya Association of Professional Counsellors in form of training
- SME
- NGOs

Required Support

- Growth Programmes Training
- Soft skills of Counselling is adequate and fully developed.

D. SENSITIZATION PROGRAMMES FOR CREATING ENABLING ENVIRONMENT

- 1) Entrepreneurship Development for Bankers and Policy makers.
- 2) Bankers and Policy makers would be the targets for this sensitizations to order to solicit their support policy decision on small enterprise development programme
More often than not the banks do require collateral for loans an aspect that has deterred. Many entrepreneurs from attempting to go in to any ventures.
- 3) Broad Outline
 - Role of key players in the support of SME
 - Policy formulation in favour of SME growth
 - De-mystification of Banking and Banking process
 - Gender related issues to relations to Women Entrepreneurs their ability to first to get credit
- 4) Duration:
 - Pre Training -4 weeks
 - Programme - 3-4 weeks
 - Post Programme -2 weeks*
- 5) In order to create a conducive environment for particularly New Enterprise Creation there is need to launch an awareness campaign that will sensitize the Bankers and Policy makers. While their actual change of policies and therefore practices may take long, there need to send as quickly as possible as high. The activity level should be high
 - visiting banks executives.
 - lobbying among policy makers etc.
- 6) Donors -
 - Various Foundations Fedrick Ebbert, Fedrick Adenour, Galsy Trust, Ford Foundation, U.S.Aid
- 7) Training Personnel will be required
- 8) This being a high level activity, it may require concerted effort and support from UNIDO to give it a big face lift. International Top Notch Trainers and lobbying for practical support will be very crucial.

**TRAINING OF TRAINERS IN INDUSTRIAL MANAGEMENT
(21ST SEPTEMBER 1998 TO 3RD OCTOBER 1998)**

ARUSHA, TANZANIA

ACTION PLAN

Country: TANZANIA

Representatives : 1. Mr ANAMRINGI MARO
 2. Ms. MARIA NGOWI
 3. Ms. SARAH LIFA-LYIMO
 4. Ms. STELLA MSEWWA

SECTION A:

The types of training interventions for development of Small and Medium Enterprises (SME) in Tanzania are:

- a) Entrepreneurship Development Programmes for Beginners. These programmes are conducted by SIDO-SICATA and other NGO's such as NIGP Business centre, OICT & VETA
- b) Improve your Business (Growth Programmes)
Conducted by SIDO-SICATA, TIRDO.
- c) Entrepreneurship Tailor-made Programmes to suit the identified needs
Conducted by SIDO-SICATA, Business Centre, OCIT.

Section :B

1. The design for a training programme (EDP) for New Enterprise Creation in Tanzania.

(I) Target Groups

- Youth (18-30 years) those who have completed from colleges and are unemployed.
- Women- unemployed women who are interested to become entrepreneurs.
- Disabled- those who have come from colleges and are not employed but the ones who want to become entrepreneurs.
- Retrenches who want to become entrepreneurs.

(ii) Objectives of EDP

- Facilitating enterprise start-up.
- Bringing about self directed change in identify of the participants.

(iii) Durations of the Programme.

- Pre- training activities - 6 weeks.
- Training - 6 weeks
- Post training activities - 4 weeks
 - > continuous - -
 - > intermitlent - 2 weeks follow-up

(iv) Broad Curriculum

Pre-training activites.

- Understanding the social-cultural and economic environment in the concerned region to facilitate formulation of the programme start.
- Liaison with support system.
- Programme Marketing i.e., creating awarness of EDP amongst the potential participants and generating interest.
- Selection of Potential entrepreneurs for EDP the selection crieria would include Behavioural and Non- behavioural indicators.

Training Programme "

This will cover the following items:

- Informational Inputs.
- Business Opportunity Guidance
- Inputs Related to Developing Entrepreneurial Competencies
- Market Survey
- Preparation of a Business Plan.
- How to manage (Managerial aspects)
- How to implement a Business Plan (Implementation Inputs)
- Business skills

Post Training Activities.

- Counselling support to finish/complete their business plans
- Support in seeking financial assistance to implement their business.

2. The size of the Market for EDPs in Tanzania is big but there is problem of lacks of funds
The number of EDPs that can be conducted in our country is 4 (four).
3. Yes, it has got Human Resources the conduct EDPs
4. These training programmes are conducted by the Business Centre, Business Care, TISCO and TIRDO. The programmes are funded by individuals, participants, various institutions and interested organisations.
5. In the next 2 years, 4 EDPs may be conducted.

6. The possible sources of funds to support EDPs
 - Women funds
 - Youth funds
 - Disabled funds
 - Individual Participants
 - Donors.

7. The nature and extent of external support Tanzania requires to conduct EDPs on continuous basis include.
 - Role Models
 - Funds
 - Experienced Business Trainers.

SECTION C:

Growth Programme (GP) for Performing/ Existing Entrepreneurs

1. The relevant design for GP in Tanzania are
 - (i) Target group
 - Performing/Existing Entrepreneurs (Women, Youth, Disabled) from one particular sector such as the food sector, clothing, small scale metal industry, wood and transport.

 - (ii) Broad Curriculum + Input Structure

The programme will take care of

 - a) The Business - How well is the business
 - What potentials those businesses have for growth.

 - b) The Environment - What does economic liberalization mean
 - What are the nature of threats and opportunities

 - c) The Entrepreneur - What competencies do they possess
 - What competencies do they need to possess
 - The gap
 - How to fill the gap

Input Structure.

- 1) What is growth
 - What are the 3 types of growth
 - What are the routes to growth
 - What are implications of growth (Why growth=fill matrix, use case studies).

- 2) How to audit a business from performance angle } Discussion
 - How to audit a business from potential angle } "
 - How to formulate growth plan } Presentation

How to assess growth plan - Growth Change Plan } "

3) Individual counselling for each entrepreneur which will include

- Exploring
- Understanding
- Agreement
- Action

(iii) Duration of the Programme

Pre training activities	-	8 weeks Training
1st Phase		3 days- 1week
2nd Phase		1 week
3rd Phase		1 week
Post training Support		4 weeks (Intermittently)

2) The size of the GP is big but the problems are

- Lack of funds
 - Entrepreneurs do not have time
 - Entrepreneurs do not see the importance of GPs as they think that they are performing well
- In a year 2 GPs can be conducted in Tanzania

3) In the next two years we can conduct 4 GPs

4) Sources of funds for the GPs held in the country could be

- a) Entrepreneurs themselves
- b) Agencies eg. National Income Generating Programme (NIGP)
- c) Donors such as UNDP, ILO, SIDA
- d) The Government (where possible)

5) Nature and Extent of External Support Tanzania requires in order to be able to conduct GPs

- Role Model
- Funds (Financial Support about 60%)
- Experienced Business Trainers.

SECTION D:

1) CAPACITY BUILDING PROGRAMMES

Focus in Developing Business counsellors.

2) Target Group

- 1) Trainers who are delivering EDPs

ii) Consultants who offer services Small and Medium Enterprises eg. TISCO, TIRDO

3) Broad Programme Outline:

- Counselling Skills
- Skills in profiling of SME in terms of its current performance and its potential growth (Growth Programme)
- Acquiring of problem solving business plan
- Preparation of Business Plans
- How to manage business crises.

4) Duration

- Pre programme - 5 weeks
for Preparation and Promotion
- Programme - 2 weeks
- Post Programme - 1 week

5) The activity level of the programmes in the next 2 years could be

- trainers of the EDPs and consultants who offer services to small and medium enterprises will be used to counsel entrepreneurs.
- it is anticipated that before implementation on counselling these trainers and consultants will have practice counselling.

6) Possible funding sources

- Donors
- Government where possible

7) The support need to implement such programmes

- Experienced business counsellors
- Funds
- Willingness of the target group

**TRAINING OF TRAINERS IN INDUSTRIAL MANAGEMENT
(21ST SEPTEMBER 1998 TO 3RD OCTOBER 1998)**

ACTION PLAN

COUNTRY: UGANDA

REPRESENTATIVES :

1. SARAH LUBEGA
2. SEMWOGEVERE ROBERT
3. KASULE ABDUL
- 4 MUSOKE JULIET
- 5 OKWENY JAMES

Section A:

Types of training interventions in Uganda for development of SME in our Country.

- i) Entrepreneurship Development Course as part of the School Curriculum.
- ii) Entrepreneurship Development Programme master minded by GTZ - Uganda.
- iii) Entrepreneurship Development Programme introduced by MSI conducted by Uganda Manufacturer's Association.
- iv) Marketing Development and Counselling Skills sponsored by DANIDA and Uganda National Farmers Association (UNFA)
- v) Business skills Development Programme funded by UNDP and implemented by Uganda Manufacturers Association (UMA)

Section B:

Entrepreneurship Development Programme (EDP) for New Enterprise Creation

- i) 18 years and above undergraduates in technical and Vocational institutions
 - Educated unemployed Youth between 21 and 312 years
 - Literate farmers 20 years to 50 years of age
 - Women who are between 18 years and 45 years of age who are also literate.
- ii) Objectives of EDP
 - a) To equip potential entrepreneurs with skills needed to start and improve their own business
 - b) To bring about change in their personnel entrepreneurial Competencies.
 - c) To help them improve and enhance their socio economic status
 - d) To provide self employment to educated young persons
- iii) Duration of Programmes
 - Pre training activities - 8 weeks
 - Training programme 2 to 3years

- Post training activities
 - Continuous 2 weeks
 - Intermittent 5 weeks

iv) Broad Curriculum

- Information inputs
- Business Opportunities
- Market Survey
- Business Plan
- How to Manage
- Business skills
- Implementation related inputs

2. What is the size of the Market of EDPs in the country

- Youths
 - Women
 - Retrenched Soldiers and Civil servants
 - Medium and large Scale farmers
- 4 EDPs can be conducted in a year

3. Human resources in the country

- Yes, but not enough

4. A number of programmes are currently underway in the country as shown below

- i) Entrepreneurship Development Course as part of the School Curriculum in technical and Vocational institutions - Not funded
- ii) Entrepreneurship Development Programme funded by GTZ - Uganda
- iii) Business Skills Development Programme funded by UNDP
- iv) Marketing Development and Counselling skills funded by DINIDA and Uganda National Farmers Association (UMFA)

5. Number of EDPs in the next two years is 8

6. Possible sources of funds

- GTZ
- USAID
- UMDP
- DANIDA
- CIDA
- SIDA
- Swiss Development Corporation (SDC)
- World Bank
- UNIDO
- European Union (EU)
- DFID

- FES (Fedrick Ebert Foundation)
- Government

7. Nature and extent of external support required to conduct EDPs (Continuously)

- Technical and Financial Support
 - a) Periodic Technical interventions by experts from renowned entrepreneurship institutions
 - b) Financial Support up to 70% contribution towards over all cost of running the Programme for a period of 5 years after which the programme will be self sustaining

Section C:

1. GROWTH PROGRAMME (GP) FOR EXISTING ENTREPRENEURS

i) Target group

- Owners/ Managers who have been in business for two or more years.

ii) Broad Curriculum : Understand the concept of growth

- Performance Audit - Marketing Audit
 - Financial Audit
 - Production Audit
- Potential Audit
 - Experience Base
 - Entrepreneurial base
 - Resource Base

- Objective of the training programme

- + To help the entrepreneur redefine the business process by analysing current performance of their enterprises
- + To facilitate the entrepreneur in opportunity mapping for growth and the impact of external factor of growth
- + To help the entrepreneur develop core entrepreneur Competencies to sustainable growth

iii) Duration of the Programme

- Pre Training activities - 8 weeks Training
- 1st phase - 1/2 week
- 2nd Phase - 1 week
- 3rd Phase- 1 week
- Post training support- Continuous on part of Entrepreneur - 4 weeks

2. - Existing Women, Men and Youth Entrepreneurs

- three growth Programmes

3. Six growth programmes

4. Sources of funds for the Programmes

- Entrepreneurs 50%
- Donors 50%
- UMDP
- WORLD BANK
- UNIDO
- GTZ
- CIDA
- SIDA
- European Union (EU)
- Swiss Development Co-operation
- Government

5. We require technical and Financial Support

Section D :

Nature of Intervention

- Business Counselling Programme

2. Target Group

- Willing Professional from business associations all over the country
- Self employed Consultants

3. Broad Programme Outline

i) Performance - Production Audit

- Marketing Audit
- Finance Audit

ii) Potential Audit : Resource Base.

- Entrepreneurial base
- Experience Base

4. Duration

Pre- Programme activities- 4 weeks

Programme - 1 week

Post Programme activities - 2 weeks

5. Activity level in the next 2 years

- Six Programmes

6. Trainees

- Donors e.g. - UMDP
- WORLD BANK
- UNIDO
- European Bank

- DANIDA
- CIDA
- SIDA
- Swiss Development Agency (SDA)
- Government

7. Technical support from experts in related institutions especially those who are out of the country eg. Entrepreneurship Development Institute of India (EDI), UNIDO etc.

**TRAINING OF TRAINERS, -INDUSTRIAL MANAGEMENT
(21 SEPT. - 2 OCTOBER 1998)**

PARTICIPANTS' FEEDBACK

Dear participant,

Now that you have gone through the substantial part of the programme, we wish to seek your feedback about the programme. Your free and frank responses to the following points will help us fine-tune our approach to such programmes in the future.

1. Duration of the programme (please tick)

- Too short
 Too long
 Adequate

2. Reading Materials

- Adequate
 Inadequate

If inadequate, please explain

3. Relevance of the training programme considering the nature of the your work

- Very relevant
 Relevant
 Some what relevant
 Not at all relevant

4. Your opinion about the inputs:

Sr. No.	Input	Rating			
		Excellent	Very Good	Good	Fair
i}	Fundamentals of Training Need Identification, training methodology etc				

ii}	Enterprise Growth (Growth Programme)				
iii}	New Enterprise Creation Programme (EDP)				
iv}	Context of industrial investment, sources of investment ideas, product life cycle				
v}	Project Development Cycle				
vii}	Software Demo				
viii}	Project Appraisal				

5. What are the inputs you liked most?

- (i)
- (ii)
- (iii)

6. What inputs could have been deleted?

Please explain.

- (i)
- (ii)
- (iii)

7. How confident you are in taking up following tasks?

TASK	CONFIDENCE LEVEL			
	Very Confidant	Confidant	Somewhat confidant	Not at all confidant
i] Designing and conducting Growth programme for existing entrepreneurs (subject to availability of Business ^m counsellors)				
ii] Designing training programme (EDP) for potential entrepreneurs				
iii] Assessing the nature of training interventions to develop SME sector				
iv] Profiling a business (preparing performance audit & potential audit)				
v] Examining whether a project has formulated\appraised properly				

8. Your opinion about the logistics

	Excellent	Very good	Good	Fair
(i) Food				

(ii) Room				
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9. Any other suggestions & observations <