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EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE



**IN CONJUNCTION WITH
THE ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF
INDIA**

AND

UNITED NATIONS INDUSTRIAL DEVELOPMENT PROGRAMME

**REPORT ON THE
TRAINING OF TRAINERS IN
INDUSTRIAL MANAGEMENT WORKSHOP
21ST SEPTEMBER - 3RD OCTOBER 1998, ESAMI
ARUSHA, TANZANIA**

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December 1998

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[UNIDO sub]. [Report] on the [training] of
trainers in [industrial] [management]
[workshop] in [Tanzania] - covers (1) programme
programme background (2) programme objectives
(3) ~~prog~~ programme contents: design and develop-
ment of training programme; industrial manage-
ment; entrepreneurship/ ~~dev~~ development.
Conclusions and [recommendations]. [List] of
participants.

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**REPORT ON THE
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1. PROGRAMME 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 Small Medium Enterprises sector in particular. The need for African countries to develop further their industrial management capabilities was reiterated in the Abidjah 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".

Further more, during the Industrial Sector Programme review Mission 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.

It was in this regard that a training programme was designed to equip the trainers with conceptual understanding and provide them with methodological tools relevant to assess training needs, design, develop, implement and evaluate training programmes in the field of industrial management.

The programme was conducted by the Entrepreneurship Development Institute of India (EDI) in association with the United Nations Development Programme (UNIDO) with the effective participation of the Eastern and Southern African Management Institute (ESAMI).

The programme was aimed at strengthening the capabilities of the trainers in order to enable them to conceptualise, design, develop, implement and evaluate training in the field of industrial management including entrepreneurship development and project identification, preparation, appraisal and promotion

2. IMPLEMENTING INSTITUTIONS

2.1 Entrepreneurship Development Institute of India (EDI)

The Entrepreneurship Development Institute of India (EDI) is an autonomous, not-for-profit institution sponsored by all-India financial institutions. It is now an acknowledge resource institution committed to investment promotion, entrepreneurship education, training and research. Recognizing the contribution, the Institution has received support from World Bank, UNIDO, ILO, Common Wealth Secretariat and several other institutions. The institute has shared its experience with about 30 developing countries helping them build institutional capabilities for industrial development.

The Institute was represented by Mr. B.P. Murali as the principal facilitator.

2.2 United Nations Industrial Development Programme

The United Nations Industrial Development Organization (UNIDO) was established in 1986 as an independent and specialized UN agency.

It promotes sustainable industrial development in countries with developing and transition economies;

In short it harnesses the joint forces of government and the private sector to foster competitive industrial production, develops international industrial partnerships and promotes socially equitable and environmentally friendly industrial development;

Ultimately, UNIDO's goal is the creation of a better life for people by laying the industrial foundation for long-term prosperity and economic strength.

UNIDO was represented by Mr. Lech Kurowski as resource person.

2.3 Eastern and Southern African Management Institute

Eastern and Southern African Management Institute (ESAMI) is a regional Management Development Centre, whose mission is management performance improvement through human resources development and institutional capacity building.

This mission is guided by the vision of making ESAMI Africa's own vehicle for the development and promotion of an African management culture that address Africa's problems which arises from lack of sound management of institutions, programmes, projects and resources. ESAMI's programmes are determined by the needs of its clients who are governments, parastatals, private enterprises and non-governmental organizations. Its programme are designed and executed according to the clients' requirements. This philosophy of client centredness permeates all levels and areas and areas of ESAMI's business.

ESAMI's mandate is to provide management training, consultancy and research to support public and private sector undertaking in its service area countries to improve their management capacities. The countries in the ESAMI service are Angola, Botswana, Comoros, Djibout, Kenya, Ethiopia, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, Somalia, South Africa, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe.

Since its establishment in 1980 ESAMI has made significant contribution in the area of human resources and management development in the region. Its role as a premier regional management development institute has expanded substantially as a result of increased client demand by countries of the region. Over the years, participants from eastern and Southern Africa region have increasingly utilized ESAMI services.

To date, over 40,000 middle and top level personnel in government and private sector have attended programmes offered by the Institute both at its headquarters in Arusha and elsewhere through the region.

As a region management development centre, ESAMI has been a converging centre where people from different countries meet to share and exchange experiences in a regional framework. The Institute aims at enhancing this interaction in order to foster a pro-active management culture in Africa. As one of the largest region institutions in Africa and a leader in management development ESAMI makes available the following resources:

- A core wealth of dedicated indigenous highly trained and experienced professional staff who know well the countries they are working for;
- A wealth of experience gained over the years after interactions with a clientele of varied background backgrounds and countries;
- The capability of ESAMI to rapidly deploy its professional staff who supplemented by a network of field offices close to its clients;

- High quality environmentally relevant training programme which are one third cheaper than comparable programmes abroad;
- Flexibility and readiness to mount client-specific training programmes time suit client expectations;
- Management interventions with flavour and character to match the Institute's activities which provide the manager with a broad management exposure; and
- A network of institutions and individual collaborators and resource persons.

The delivery of modules and the general facilitation by ESAMI was coordinated by Mr. Lewis Pumulo Sooli, Resident Representative Swaziland and Head of Corporate Management and Entrepreneurship Division, Dr. Leonard Mpande, Chief Consultant, Human Resources Division and Dr. Joseph Mumba, Head of the Agriculture, Energy and Environmental Management Division.

3. PROGRAMME OBJECTIVES

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

4. PROGRAMME CONTENTS:

The programme was split into four modules as follows:

4.1 Module I: Design and development of training programme

Training needs identification and analysis
 Formulating training objectives
 Training Design
 Training methods
 Programme implementation
 Training evaluation
 Training competencies

4.2 Module II: Industrial Management

Process of growth

Performance audit	-	Market audit	
		-	Production audit
		-	Financial audit
Potential audit	-	Resource-base	
		-	Experience-base
		-	Control-base
		-	Entrepreneurial-base

Formulation of growth plans

Implementation and management of growth programmes

4.3 Modules 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:

- Entry-exit behavior
- guiding entrepreneurs in Project development Cycle
- designing management inputs
- entrepreneurial competencies, awareness and process of development
- designing behavioral inputs

programme management:

- Process of follow-up support
- Documentation
- Monitoring and evaluation

4.4 Module IV: Action Plans

Designing training programme for growth of existing enterprises

Designing training programmes for development of new enterprises

In addition to the many handouts and lecture materials given to the participants, UNIDO gave each of them a copy of the book entitled "Manual for the Preparation of Industrial Feasibility Studies".

The programme was delivered through a highly interactive process which included lectures, case exercises, class discussions and simulation exercises. It was evident during the discussions that the participants fully appreciated the programme and were able to keep track of the proceedings.

5. PROGRAMME PARTICIPANTS

The participants for the training course on Training of Trainers in Industrial Management came from five (5) countries namely, Eritrea, Ethiopia, Kenya, Tanzania, Uganda.

The participants were carefully selected from a number of nominees who filed in their applications. The workshop was specifically targeted at trainers attached to institutions and organizations dealing with industrial management training in the five selected countries of Africa.

In addition, the invitations were extended to institutions such as the Kenya Institute of Management, Kenya Small Scale Industries Association, Ethiopian Handicrafts and Small-scale Industries Organization, Ethiopian Women Industrialists Association, Ethiopian Institute of Management, Tanzania Institute of Management, Tanzania Small-scale Industries Development Organisation, Uganda Small-scale Industries Association, Uganda Management Training and Advisory Centre and the respective Associations of industry and Chambers of Commerce and Industry.

It was well emphasised by UNIDO that the identification of well qualified participants was the pre-requisite for holding the workshop.

Fifteen participants, out of whom 33% or five (5) were women, attended the programme. The participants were distributed as follows:-

<u>Country</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
Eritrea	2	-	2
Ethiopia	3	-	3
Kenya	1	-	1
Tanzania	1	3	4
Uganda	3	2	5
Total	10	5	15

The list of participants is at Appendix I.

6. PROGRAMME VENUE

6.1 Location

The workshop was conducted from 21 September to 3 October 1998 at the premises of the Eastern and southern African Management Institute, Njiro hill, Arusha, Tanzania. The venue which also houses the headquarters of the Institute, is approximately 270 km across the boarder from Nairobi, Kenya and located 50 km from Kilimanjaro International Airport in Tanzania.

6.2 Facilities

An excellent conference room and training facilities were provided by the host Institution which included white board, overhead projector, flip charts, markers, files and folders, pens and photocopying services.

The programme was further supported by capable secretarial services, thus contributing to the smooth and efficient implementation of the training programme.

7. ADMINISTRATIVE ARRANGEMENTS AND SCOPE OF WORK

The Eastern and Southern African Management institute was responsible for designing, preparing and delivering the following modules:

- (i) Design and development of training programme
 - training design
 - training methods and implementation
 - training evaluation

- (ii) Programme Management
 - monitoring and evaluation.

In addition to the facilities provided as stated in item 6 above, ESAMI provided good lodging and fullboard accommodation to all the fifteen (15) participants and the two resource persons from EDI and UNIDO and coordinated the provision of daily subsistence allowances to the participants.

Transmittal of arrival instructions, for the participants, airport pickups and facilitating their departures, registration of participants and taking care of their general welfare was done by ESAMI.

8. CONCLUSIONS AND RECOMMENDATIONS

Due to mainly problems in flight connections, the programme was officially closed on 2nd October 1998 even though the facilitators were still available on 3rd October for clarifications and consultations with a few participants.

Some of the observations and recommendations of the programme participants can be summarized as follows:-

- (i) The programme was evaluated as very useful, especially in terms of applicability to local situations.
- (ii) There was a request for a follow-up workshop on the same.
- (iii) The facilities at ESAMI were good except that communication at the headquarters (i.e telephones, fax, e.t.c) were inadequate and sometimes difficult.
- (iv) Field trips should have been part of the workshop.

APPENDICES

APPENDIX I

EASTERN AND SOUTHERN AFRICAN MANAGEMENT

TRAINING OF TRAINERS ON INDUSTRIAL MANAGEMENT 21ST SEPTEMBER - 2ND OCTOBER, 1998

(SPONSORED BY UNIDO)

LIST OF PARTICIPANTS

COUNTRY	NAME AND ADDRESS
ERITREA	1. ABEL HABTEMARIAM Graduate Assistant (Trainer) University of Asmara (EIM) P.O. Box 1220 Asmara Tel: 161926
ERITREA	2. TEWOLDE TECLE TEFAYOHANNES Trainer University of Asmara (EIM) P.O. Box 1220 Asmara
ETHIOPIA	3. DEMISSIE BAFFA Ministry of Trade and Industry Ethiopia Addis Ababa
ETHIOPIA	4. TILAHUN TADESSE MENGESHA Manager - HRM Ethiopia Management Institute Addis Ababa
ETHIOPIA	5. SOLOMON TAFESSE BAYOU Manager in the Training centre DEBRE ZEIT Fax: 338762

- KENYA**
6. **VINDELE THIANKAMGA CHOKERA**
Training Consultant
Community Based Trainers &
Development Consultant
COBTRAD Consultants
P.O. Box 6375
Nairobi
- TANZANIA**
7. **MARIA NGOWI**
Curriculum Development Officer
Vocational Education and Training
Authority
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Tel: 051-863407/9 Fax: 863408
- TANZANIA**
8. **STELLA MSEMWA**
Training manager
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Dar es Salaam
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UGANDA

12. **ROBERT PATRICK SEMWOGERERE**
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UGANDA

13. **NAZZIWA JULIET MUSOKE**
Lecturer
Uganda Polytechnic Kyambogo
P.O. box 7181
Kampala
Tel: 28522 or 221375

UGANDA

14. **SARAH LEBEGA**
Chairperson
Uganda Women Entrepreneur's
Association
P.O. Box 10002
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Tel: 257177 Fax: 257177

UGANDA

15. **JAMES OKWENY**
Training Officer
Uganda Manufacturers Association
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Kampala
Tel: 221034 Fax: 220285

APPENDIX III



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
P.O. Box 300
A-1400 Vienna, Austria

PLEASE DELIVER IMMEDIATELY TO ADDRESSEE

FACSIMILE TRANSMISSION

IN CASE OF INCOMPLETE TRANSMISSION, PLEASE CALL THE CONTACT PERSON BY PHONE OR BY FAX LISTED BELOW

To: Mr. G. Mairru
Eastern and Southern African
Management Institute
Arusha, Tanzania

Fax: 00255578285

Facsimile No.

Drafted by/Contact person J. Moongananyi	Authorized by Mr. A. Pinto-Rodriguez
Telephone/Extension 211 31 / 3869	Account Director
Our reference US/INT/96/207	Your reference
Date 5 September 1998	Account to be charged
TRANSMISSION No.	This page No. of pages

Subject: Training of Trainers in Industrial Management, 21 September to 3 October 1998

This is further to our recent telephone conversation.

I have already informed via our representatives in Ethiopia, Tanzania and Uganda the names of the travel agencies whom the selected participants should contact to collect the air tickets. Participants from Kenya and Eritrea have been informed directly.

The participants from Tanzania should contact RICKSHAW TRAVEL. Those from Uganda, the EXPRESS UGANDA and the one from Kenya, the EXPRESS TRAVEL. We have received confirmation from Ethiopia (3 participants) and Kenya (1). From Eritrea we are waiting for the routing and as soon as it is received the travel will be processed. You may wish to follow up on the participants from Tanzania and Uganda.

The participant from Kenya asked about how to reach ESAMI from Kilimanjaro. Perhaps this may be the case with other participants. Could you please communicate with the participants and ask them to let you know the arrival time so that transportation from Kilimanjaro to ESAMI can be organized.

I am attaching herewith the tentative programme schedule, indicating who will lead the sessions. Further refinements can be made upon arrival of Mr. B.P. Murali from EDL.

From UNIDO, Mr. L. Kurowski will participate. He is expected to arrive ESAMI on 27 September 1998.

I will be away from headquarters until 10 September 1998. If there is anything that requires our attention, please feel free to contact Mr. Kurowski (Tel 21131 3876; fax 21346 3876).

Best regards.