



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org

156

ASSOCIATION OF AFRICAN DEVELOPMENT FINANCE INSTITUTIONS (AADFI)

RECOMMENDATIONS

FOR A FIVE-YEAR TRAINING PROGRAMME FOR AFRICAN DFIs

(1984-1989)

TABLE OF CONTENTS

1. Introduction.	4
2. AADFI - Background and Objectives	7
3. Basic Thrust of the AADFI Training Programme.	8
4. The AADFI Training Programme - A Modular Approach	9
5. Training Methodologies and Approaches	27
6. The Role and Development of Partner Training Institutions/Centres	29
7. Sources of Finance.	30
8. Monitoring and Evaluation	34
9. The Role of AADFI	34
10. Plan of Action.	37

INTRODUCTION

Policy Perspective

1.1 At a meeting in Vienna from 28 November to 2 December 1983, representatives of United Nations Industrial Development Organization (UNIDO), Economic Development Institute (EDI) of the World Bank, Association of African Development Finance Institutions (AADFI), African Development Bank (AFDB), United Nations Institute for Training and Research (UNITAR), established the elements of a five-year training programme aimed at strengthening the capacities and capabilities of development finance institutions (DFIs) in Africa.*

1.2 From a policy perspective, the programme will take place in the framework of the Lima and Lagos Declarations and Plans of Action and the Industrial Development Decade for Africa. It also addresses itself to the recommendations of the Consultation Meetings on Industrial Financing (Madrid, October 1982), and to the issues discussed at the High-Level Expert Group Meeting Preparatory to the Fourth General Conference of UNIDO on the Accelerated Development of Human Resources for Human Development (Yaounde, United Republic of Cameroon, May 1983).

1.3 The programme also takes into account EDI's new orientation in the field of development training as suggested by the World Bank Task Force on the Economic Development Institute (Husain Committee). The committee, *inter alia*, emphasized the need for (a) institution building and training of trainers as an integral part thereof; (b) continuation of direct training where suitable partner institutions do not yet exist; (c) high level seminars to provide a forum for exchange of views; and (d) increased production of suitable training materials. These recommendations are of immense importance for future training activities in Africa and the proposed AADFI programme aims to develop the training capabilities of African institutions through training of trainers and development of case materials.

1.4 Given the catalytic role that DFIs can play in the industrialization efforts of the African countries, it is imperative that the training of their personnel be given top priority. By upgrading personnel skills,

* Please see list of participants (Annex 1) and agenda of the meeting (Annex 2)

DFIs will be able to improve the quality of project identification, project promotion and supervision and follow-up of industrial projects.

Programme Objectives

1.5 In line with the above recommendations, the programme has the following objectives:

- o To enhance the DFIs' institutional development by:
 - Providing training opportunities to DFI professionals, with a view to increasing the catalytic role of DFIs in Africa's industrialization;
 - Increasing possibilities for greater mobilization of resources through better financial management;
- o To strengthen, selected training institutions through improvements in personnel, training materials and infrastructure;
- o To strengthen the AADFI secretariat so that it monitors the implementation of the five-year programme and at the same time establishes an information data base to facilitate exchange of information on the demand and supply of training;
- o To foster a programme of co-operation among DFIs at the regional, subregional and interregional levels.

Training opportunities for DFI professionals

1.6 It is estimated that 3000 DFI professionals will benefit as a result of AADFI training programmes over a five year period.* By providing training opportunities for their professional staff, DFIs will be better equipped, in particular, to:

- o Appraise projects including small and medium-scale industries;
- o Mobilize financial resources for the industrial sector;

* Regional and sub-regional programmes	1750
National programmes	1250
	<u>3000</u>

- o Process a larger volume of industrial projects due to enhanced professional ability thereby creating more employment opportunities;
- o Evaluate opportunities to utilize local natural resources;
- o Handle project promotion and identification, supervision and follow-up of industrial projects.

Training infrastructure

1.7 The programme will identify a set of institutions willing and able to provide training for DFIs not only at the national level but also at the regional and subregional level. Strengthening the capacities and capabilities of such institutions will be an essential part of the programme.

Developmental benefits

1.8 It is expected that upgrading of the skills of DFI personnel will lead to an increased number of industrial projects, and through that the development of indigenous technological capabilities and increased employment opportunities for nationals. Employment in the industrial sector will assist or alleviate the pressure now being experienced in certain countries' rural areas as a result of an increase in the active population.

1.9 Another benefit of the programme is the development of human resources. This should have a long-term impact on the planning of human resources development by governments for industry.

Strengthening of the AADFI Secretariat

1.10 The programme is also intended to strengthen the capacities and capabilities of the AADFI secretariat and to increase its credibility and influence at regional and interregional level. It is expected to elicit greater support and interest in its activities by African DFIs and lead to greater support for AADFI from other potential partners. Within the framework envisaged for AADFI, implementing the programme calls for a concerted effort to be made between AADFI and the top executives of DFIs. The importance of the programme will be enhanced by the access of DFIs to an information base that will be established within AADFI to allow it to collect data on demand and supply for training.

1.11 The programme will also favour the establishment of an institutional network of DFI associations. To this end, consultations have taken place between AADFI, Asociacion Latinoamericana de Instituciones Financieras de Desarrollo (ALIDE) in Lima (Peru) and the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) in Manila (the Philippines) to allow for an intensified programme of co-operation among them. This could include pooling of research experience, know-how and expertise, and (where appropriate) sharing of training aids and materials with a view to their better utilization and adaptation to local needs.

AADFI - BACKGROUND AND OBJECTIVES

2.1 The Association of African Development Finance Institutions (AADFI) was established in March 1975 for the achievement of the following principal objectives:

- to stimulate cooperation for the financing of the economic and social development of Africa;
- to establish among its members a machinery for systematic interchange of information;
- to assist member institutions in the field of training and human resource development;
- to conduct studies on problems of common interest;
- to contribute in making the economic integration of Africa a reality.

2.2. For the purpose of achieving its objectives, AADFI organizes and coordinates technical cooperation between its members through exchange of information, training programmes and maintenance of relations with international organizations/agencies having interest in the development of the African region.

2.3 As of September 30, 1982, AADFI had 71 ordinary, 8 special and 19 honorary members. Financial contributions from its members support AADFI activities.

2.4 The African Development Bank (AfDB) with the active assistance and involvement of EDI, has been offering to AADFI since 1980 two long-term programmes every year in English and French at Abidjan for the training of development bank staff. The study of training needs of DFIs in African countries, financed by UNIDO, which included a post-training evaluation of Abidjan programmes, has established their usefulness from the institutional and the participants' viewpoint. However, in order to overcome the existing constraints and broaden the area of training coverage, a much larger programme with a variety of resources (financial and human) is required.

2.5 The activities of AADFI based on its own assessment need to be more sharply focused on:

- making the existing training programmes more relevant to operational and institution building needs;
- undertaking new programmes, particularly those which will help in the organization of in-house national and sub-regional training programmes;

- providing information to member DFIs reflecting latest developments in development banking in other parts of the world in order to strengthen their promotional and financing capabilities; and
- forging closer cooperation with ADFIAP and ALIDE and their member institutions, considering that Asian and Latin American experiences are of great relevance to the institutions in Africa.

BASIC THRUST OF THE AADFI TRAINING PROGRAMME

3.1 The entire AADFI programme is geared at creating a system which will enable African DFIs to monitor and improve their operational performance through proper training and institution development. The AADFI training plan covering a five year period (1984 - 89) aims specifically at

- o providing training opportunities to DFI professionals in critical areas of DFI operations;
- o developing training capabilities of individual DFIs to conduct their in-house training programmes through training of trainers and development of training materials.
- o catering to the training needs of specific target groups (chief executives, senior managers, operational managers, new recruits, etc.) based on a wide spectrum of identified needs;
- o reducing dependence on external agencies in the area of human development and making DFIs self-reliant in their training programmes;
- o coordinating efforts of individual DFIs in the area of training thereby fostering cooperation and complementarity;
- o initiating the concept of a mobile expert team approach for assisting DFIs in their operational as well as training concerns by pulling together teams of well-known experts and high ranking operational staff of international/regional institutions;
- o providing appropriate training to DFI staff to deal with and educate their clients in project design and promotion. This training coupled with training of trainers will lead to launching of entrepreneur development programmes at national level.

THE AADFI TRAINING PROGRAMME - A MODULAR APPROACH

4. The AADFI training programme is ambitious in terms of variety of training interventions (target groups at various levels, modes of training, subject coverage, geographical coverage, etc.) and is based on field studies of training needs conducted by the UNIDO sponsored consultants both in anglophone and francophone African countries. An effort of this magnitude needs support not only of the AADFI secretariat in terms of administration of the programme but also of several international agencies, which will be providing financial and pedagogical inputs for specified activities. In view of this, the format of the programme is modular in the sense that it comprises several inter-dependent modules which could be selected singly or collectively by donor agencies for support and sponsorship. These modules are identified by the target group of participants and the number of activities scheduled for each target group. Table 1 provides the breakdown of various proposed training activities and the module/package description. The geographical and linguistic distribution of AADFI training programmes is provided in Annex 3. To facilitate selection of training activities by the interested donor agencies, a programme description is provided in this document (see module descriptions given below) along with rough cost implications.

Table 1. The AADFI Training Programme
An Overview of Training Modules

<u>Module Number</u>	<u>Target Group</u>	<u>Brief Description</u>
TM 101	Top Management	- Seminar on Policy and Operation Related Issues
TM 102		- Management Development Seminar
TM 103		- Round-Table Meeting on Current Development Banking Issues
SM 201	Senior Managers	- Executive Development Programme
OM 301	Operational Managers	- Development Banking Course
OM 302		- Sub-regional Operational Managers Programmes
OM 303		- National Development Banking Seminars
ID 401 ID 402	Institutions (Institutional Development)	- Mobile Teams - Assistance to Training Institutions (Centres of Excellence Programme)
TT 501	Trainers	- Training of Trainers Seminar
TT 502		- Training Administrators Seminar
TT 503		- Case Methods Seminar
ED 601	DFI clients	- Entrepreneur Development Programme
Special Project	Assistance to AADFI to strengthen its Secretariat and support systems	

TRAINING MODULES

MODULE TM 101	TOP MANAGEMENT
Seminar on Policy and Operation Related Issues (Regional/Bilingual)	
<u>Target Group:</u> Chief Executives of DFIs and their Deputies	
<u>Location:</u> To be selected by AADFI (simultaneous translation facilities required)	
<u>Duration:</u> One week	
<u>Proposed Dates:</u> March 1985	
1986	
1987	
1988	
1989	
<u>Purpose and Objectives:</u>	
To acquaint chief executives of DFIs with the latest developments in development banking and update their knowledge about state-of-the-art methodologies. The seminar will be discussion-oriented and will include presentations by high-level officials/professionals on the current issues relating to development banking.	
<u>Content and Coverage:</u> The focus of the seminar will be changed every year to reflect the concerns of DFIs, but broadly the topics covered will include:	
<ul style="list-style-type: none">- Operational Environment- Financial Sector Development Issues- Resource Mobilization- Client (Entrepreneur) Development- Diversification of DFI services- Technology Related Issues- Portfolio Management	
US\$	
<u>Cost Estimate:</u>	Lecturers 10,000
	Materials 5,000
	Participants -
	Total (Yearly) <u>15,000</u>
	> years <u>75,000</u>
(Preliminary cost estimates of all AADFI programmes are given in Annex 4)	

MODULE TM 102		TOP MANAGEMENT
Management Development Seminar (Regional/Bilingual)		
<u>Target Group:</u> Chief Executives and Senior Executives		
<u>Location:</u> Venue of AADFI General Assembly		
<u>Duration:</u> 3 days		
<u>Proposed Dates:</u> Commencing 1985 the seminar will be organized in conjunction with the AADFI General Assembly which normally meets during April - May every year.		
<u>Purpose and Objectives:</u> To familiarize participants with the processes of institution - building, particularly organization development methodologies, and new developments in the management field.		
<u>Content and Coverage:</u> The focus of the seminar will be shifted every year to cover significant aspects of management development topics in order to provide comprehensive coverage over the five years period . The subject coverage, will on the one hand, aim at bringing about integration of management theories with current operational practices and, on the other, reinforce the operational capabilities of chief and senior executives.		
The proposed topics are as follows:		
<ul style="list-style-type: none">- Operational Planning- Restructuring of Operations- Management in a Changing Environment- Management Information Systems (Microcomputers)- Staff Development and Training- Management of Technical Assistance- Negotiations with Foreign Investors- Project Promotion and Entrepreneur Development- Performance Review		
<u>Cost Estimate:</u>		US\$
	Lecturers	5,000
	Materials	2,000
	Participants	-
	Total (Yearly)	<u>7,000</u>
	5 years	<u>35,000</u>

MODULE TM 103		TOP MANAGEMENT
Round-Table Meeting on Current Development Banking Issues (Sub-regional/alternating English and French)		
<u>Target Group:</u> Chief Executives and Senior Executives		
<u>Location:</u> To be selected by AADFI on a rotational basis		
<u>Duration:</u> 3 days		
<u>Proposed Dates:</u>	<u>English</u>	<u>French</u>
	October 1984	November 1984
	1985	1985
	1986	1986
	1987	1987
	1988	1988
<u>Purpose and Objectives:</u> To update knowledge relating to current development banking issues and to foster cooperation among DFIs on a sub-regional basis.		
<u>Content and Coverage:</u> Current development banking issues concerning management of DFI operations. One or two themes will be selected for each round-table.		
		US\$
<u>Cost Estimate:</u>	Lecturers	10,000
	Materials	2,000
	Participants	-
	Total (Yearly)	<u>12,000</u>
	5 years	<u>60,000</u>

MODULE SM 201		SENIOR MANAGERS	
Executive Development Programme (Sub-regional/alternating English and French)			
<u>Target Group:</u> Senior executives/managers occupying positions of department heads and engaged in policy implementation			
<u>Location:</u> Two programmes will be organized every year - one in English and another in French. The location for each seminar will be decided by AADFI taking into consideration training capabilities of partner institutions. In this regard, AADFI will keep in view the need for rotating seminar venues so that an increasing number of local training institutions become involved in the design and implementation of the programme.			
<u>Duration:</u> Two weeks			
<u>Proposed Dates:</u>		<u>French</u>	<u>English</u>
	March	1985	October 1985
		1986	1986
		1987	1987
		1988	1988
		1989	1989
<u>Purpose and Objectives:</u> To update management capabilities and skills of senior operational staff with a view to preparing them to assume greater responsibilities with their organizations.			
<u>Content and Coverage:</u> The programme will consist of 5 modules -			
I Development Bank Policies and Management			
II General Management			
III Project Identification and Promotion			
IV Project Evaluation			
V Post-Evaluation and Project Monitoring			
		US\$	
<u>Cost Estimate:</u>		Lecturers	34,000
		Materials	6,000
		Participants	100,000
		Total (Yearly)	<u>140,000</u>
		5 years	<u>700,000</u>

MODULE OM 30i		OPERATIONAL MANAGERS	
Development Banking Programme (Regional/alternating English and French)			
<u>Target Group:</u> Operational officers/managers with at least 2 years of relevant experience and, preferably, a university degree.			
<u>Location:</u> To be selected by AADFI			
<u>Duration:</u> Around 8 weeks			
<u>Proposed Dates:</u>	<u>French</u>	<u>English</u>	
	July - August 1984	January - February	1985
	1985		1986
	1986		1987
	1987		1988
	1988		1989
<u>Purpose and Objectives:</u> This is an on-going basic programme for development bank officers aimed at enhancing their operational skills and familiarizing them with the basic techniques of development banking.			
<u>Content and Coverage:</u> It is a comprehensive programme on development banking covering			
<ul style="list-style-type: none"> - Development Banking Policy - Project Cycle - Project Identification and Promotion - Management Appraisal - Market Appraisal - Financial Appraisal - Economic Appraisal - Small-Scale Enterprise - Follow-up and Supervision - Agro-Industry - Negotiations with Foreign Investors 			
			US\$
<u>Cost Estimate:</u>	Lecturers		80,000
	Materials		12,000
	Participants		225,000
	Total (Yearly)		<u>317,000</u>
	5 years		<u>1,585,000</u>

MODULE OM 302.1		OPERATIONAL MANAGERS	
Seminar on Project Promotion Services (Sub-regional/alternating French and English)			
<p><u>Target Group:</u> Operational officers working in various aspects of project promotion, consultancy services, economic and market research; minimum experience of 2-3 years.</p>			
<p><u>Location:</u> Training centres to be identified by AADFI.</p>			
<p><u>Duration:</u> 2 weeks</p>			
<u>Proposed Dates:</u>	<u>French</u>	<u>English</u>	
	March 1985	June 1985	
	1987	1987	
	1989	1989	
<p><u>Purpose and Objectives:</u> To train operational officers in providing a variety of services to DFI clients, particularly new/small entrepreneurs.</p>			
<p><u>Content and Coverage:</u> The seminar will provide comprehensive coverage relating to the main theme of project promotion, namely</p>			
<ul style="list-style-type: none"> - Source of Assistance in Project Promotion - Techniques of Project Identification - Project Studies: Opportunity, pre-feasibility, support, feasibility, - Legal Framework - Sources of Finance - Procurement Procedures - Project Reshaping 			
<p><u>Cost Estimate:</u> The total cost of all programmes under Module 302 (12 weeks per year) is estimated as follows:</p>			
		US\$	
	Lecturers	28,000	
	Materials	20,000	
	Participants	100,000	
	Total (Yearly)	<u>148,000</u>	
	5 years	<u>740,000</u>	

MODULE OM 302.2		OPERATIONAL MANAGERS
Seminar on Project Identification (Sub-regional/alternating English and French)		
<u>Target Group:</u> Operational officers responsible for project identification in their DFI; minimum experience of 2-3 years.		
<u>Location:</u> Training centres to be identified by AADFI.		
<u>Duration:</u> 2 weeks		
<u>Proposed Dates:</u>	<u>French</u>	<u>English</u>
	March 1986 1988	April 1986 1988
<u>Purpose and Objectives:</u> To assist DFI officers to develop a systematic framework for project identification.		
<u>Content and Coverage</u>		
<ul style="list-style-type: none">- Sources of Institutional Assistance for Project Identification- Statistical Analysis- Market Analysis- Import - Export Statistics- National Economic Priorities- Backward and Forward Linkages- Project Reshaping		
<u>Cost Estimate:</u> Please see under Module OM 302.1		

MODULE OM 302.3		OPERATIONAL MANAGERS	
Project Supervision and Follow-up Course (Sub-regional/alternating English and French)			
<u>Target Group:</u> Operational officers responsible for project supervision and follow-up activities ; 2 - 3 years operational experience.			
<u>Location:</u> Training centres to be identified by AADFI.			
<u>Duration:</u> 4 weeks			
<u>Proposed Dates:</u>		<u>French</u>	<u>English</u>
		April 1986	May 1985
		1988	1987
		1989	1989
<u>Purpose and Objectives:</u> To enhance the capability of DFI officers in handling project supervision and follow-up responsibilities and to provide them with a systematic framework for post-appraisal activities.			
<u>Content and Coverage</u>			
- Concept and Objectives of Project Follow-up and Supervision			
- Organization of Follow-up			
- Follow-up Information Systems			
- Early Warning Signals			
- Project Completion Reports			
- Recovery of Arrears			
- Project Rehabilitation			
<u>Cost Estimate:</u> Please see under Module OM 302.1			

MODULE OM 302.4		OPERATIONAL MANAGERS
Sectorial Seminars (Sub-regional/alternating English and French)		
<u>Target Group:</u> DFI professionals responsible for financing specific sectors of economic activity; 2 - 3 years of working experience.		
<u>Location:</u> Training centres to be identified by AADFI.		
<u>Duration:</u> 2 weeks/each seminar		
<u>Proposed Dates:</u>	<u>French</u>	<u>English</u>
	October 1985 1987 1988	November 1986 1987 1988
<u>Purpose and Objectives:</u> To provide specialized training to DFI officers to enhance their knowledge and skills relating to a particular sector of economic activity.		
<u>Content and Coverage:</u> Each Seminar will be organized around one <u>main</u> theme, of which examples are:		
<ul style="list-style-type: none">- Small-Scale Enterprises- Agro-Industry- Tourism- Export Promotion- Transportation		
<u>Cost Estimate:</u> Please see under Module OM 302.1		

MODULE OM 303	OPERATIONAL MANAGERS
National Seminars (National/English and French)	
<u>Target Group:</u> DFI professionals, mainly new recruits.	
<u>Location:</u> Training centres of DFIs.	
<u>Duration:</u> 2 - 3 weeks	
<u>Proposed Dates:</u> To be decided in consultation with national DFIs.	
<u>Purpose and Objectives:</u> To build institutional capability in organizing national-level training programmes in collaboration with AADFI. A total of 10 countries will be selected each year in which to conduct these seminars. The goal of this programme is to cover all African countries by 1989. The one time assistance will include provision of lecturers (one or two), teaching materials, teaching aids/equipment. The local costs of participants will be borne by each sponsoring institution. These seminars may also include participants from neighbouring countries, who will be funded by their own institutions.	
<u>Content and Coverage:</u> These seminars will be aimed at meeting the training needs of national DFIs. For that purpose, a special theme will be selected for each seminar. Some of the themes which have emerged as a result of the training needs survey are:	
<ul style="list-style-type: none">- Accounting and Auditing- Project Appraisal- Project Follow-up Supervision- Project Rehabilitation- Financial and Economic Analysis- Use of Micro-computers- Risk Analysis- Promotion of SSEs	
<u>Cost Estimate:</u> The average cost of each programme is estimated at US\$7,500. It will be used for financing the cost of materials, lecturers, teaching aids, etc. The total funding requirement for the 5 year period is estimated at \$400,000.	

MODULE ID 401	INSTITUTIONS
Mobile Teams (National)	
<u>Target Group:</u>	1) Sub-regional training centres 2) National DFIs
<u>Location:</u>	- Sub-regional and national training centres to be identified by AADFI - National DFIs located in anglophone and francophone Africa
<u>Duration:</u>	Between four and six weeks for each assignment which may cover a group of DFIs and training centres
<u>Proposed Dates:</u>	The first mission of the mobile team could take place in early 1985 depending upon funding arrangement, build-up of AADFI secretariat and time required for recruitment of expert team.
<u>Purpose and Objectives:</u>	1) to assist African DFIs in identifying and solving operational problems; ii) to provide advice and assistance to training centres; iii) to promote institution building activities.
<u>Content and coverage:</u>	Issues related to management, project promotion services, project identification and preparation, project supervision and follow-up and attention to specific operational needs of DFIs.
<u>Process:</u>	Phase I DFIs are informed by AADFI of the existence of such a service and on how to use it.
Phase II	Interested DFIs request mobile team assistance (with an identification of their needs and expectations) to AADFI.
Phase III	The team is recruited and sent to AADFI headquarters for briefing.
Phase IV	The team visits selected DFIs and provides assistance either on an individual (meetings with the chief executives, senior managers....) or group (seminars, workshops....) basis.
Phase V	The team returns to AADFI headquarters for debriefing.
<u>Cost Estimate:</u>	The mobile team is estimated to cost US \$840,000 over a 5 year period. The expenses include travel, subsistence and fees to be paid to consultants.

MODULE ID 402	INSTITUTIONS
Assistance to Training Institutions (under UNIDO's Centres of Excellence Programme)	
<u>Objectives:</u> The main objectives of this UNIDO programme are to assist developing countries in developing suitable training institutions for managerial and technical personnel training, to provide appropriate linkages among national and international training institutions and to promote industrial development through exchange of information. Under this programme, UNIDO will identify training institutions in Africa to assist AADFI in the implementation of its training programme. The type of assistance will differ from institution to institution, but in general the development of trainers, improvement of teaching materials and upgrading of infrastructure will be high priorities.	
<u>Cost Estimate:</u> Possibly US\$400,000 over a 5 year period.	

MODULE TT 501		TRAINERS	
Seminar for Training of Trainers (Lecturers)/Sub-regional/alternating English and French			
<u>Target group:</u>	DFI staff responsible for the design, implementation and evaluation of training programmes		
<u>Location:</u>	Training centres to be identified by AADFI		
<u>Duration:</u>	Three weeks		
<u>Proposed Dates:</u>	<u>English</u>	<u>French</u>	
	December 1984 1985	June 1985 1986	
<u>Purpose and Objectives:</u>	Participants in the seminar will learn how to: (i) assess training needs; (ii) establish training objectives; (iii) develop curricula based on an analysis of objectives and needs; (iv) implement and monitor the execution of training (substance as well as pedagogy); (v) evaluate the impact of training programmes.		
<u>Content and coverage:</u>	The seminar will cover the following topics: - Techniques to identify training needs; - Criteria to establish meaningful training objectives; - Content and structure of training programmes; - Training techniques; - On-the-job training and coaching; - Curriculum design; - Managing the implementation of a curriculum (trainers, budget, support services, audio-visuals....); - Training materials development; - Techniques to evaluate training activities.		
<u>Cost Estimate:</u>	The three training of trainers modules (501-503) are expected to cost US\$1 million over a five year period.		

MODULE TT 502	TRAINERS
Training Administrators Seminar (Sub-regional/English and French)	
<u>Target group:</u>	DFI professionals responsible for managing internal training activities
<u>Location:</u>	Training centres to be identified by AADFI
<u>Duration:</u>	Three weeks
<u>Proposed Dates:</u>	English 1985 (September) French 1986 (June)
<u>Purpose and Objectives:</u>	
Participants in the seminar will:	
<ul style="list-style-type: none">(i) learn how to improve their communication skills;(ii) expand their knowledge about adult learning processes;(iii) enhance their management skills;(iv) learn how to design training seminars;(v) learn how to produce training aids and materials (handouts, audio-visuals etc.)	
<u>Cost Estimate:</u>	Please see under Module TT 501

MODULE TT 503	TRAINERS
Case Methods Seminar (Sub-regional and National)	
<u>Target group:</u> Staff responsible for the design and administration of training courses	
<u>Location:</u> Training centres to be selected by AADFI	
<u>Duration:</u> Three weeks	
<u>Proposed Dates:</u> French - January 1985 English - February 1986	
<u>Purpose and Objectives:</u> To develop case studies to be used in training programme organized by AADFI member DFIs. Participants will:	
<ul style="list-style-type: none">(i) learn how to write case studies;(ii) learn how to conduct case study sessions.	
<u>Content and Coverage:</u> The seminar will focus on: <ul style="list-style-type: none">- Principles of case writing.- Principles of case discussion	
<u>Cost Estimate:</u> Please see under Module TT 501	

Special Project - Assistance to AADFI Secretariat

The secretariat of AADFI will need to be strengthened in the very beginning of the programme if AADFI is to organize and monitor the activities included in the programme

For this purpose, an in-depth assessment of AADFI's needs is required and should include the following:

- assessment of personnel requirements (number, type, qualifications, etc.)
- improvement in information collection and exchange through installation of micro-computer based system
- upgrading the AADFI Bulletin
- collecting and cataloguing teaching materials
- development of an information system on training opportunities within and outside of Africa
- training in the administration of training courses
- provision of office equipment to handle increased work load

Cost Estimates: The cost of special assistance to AADFI secretariat is estimated US\$140,000 (including the micro-computer)

TRAINING METHODOLOGIES AND APPROACHES

5.1 The following training methodologies/approaches will be used to implement the AADFI 5-year training plan:

- study tours,
- fellowships,
- roundtables,
- workshops,
- seminars and courses,
- audio-visuals,
- AADFI information centre (data bank),
- correspondence courses,
- self-contained training modules,
- coaching /on-the-job training.

5.2 The study tour approach will enable senior managers of DFIs to visit other institutions within or outside their region and learn from the experience of others. This strategy would constitute cross-fertilization by enabling top level managers to meet with their counterparts. The AADFI programme does not specifically provide funding for this activity. It is hoped that AADFI will be in a position to find funding for each such tour or alternatively that these expenses could be met directly by the financial institutions themselves.

5.3 Fellowships will be given to selected DFI operational managers so that they can obtain the knowledge and skills required in their work. This approach could also provide recipients with exposure to other ways to manage banking operations. For this purpose, AADFI might create a Training and Development Fund through voluntary institutional contributions. In some cases, fellowships might be arranged with the assistance of large international banks, to meet a portion of the expenses incurred by the fellows.

5.4 A series of high-level (and relatively brief) roundtables will be organized at regional and sub-regional levels for DFI chief executives and senior managers. The roundtable would concentrate on policy and operational issues.

5.5 Workshops to design training modules, to impart training skills and to prepare training materials will be offered to potential trainers. It would be the main approach used in the training of trainers programme.

5.6 Seminars and courses aimed at acquiring new information and updating knowledge will be offered at regional, sub-regional and national level.

5.7 As a long term goal audio-visuals such as films and video cassettes, will be produced and distributed to DFI managers for updating knowledge on development banking issues.

5.8 An information centre (data bank) will be set up at AADFI headquarters to serve as a clearing house for the development banking network in Africa. An easy access system could also be organized to enable AADFI member institutions to make the best use of the data bank facilities.

5.9 Selected courses will be designed and organized around a correspondence system. This could be a long-term goal of AADFI, particularly after it has gained experience in managing training programmes and has developed good training materials.

5.10 An ultimate objective of the 5-year plan will be to develop for AADFI members a series of training packages and modules aimed at various target groups. Again the AADFI secretariat would be responsible for the preparation, distribution and update of the training modules.

5.11 A special workshop for trainers on "how to train managers to design and conduct on-the-job training programmes and coach people" will be included in the seminar for training of trainers (module TT501).

5.12 Table 2 provides a matrix relating training strategies to target groups:

Table 2
Training Methodologies and Approaches

Target Groups	Training Systems
1. Chief Executives	Roundtables - Discussion Oriented Seminars
2. Senior Managers	Fellowships - Study Tours - Video Cassettes - Roundtables
3. Operational Managers	Seminars - Courses - Correspondence Courses
4. Institutions	Mobile Expert Team - Use of the Information Centre
5. Trainers	Workshops - Modules - Special Workshop on Coaching
6. Entrepreneurs	Seminars - Workshops

THE ROLE AND DEVELOPMENT
OF PARTNER TRAINING INSTITUTIONS/CENTRES

6.1 The AADFI programme attaches great importance to institution building. A long-term goal is to make partner training institutions self-sufficient in the field of development banking training. For the achievement of this goal a number of training activities have been included in the programme and are to be implemented with the assistance of those existing training institutions which possess the necessary infrastructure, qualified trainers, pedagogical materials and which are conveniently located. It is difficult to finalize a list of these institutions on the basis of available information. However, based on the consultants' reports, it is possible to short-list some training institutions based on past performance and potential for improvement. These institutions are:

- (i) Training Centre of the African Development Bank, Abidjan, Ivory Coast. (Bilingual)
- (ii) Centre Ouest Africain de Formation et d'Etude Bancaires, Dakar, Senegal (French)
- (iii) Centre Africain et Mauricien de Perfectionnement des Cadres, Abidjan, Ivory Coast (French)
- (iv) Institut de Financement de Developpement (Tunisie-Algerie), Tunis (French)
- (v) Training Centre of the Nigerian Industrial Development Bank (NIDB), Lagos, Nigeria (English)
- (vi) Eastern and Southern African Management Institute, Arusha, Tanzania (English)

6.2 In order to ascertain the readiness of these institutions to assist in implementation of the first phase of the Plan, it is proposed that a team appointed by AADFI, UNIDO, EDI and UNITAR representatives should visit them in the near future, with the following objectives:

- to present the 5-year Plan and get reactions;
- to make an inventory of their resources;
- to identify/assess their needs in respect to participation in the AADFI programme;
- to make specific recommendations to UNIDO for assistance to these training centres, e.g., under its Centres of Excellence Programme;
- to design the curriculum development workshops to be organized by AADFI.

SOURCES OF FINANCE

- 7.1 Self-financing is the first area to be examined within the context of the financing long-range programme. It is necessary to ascertain the extent to which DFIs are willing and able to invest in their own training needs before resorting to outside finance.
- 7.2 International financial institutions, such as the World Bank and regional and sub-regional development banks are paying increasing attention to the training component of industrial projects. It might therefore be expected that assistance under the most favourable conditions would be forthcoming from international financial institutions in support of this programme. UNIDO and other UN agencies are committed to support training in Africa as one of the priority objectives of the Industrial Development Decade for Africa.
- 7.3 Governments in the countries concerned can play a major supporting role through the issuance of appropriate legal instruments and the use of public funds in support of DFI operations. An example already tested is the system of tax rebates for industries that have training programmes.
- 7.4 A number of bi-lateral agencies are already helping African DFIs, and could conceivably be encouraged to extend this assistance. A partial list of bi-lateral agencies known to be active and interested is attached. It is a matter of coordinating the interests of these agencies and directing them towards financial support of the long-range programme.
- 7.5 Technical cooperation among developing countries is a theme that applies to a long-range programme of assistance to African DFIs. Assurances have already been received from ADFIAP and ALIDE of their desire to provide various forms of assistance, including organizational know-how and trainers, to African DFI training institutions, and to include Africans in courses and seminars which they sponsor. A number of Governments in a number of developing countries have officially announced that training facilities are available to personnel from other developing countries, and this would include personnel of DFIs.
- 7.6 A general description of the possible sources of finance for the 5 - year programme and the major categories of activities to be supported may be found in the matrix (Table 3).
- 7.7 Examples of possible sources of finance may be found in Table 4. It should be noted that this list is by no means exhaustive.

Table 4
Possible Sources of Finance

National Level

DFIs in AADFI member countries

Governments

REGIONAL ORGANIZATIONS

African Development Bank

Banque Arabe pour le Developpement Economique en Afrique (BADEA)

Banque Ouest Africaine de Developpement

East African Development Bank

Arab banks and funds (e.g. Arab fund for Economic and Social
Development; Banque de Cooperation du Maghreb
Arabe)

IGOs (to be identified by AADFI)

NGOs (to be identified by AADFI)

INTERNATIONAL ORGANIZATIONS

World Bank

United Nations Industrial Development Organization (UNIDO)

United Nations Development Programme (UNDP)

European Development Fund (EDF)

INTERNATIONAL FUNDS

Arab Fund for Technical Assistance to Africa and Arab States (Arab
League)

The OPEC Fund for International Development

BILATERAL AGENCIES AND FUNDS

Abu Dhabi Fund for Arab Economic Development

CCCE (France)

CIDA (Canada)

DANIDA (Denmark)

DSE (FRG)

FINAFRICA (Italy)

FMO (Netherlands)

GTZ (FRG)

Iraqi Fund for External Development

Kuwait Fund for Arab Economic Development

NORAD (norway)

ODM (UK)

Overseas Economic Development Fund (Japan)

Saudi Fund for Development

SIDA (Sweden)

SIFIDA (Switzerland)

USAID (USA)

TCDC

Technical assistance from other developing countries (e.g. India, Brazil, P.R. of China)

ADFIAP

ALIDE

MONITORING AND EVALUATION

8.1 It is critical that a programme of this magnitude have a pre-designed mechanism for monitoring and evaluation. Presumably, this monitoring and evaluation will be carried out on a continuous basis by the AADFI Secretariat. The suggested criteria for this purpose are as follows:

- (i) Reinforcement and updating of operational and managerial skills at the level of individual participants. To what extent do AADFI programmes and activities assist individual officers of DFIs in the performance of their duties and responsibilities?
- (ii) The impact of training on the organization as a whole, i.e., productivity levels, staff morale, planning and implementation of activities, control over managerial performance and effectiveness in the given environmental setting.
- (iii) The DFI's contribution to the country's economic and industrial development (both quantitative and qualitative aspects).
- (iv) The development of the client system (entrepreneur development and counselling capabilities with regard to the development of new project ideas).
- (v) Perception of DFI's capabilities by the government and community in general.

8.2 In light of the above criteria, the monitoring and evaluation system will have the following components:

- (i) Current evaluation of courses/seminars. Each training activity will be subjected to a thorough review and evaluation by the participants at the end of the course/seminar. In the case of longer term courses (more than 2 weeks), there will be a summary evaluation at the end of each week. The course/seminar director will be required to submit a detailed evaluation report to the AADFI secretariat which will examine it and distribute to the concerned institutions (donor agencies, partner institutions and participating DFIs) and management committee members with additional comments, if any.
- (ii) Post-facto evaluation. A questionnaire will be circulated by the AADFI secretariat to operational/senior managers (other than participants of top management seminars) after about 6 months to ascertain the on-the-job impact of training. The resulting data will be compiled and presented in an annual report of AADFI activities (see explanation in paragraph 8.3 below).

- (iii) Interviews/consultations with the top management of member DFIs to broadly ascertain:
- how far AADFI programmes are meeting the training needs of individual DFIs;
 - what difference training has made on performance level and morale of the staff in attendance;
 - what new themes/topics should be included in course curricula to respond to the newly emerging training needs; and
 - how far AADFI has helped DFI managers to train other staff in the organization.
- (iv) Mid-programme corrections. The AADFI secretariat will use the feedback to make the necessary changes in its training activities to reflect the expectations/needs of participants/organizations.
- (v) Semi-structured feedback from external sources - government, borrowers, trade/business associations - regarding the quality of DFI operations. What major skill gaps exist vis-a-vis the broader expectations of the community and the shareholders (government in most of the cases)? How far can training be an effective response to these perceived gaps?

8.3 The information generated through the above monitoring and evaluation system should be incorporated in an annual report by AADFI. This would be the principal project review document for all interested donor agencies and member DFIs.

THE ROLE OF AADFI

9.1 AADFI will be called upon to play major catalytic role in the promotion, co-ordination and organization of training in favour of DFIs. It will be required to initiate action aimed at encouraging training at the regional, sub-regional and national levels. It will need to liaise extensively with all member DFIs as well as with the donors involved in the financial support of the programme.

9.2 To this effect it will become AADFI's responsibility to:

- (i) Monitor and evaluate the development and implementation of the long-range programme,
- (ii) Mobilize financial resources for the programme and, as appropriate, fulfill the reporting requirements of the donor agencies.
- (iii) Build an integrated information system on training needs and training opportunities, thus providing a basis for effective co-ordination of training activities. A data processing system may be envisaged for this purpose,

- (iv) Make an inventory and establish a roster of training expertise available in Africa;
- (v) Help identify those training institutions that are willing and able to provide training on a national, sub-regional and regional basis;
- (vi) Promote coordination among those training institutions mentioned in item v;
- (vii) Disseminate information on training facilities through AADFI's publications.

9.3 The staffing needs of AADFI secretariat for successful implementation of the programme will be the subject of a special study, which will inter-alia cover issues related to systems and procedures, programming and information analysis, management tasks and responsibilities. On a rough basis, it is envisaged that AADFI will need bi-lingual staff having a combination of specialization in economics, development banking operations, management of training, information management, finance and accounting, and publications/training materials.

PLAN OF ACTION

10.1 The AADFI 5 years training programme is expected to commence in July 1984. Important preliminary tasks to be completed before the above date will include:

- formal approval of the 5 years programme by the AADFI Management Committee
- consultations with donor agencies and completion of funding arrangements
- an assessment of possible partner training institutions and formalization recommendation for assistance required to strengthen these institutions.
- determination of requirements to strengthen the AADFI secretariat so that it can be the principal agent for initiating, monitoring and evaluating progress under the programme.
- formalization of recommendations for assistance to training institutions under UNIDO's centres of excellence programme.

10.2 Programme scheduling on year to year basis is shown in Annex 5.

PARTICIPANTS

MEETING ON LONG RANGE PROGRAMS OF ASSISTANCE
TO AFRICAN DEVELOPMENT FINANCE INSTITUTIONS

Vienna

28 November - 2 December 1983

ASSOCIATION OF AFRICAN DEVELOPMENT FINANCE INSTITUTIONS

Mr. R. Amichia, President
Mr. J. Bentum-Williams, First Vice-President
Mr. S.J.C. Apithy, Assistant Secretary General
Mr. G.R. Aithnard, Director, Training Centre

ECONOMIC DEVELOPMENT INSTITUTE/WORLD BANK

Mr. L. W. Thorson

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH

Mr. P. Casse

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Ms. I. Lorenzo, Head, Training Branch, Division of Industrial
Operations
Mr. M.H.A. Handy, Chief, Non-governmental Organizations Section,
Division of Policy Coordination
Mr. O. Gonzales-Hernandez, World Bank/UNIDO Cooperative Programme
Mr. R. Lorenzen, Training Branch
Mr. U. Loeser, Investment Cooperative Branch
Mr. M. Sato, Training Branch
Mr. G. Appelgren, Investment Cooperative Branch

UNIDO/EDI

Mr. S.P.S. Deol, Consultant
Mr. F. Lakhoua, Consultant

AGENDA

MEETING ON A LONG RANGE PROGRAMME OF ASSISTANCE
TO AFRICAN DEVELOPMENT FINANCE INSTITUTIONS

Vienna, Austria

28 November - 2 December 1983

MONDAY, 28 NOVEMBER 1983

- 15:00 Opening of the meeting
 Adoption of the agenda
 UNIDO's experience in training DFIs
 Presentation by Messrs. Deol and Lakhous
 Assess the strength and weaknesses of present
 institutional arrangements for training at African
 DFIs
 Review and discussion of their reports

TUESDAY, 29 NOVEMBER 1983

- 09:30 Discuss the role and expectations of AADFI in
 developing and implementing a comprehensive programme
 of assistance to African DFIs.
- 13:00 Lunch
- 15:00 Signature of the Memorandum of Understanding for
 Cooperation between AADFI and UNIDO.
- 16:00 Presentation by Mr. Casse on training methodologies
 and techniques for DFIs (a programme for the training
 of trainers).
- Discuss the process of institution building with
 particular reference to selection of partner
 institutions (centres of excellence).

ANNEX 3

THE GEOGRAPHICAL AND LINGUISTIC DISTRIBUTION OF AADFI 5 - YEAR TRAINING PROGRAMME

: Programs and Activities/ : Target Groups	: <u>Regional Bilingual</u>	: <u>Sub-Regional</u> : English or French	: <u>National</u> : English or French
: I. Chief Executives : and their Deputies	: - Seminar on Policy and Opera- : tion related issues : - Management Development semi- : nar	: - Round-table meeting on : current Development : Banking issues	
: II. Senior Managers		: - Executive Development Pro- : gram	
: III. Operation Managers	: - Development Banking Program : . English : . French	: - Seminar on Project Promo- : tion Services : - Seminar on Project Identifi- : cation : - Project Supervision and : Follow-up Program : - Sectorial Seminars (SSEs, : Tourism, Export Promotion, : ...)	: - Financial Analysis (Ac- : counting-Auditing) : - Micro-Computers : - Project Rehabilitation
: IV. Institutions : (Institutional : Development)	: Assistance to Training Ins- : titutions under UNIDO's Cen- : tres of Excellence Program	: Assistance to Training : Institutions under UNIDO's : Centres of Excellence Pro- : gram	: - Mobile Expert Team Ap- : proach : - Assistance to Training : Institutions under UNIDO's : Centres of Excellence : Program
: V. Trainers	: - Training of Administrators	: - Training of Trainers (Lec- : turers) : - Case Study Development Se- : minar	: - Case Study Development : Seminar
: VI. Entrepreneurs			: - Entrepreneur Development : Program

WEDNESDAY, 30 NOVEMBER 1983

09:30 Establishment and composition of working groups;
preparation of guidelines.

Working Groups:

- Preparation of a proposal for an integrated five year programme of assistance to African DFIs in the field of training including preliminary cost estimates (D1476).
- Discussion of possible partners from developing and developed countries for the implementing the proposed five year programme including financing (D11412).
- Discussion relating to training methodologies and techniques for DFIs including training of trainers (D1573).

12:30 Lunch

14:30 Working Groups

THURSDAY, 1 DECEMBER 1983

09:30 Plenary session of working groups

12:30 Lunch

14:30 Discuss various recommendations of working groups

Discuss possible collaboration between AADFI and ADFIAP under ICDC arrangements.

Establish priorities in respect to training courses for African DFIs; their design and delivery.

FRIDAY, 2 DECEMBER 1983

09:30 Plenary session of working groups, discuss recommendations.

Adoption of recommendations

12:30 Closing session.

PRELIMINARY COST ESTIMATES OF A A D F I 5 YEAR PROGRAMME

Ho	PROGRAM/ACTIVITY	DURATION	NUMBER ACTIVITY (p.a.)	COST US \$
1	Seminar on Policy and Operation Related Issues	1 week	1	75,000
2	Management Development Seminar	2 days	1	35,000
3	Round-table Meeting on Current Development Banking Issues	3 days	2	60,000
4	Executive Development Programme	15 days	2	700,000
5	Development Banking Programme	8 weeks	2	1, 585,000
6	Sub-regional Operational Managers Programme	(approximately 60 weeks in 5 yrs: 12 weeks per year		740,000
7	National Seminars			400,000
8	Mobile Teams			840,000
9	Training of Trainers			1, 000,000
10	Entrepreneur Development			25,000
11	Assistance to selected training centers under UNIDO's "Centers of Excellence" Project			400,000
12	Assistance to AADFI to strengthen its Secretariat and support systems			140,000
				6, 000,000

Suggested AADFT Programme Scheduling

<u>Year/Month</u>	<u>J</u>	<u>F</u>	<u>M</u>	<u>A</u>	<u>M</u>	<u>J</u>	<u>J</u>	<u>A</u>	<u>S</u>	<u>O</u>	<u>N</u>	<u>D</u>	<u>Total</u>
1984							<u>301</u>			103	103	501	4
1985	<u>301</u> 503		101 201 302.1		102 302.3	501 302.1	<u>301</u>		502	103 201 302.4	103	501	16
1986	<u>301</u>	503	101 201 302.2	302.2 302.3	102	501 502	<u>301</u>			103 201	103 302.4		15
1987	<u>301</u>		101 201 302.1		102 302.3	302.1	<u>301</u>			103 201 302.4	103 302.4		13
1988	<u>301</u>		101 201 302.2	302.2 302.3	102		<u>301</u>			103 201 302.4	103 302.4		13
1989	<u>301</u>		101 201 302.1	302.3	102 302.3	302.1				201			9
													<u>70</u>

Note: National seminars and mobile team visits are not shown in this schedule.
Module codes are explained in Table 1.