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PAID-ESA/UNIDO MANAGEMENT AND ENTREPRENEURIAL  
SKILLS DEVELOPMENT FOR WOMEN ENTREPRENEURS  
IN EAST AND SOUTHERN AFRICA

R E P O R T

ON

FIVE WEEKS PILOT TRAINING COURSE

FOR

WOMEN ENTREPRENEURS IN ENTREPRENEURIAL  
AND MANAGERIAL SKILLS DEVELOPMENT

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1. INTRODUCTION

The Pan African Institute for Development, East and Southern Africa (PAID-ESA) together with the United Nations Industrial Development Organisation (UNIDO) are implementing a programme of training activities specifically targeted at benefitting small scale women entrepreneurs engaged in the manufacturing sector as one of the ways of integrating women in national economic development.

The programme initiative is an effort to respond to the concerns of enhancing the role and participation of women in national economic development. This initiative aims at utilising appropriate training modules and methodologies to empower women with the necessary knowledge, skills and access to resources required to start and operate small scale manufacturing enterprises. It is now widely recognised that women play a critical role in development and therefore that development efforts suffer if the full potential of women are not fully exploited.

However, although, most countries in Africa have come to recognise the critical role of women in development as well as the significance of the Small Scale enterprise sector in national development, many of the Small Scale enterprise sector development programmes pay inadequate attention to the extenuating socio-cultural and economic factors which have long inhibited the potential of women to promote economic development that fosters the attainment of other substantive objectives such as employment creation, raised incomes and higher value added to end products. The economic activities women perform include food processing, garment making, handcrafts, agricultural food production, sewing and tailoring among many others.

Unfortunately, many developing countries government and international development programmes that attempt to upgrade the Small Scale Enterprise sector activities tend to be male dominated programmes without paying particular attention to gender issues which inhibit the full participation of women into such programmes. In order for women to have an impact in employment creation, better productivity and the utilisation of local goods and services, women require technical training in business enterprise development, simple book keeping, marketing, loan

application preparation, credit management, appropriate production techniques and access to credit so that they can start-up their production activities with the opportunity for future growth. It is for these reasons that PAID-ESA decided to be a willing partner with UNIDO in designing and developing a relevant and responsive Curriculum that would assist in the promotion and development of women entrepreneurs in the countries of East and Southern Africa.

## 2. BACKGROUND TO THE TRAINING PROGRAMME

The genesis of the training programme dates back to 1984. When UNIDO in co-operation with the Ministry of Community and Women's Affairs in Harare, Zimbabwe organised an African Regional Workshop on the Integration of Women in the Industrial Planning and Development Process. One of the workshop recommendations requested UNIDO to develop training curricula specifically responsive and relevant to women in Small Scale Enterprises. PAID-ESA as one of the participants at the workshop expressed willingness to co-operate with UNIDO in designing and developing such curricula.

Between 1985 and 1987 UNIDO made concerted efforts towards the financial implementation of the Harare, workshop recommendation. In 1987, through the tireless efforts of Ms Baerbel Chambalu the Norwegian Ministry of Development Co-operation made funds available towards the curricula design project. A number of needs assessment activities (in-country discussions with national women trainers and entrepreneurs culminating into a curriculum design workshop in December 1987) were undertaken in order to ascertain on how best to go about designing a responsive curriculum relevant to women entrepreneurs. The turning point in the needs assessment activities occurred from 14th to 18th December 1987 when a curriculum design workshop involving women trainers and entrepreneurs from selected countries of; Botswana, Malawi, Zambia and Zimbabwe as well as PAID-ESA staff was held.

The workshop designed and developed seven themes to be addressed by the training curricular:

- (i) Enhancing self confidence among women
- (ii) Characteristics and risk taking behaviour of entrepreneurs
- (iii) Business Planning
- (iv) Management issues for Small Scale Enterprises
- (v) Marketing
- (vi) Financial Management
- (vii) Procurement of raw materials

The themes were further precised and developed by PAID-ESA staff into training modules. Each module was accompanied by session guides giving the objective(s) of each session contents and for the trainer an indication of how to conduct the sessions through the participative - lecture training methods which emphasises case study, role plays, individual counselling and other experiential learning techniques.

The curriculum design outline that was developed during the workshop was further circulated through external resource persons (trainers and entrepreneurs) to various organisations and training institutions engaged in promotion and training of Small Scale Enterprise in Botswana and Zimbabwe. In January 1988, two PAID-ESA staff made follow-up missions to Botswana and Zimbabwe to gather data and information related to the curriculum design from the workshop resource persons as well as persons and institutions the curriculum outline was circulated to. While national organizations and training institutions did not make specific comments and suggestions on each theme and module, they however, did make very useful global suggestions and comments which were incorporated into the final modules that were submitted to UNIDO.

### 3. PILOT TRAINING PROGRAMME OBJECTIVES

The overall objective of the pilot training course programme is human resource development through upgrading women's entrepreneurial and managerial skills in industrial production particularly by encouraging training institutions to organise special courses to

enhance the quality of training opportunities open to women, specifically, the training programme aims at:

- increasing the level of self-confidence and entrepreneurial orientation of the women small scale entrepreneurs.
- Develop in participants competencies and skills in the basics of business planning and management for successful start-up and operation of their enterprises.

Thus the training programme takes place within the framework of PAID-ESA's and UNIDO's desire to integrate women in national industrial development.

#### 4. VALIDATION OF TRAINING MODULES

##### 4.1 Selection of participants to the training programme

The field test for validating the course materials for all the three components started with the identification and selection of participants. The training programme was announced through a press advertisement in one of the national daily circulation newspapers, the Times of Zambia for three days from 7th to 10th August 1988. Two hundred and one (201) women entrepreneurs responded to the advertisement, questionnaires about their personal as well as enterprise backgrounds (if already in business) were sent to all who responded to the course announcement. One hundred and thirty one (131) returned the questionnaire, out of whom seventy-six (76) would be participants were short listed and invited to attend oral interviews through both newspaper as well as mail. Fifty-one (51) of those invited actually came for interviews. The interviews were held for three days from 13-15th December 1988, out of the interviews that came, twenty-three (23) were selected to attend the training course (see appendix A - list of participants). The breakdown by enterprise activity of those selected were as follows:

Food Processing/Restaurant	9
Sewing and Tailoring	9
Poultry	2
House decorative plants	1
Nursery/Pre-School	1
Grocery Store	1

Participants ranged in age from 24 years to 44 years and their educational background varied from form II/III to Bachelor of Science (Chemistry) though the majority were form V with some form of post secondary school training. During the pilot training programme there were four observers from women's organisations and training institutions; the observers came from Botswana and Zimbabwe.

To oversee the smooth implementation of the whole pilot training course programme during the five weeks period, UNIDO attached a lady Consultant, Uta Borges-Altivator. The Consultant's role was to monitor the implementation and learning processes under which the programme was being executed. Part of her task was to collect the materials that were actually taught for the purpose of putting all the materials into training manuals to be refined further during future training activities.

Before the start of the training activities, a trainers workshop was held on 21st January 1989 at which the Consultant, Cranfield School of Management staff and PAID-ESA staff engaged in the programme discussed the structure, time allocation and the teaching methodologies of the course were discussed.

#### 4.2 Course Structure

The detailed design of the training course structure during implementation was greatly influenced by the high proportion of participants who were already actually operating their own enterprises. The programme included the "Enterprise Experience", which enabled participants to actually start, fund and run a very small but real life enterprise during the course. The enterprises were run either individually or in groups.

The following are some of the 'Enterprise Experience' businesses that were operated by the participants.

- . Week-end Restaurant
- . Made-to-order cake shop
- . Photography and video showing
- . Wine making
- . Soft Toy making
- . Hand crafts shop

This provided a very useful participative experiential learning environment. The "Enterprise Experience" provided a basis especially for the Cranfield School of Management's entrepreneurship sessions and individual counselling. The overall course structure consisted of three modules which were taught by each of the three implementing institutions which were involved in the programme;

- (i) Entrepreneurship Module - Cranfield School of Management, U.K
- (ii) Management for Small Scale Enterprises Module - PAID-ESA
- (iii) Technology Module - Intermediate Technology Development Group, U.K.



MODULE SCHEDULES OF TRAINING COURSE PROGRAMME

DATES	ACTIVITY	FACILITATOR
23rd Jan. 1989	Opening Ceremony	PAID-ESA/UNIDO Guest of Honour Mrs M Fulano, MCC, Chairman, Womens' Affair.
24th Jan - 3rd February 1989	Entrepreneurship Development (Including Business Plan Preparation)	Cranfield School of Management . Prof. M Harper . Urshi Krams . J Bilton . A K Chibwa (PAID-ESA)
6th-16th Feb. 1989	Management for Small Scale Enterprises . Management Skills . Marketing Skills . Financial Management Skills	PAID-ESA . S B Mofya . S C Mkandawire . I M Chonya
20-24th Feb. 1989	Technology Training	ITDG . Rodney King . Peter Fellow . C Lungu (PAID-ESA)
24th February 1989	Closing Ceremony	PAID-ESA/UNIDO . Mrs B Chambalu . Mr A L Hagan . Mr I J Phiri, Deputy Permanent Secretary, Ministry of Commerce and Industry.
26th Feb - 2nd March 1989	Field Visit to Zimbabwe	PAID-ESA/Netherland Special Assistance Fund . S C Mkandawire . C Lungu

4.3 Entrepreneurship ModuleObjective

An important aspect of an entrepreneur's psychological profile is role orientation that is, knowing what is important and what needs to be accomplished regarding a business enterprise. A major part of role orientation is learning and developing entrepreneurial

attitudes, characteristics and attributes that are necessary to start and operate a business enterprise effectively such as the importance of identifying and capitalising on opportunities or gaps in the market place. Sessions on entrepreneurship were oriented and aimed at achieving these objectives in a participative and experiential learning manner.

#### Session Content

To accomplish these objectives, the following sessions were covered:

- . Women in business - an assessment of the environmental factors affecting women entrepreneurs.
- . Enterprise experience
- . Entrepreneurial characteristics
- . Personal selling
- . Finding out about the market
- . The Marketing Mix
- . Identification of own strengths and weaknesses as an entrepreneur
- . How to sell products
- . Sources and uses of capital
- . Credit records + cash books etc
- . What records shall I keep for my business
- . Quantity and efficiency, value analysis
- . Profit and Loss Accounts
- . Cash Flow
- . The Balance Sheet
- . Introduction to the business plan
- . Business Plan Presentation Skills

#### 4.4 Management for Small Scale Enterprises Module

One of the major causes of high failure within the first or second year of operation of most Small Scale Enterprises can be attributed to poor management practices of the entrepreneurs. In ensuring that meaningful framework is developed in which management knowledge and skills can be organised in a useful and operational manner relevant to Small Scale Operations, the management component of the modules focused on the functions and role of an entrepreneur is

planning, leadership, organising and control.

The management component is aimed at making the Entrepreneur to address herself to the following questions;

- . How am I doing
- . What are the strengths and weaknesses of my business enterprise?
- . Am I doing things in the most efficient manner
- . Do my competitors seem to be doing better than I am doing?

The module focused on the need to make participants recognise and appreciate the importance of planning in all their enterprise activities, understand and be able to organise and utilise enterprise resources (time, funds, equipment etc) optimally by applying various control systems. This was achieved through the following sessions:

- . Business Plan writing\*
- . Planning
- . Leadership
- . Organisational design
- . Control
- . Market Research
- . Marketing techniques - unique selling point
- . Product Planning
- . Pricing techniques
- . Product promotion
- . Product distribution channels
- . Business record keeping and how to maintain transactions
- . Classification of transactions (possessions and claims or assets and liabilities)
- . Preparation of balance sheet
- . Preparation of Profit and Loss Statements
- . Cash flow analysis
- . Budgeting controls
- . Break-even analysis

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\* For the business plan writing each participant was individually counselled on how to prepare a business plans for their enterprises. Copies of their business plans have been retained on their personal files which PAID-ESA has opened up.

4.5 TECHNOLOGY MODULE

The module was intended to expose Participant Entrepreneurs to appropriate and adaptable technologies in the area of Food Processing. Focus was on practical demonstration of:

- . Fruit and Vegetable Processing
- . Food drying
- . Oil extraction

One other important aspect that would determine the success or failure of a small scale entrepreneur is the quality of the product or service that is rendered to the customer. To ensure high quality products and/or services and thus good business for the small scale entrepreneur, adequate knowledge of the choice of technology and its appropriateness to the production processes is very important hence the inclusion of the technology component in the program. The course also covered quality control techniques during production, packaging and storage.

It was intended that the participants would adopt the above technologies particularly in areas of quality control, packaging and storage in order to enhance the performance of their businesses. To achieve this, participants were asked to draw from their experiences and relate to practical food processing. Group discussions, demonstrations and actual practical work by the participants themselves comprised the training methodology used during the module. Also, participants were taken for field visits to existing on going small scale industries initially in Zambia and later to Zimbabwe to be exposed to the actual manufacturing processes and environment. The underlisted sessions were covered:

Fruit and Vegetable Processing

- Characteristics of fruits and vegetables for processing
- Preservation of fruits and vegetables
- Types of fruit and vegetable products
- Methods of processing
- Quality control techniques and sanitation
- Packaging methods

Drying

- Advantages and limitations of drying for income generation
- Principles of drying
- Pre-treatments for dried foods
- Methods of drying and equipment
- Package, storage, and quality control

Oil extraction

- Types of raw materials
- Organization of an oil extraction project
- Methods of oil processing
- Oil extraction from dry and wet crops
- Classification of oil
- Storage of oil and oil cake
- Quality Control procedures

4.6 FIELD TRIPS

To reinforce what was discussed in class especially during the technology module component; field visits were undertaken to Kasisi Agricultural Training Centre - Lusaka and to various enterprises in Zimbabwe.

The purpose of the field visit to Kasisi Agricultural Training Centre, Lusaka was to accord participants the opportunity to see demonstrations on oil extraction. At end of the field visit it was hoped that participants would be able to determine the profitability of running a small industry dealing in oil extraction. The extraction of oil from sunflower seed was demonstrated by the farm workers using two sets of equipment;

1. Set of 4 machines developed by the Technology Development Advisory Unit (TDAU) of the University of Zambia e.g. the Decorticator Winnover, mill and spundle press
2. Ram Press also developed by the TDAU of the University of Zambia

An outline of the various processes involved was given and after demonstrations, the participants were given some time to operate the machinery themselves to actually have a feel of the equipment and oil extraction processes. They were requested to make simple calculations to determine the profitability of running an oil extraction industry.

Participants were asked to focus their attention on aspects of production, quality control, packaging, storage and marketing.

#### ZIMBABWE FIELD TRIP

Originally the Zimbabwe Field trip was part of the UNIDO/PAID-ESA training for women entrepreneurs project but due to insufficient funds under the project, PAID-ESA undertook the initiative to fulfil the component by approaching the Netherlands Embassy for Financial Support. The Field trip component to Zimbabwe was undertaken with the financial support from the Netherlands Special Assistance Fund.

The field visit was undertaken with the purpose to expose participant to some of the operating processing industries that can easily be managed by women. It was hoped that at the end of the trip, participants would be able to relate the organisational abilities of the existing industries to their own business ventures and apply them in running their own industrial enterprises. Attention again was focussed on production, quality control, packaging and marketing techniques. The following industrial enterprises were visited:

- . Kubi Cosmetic industries
- . Environmental and Development Activities (ENDA)- Appropriate Technology Project and farm
- . Zimbabwe Women's Bureau's Chaonaini Project.

At Kubi Cosmetic industries participants were shown the process of manufacturing various body lotions and creams and the different types of chemicals and their use in the manufacture of different cosmetics. Participants witnessed production flow techniques, quality control and packaging techniques which are so vital to the cosmetic industries.

The visit to ENDA's appropriate technology project and farm introduced participants to the technology of grain milling, especially the dehuller which is designed to reduce the labour requirements in the processing of small grains such as finger millet and sorghum. This was a very stimulating visit partly because of the food varieties such as biscuits, flour etc that could be processed from small grains. The visit to ENDA provided to participants possible business enterprise potential which could be pursued further. Some of them indicated interest in the dehuller. The dehuller has been designed, developed and is being marketed by ENDA.

At the Zimbabwe Women's Bureau, Chaonaini Project participants were exposed to pottery, catering and tailoring activities. Those projects were started and organised by a group of Zimbabwean women. The organisational ability should be quite useful to the participants in managing their own enterprises. One striking aspect of the projects which the participants have definitely benefitted from is the high level of cooperation and the spirit to succeed a great feature of an entrepreneur.

## 5. REFLECTIONS

### 5.1 Participants to the Training Courses

Participants to the pilot training course were generally of a high level both in terms of educational as well as Entrepreneurial backgrounds. The average education was almost 12 years of school and most of them have been operating their own enterprises either on a full time or part-time basis for quite some time. The high Entrepreneurial characteristics were evidenced during the "Enterprise Experience" exercise which enabled them to actually start, fund and run a small but viable real enterprises during the course either individually or on group basis. The entrepreneurial drive was so high among participants that all of them made profits. The high level type of participants for the pilot training course raised the question of the target group for subsequent in-country future training programmes.

Trainers felt that the high calibre of participants was due to the selection process that was used for the pilot training course. If a course is announced through the press, only high level literate and information seeking participants would respond to newspaper advertisement. For future national in-country training programmes, it is suggested that national Small Scale Enterprises promotion organisations such as Village Industries Services - Zambia, Small Scale Enterprises Development Corporation - Zimbabwe and Swaziland and Small Industries Development Organisation - Tanzania be involved in identification and selection of course participants to enable such training to be targetted at groups who most need the training. It is true that all women Entrepreneurs require assistance through training, but certain target groups may require more affirmative training interventions like this UNIDO/PAID-ESA Programme. However, for the unique pilot training course like this one, it is quite in order to have high calibre of participants who would later act as role models as the training materials are being developed to suit different target groups.

## 5.2 Training Institutions Orientation Workshop

Commitment by the three training institutions that were involved in the validation of training materials was very high towards the successful implementation of the pilot training programme. In future this commitment can be consolidated if prior to the mounting of the training programme an orientation workshop of all staff involved in the training programme could be held at which programme terms of reference relating to each Institution, programme objectives, programme execution and other pertinent issues can be discussed for the enlightenment of all project staff. This also applies to future in-country training programmes under the project which may involve several training institutions.



**5.3**      **Desirata**

To maintain the momentum that has been generated by the pilot training course, it is advisable that PAID-ESA remains the focal regional training institution for the project and later in collaboration with UNIDO local national training institutions be identified and selected through whom the training of trainers and other subsequent activities could be undertaken.

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