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DP/SIL/87/003

SIERRA LEONE

Technical report No.2: assessment of NIDFO
entrepreneurship induction programme*

Prepared for the Government of Sierra Leone and the National
Industrial Development and Finance Organization Limited (NIDFO)
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

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ABSTRACT

The assessment of the entrepreneurship development programme of the National Industrial Development and Finance Organization (NIDFO) was undertaken with the view of determining its effectiveness and to get a retrospective view of experiences gained since August 1989. The assessment will facilitate the self-renewal of the programme in the future and allow for changes introduced into the system, where found necessary.

The entrepreneurship development programme is a major function of NIDFO as envisaged in the project: Establishment of the National Industrial Development and Finance Organization Limited (DP/SIL/87/003).

As a result of the assessment, a restructuring of the entrepreneurship development programme is recommended to overcome specific areas of weaknesses, maintain identified strengths, anticipate possible threats and take advantage of available opportunities in the Sierra Leonean context.

In addition, certain policy issues bearing on the effectiveness of the entrepreneurship development programme have been identified for NIDFO management consideration.

ASSESSMENT OF NIDFO ENTREPRENEURSHIP DEVELOPMENT PROGRAMME

INTRODUCTION

Originally, the task assigned to the Entrepreneurship Development Programme expert as specified in the job description is the "design of a five-day Entrepreneurship Development Programme along the framework specified in the project document, i.e., modular approach of each subject with various degrees of complexities, to be conducted by the NIDFO staff, and integrated with other programmes of NIDFO".

At the time of arrival of the EDP Expert on 31 January 1991, a five-day Entrepreneurship Development Programme as designed and conducted by the Development Services Section, NIDFO, was already in place having been conducted for the eight time. It was, therefore, discussed and agreed upon with the Chief Technical Adviser and cleared with the NIDFO General Manager and Officer-in-Charge for Development Services, that what will be undertaken is an assessment of the existing programme, and improvement of same, where necessary.

The task was undertaken from 22 February to 2 March and 4 March, a period of 6 working days. 3 March was used for the training of Development Services staff. (See Report No. 4 on Staff Training on EDP).

For background information, reference is made to Report No. 1 of the Entrepreneurship Development Programme Expert on the Status of Local Entrepreneurship in the Small-Scale Industry Sector.

I. OBJECTIVE OF ASSESSMENT

The assessment of the NIDFO Entrepreneurship Development Programme (EDP) was undertaken with the view of determining its effectiveness. A critical view of the programme after it was launched in August 1989 and a retrospective view of eight programmes conducted, is expected to add considerably to its continuing utility. This is particularly true where certain situations were referred to have changed dynamically and rapidly. NIDFO experience reveals that some concepts and issues adopted at the start have been modified in latter programmes as influenced by feed-back provided by the programme evaluations done for each course conducted. Discussions with staff of other institutions involved in entrepreneurship development also brought certain insights into the module.

Hence, the major objectives of this assessment is to facilitate the self-renewal of the programme and build changes into the system, where found necessary.

II. FRAMEWORK OF ASSESSMENT

The assessment of the EDP was approached in both the dimensions of an overall general programme review and a more specific review of particular aspects within the following framework:

A. Concept of Entrepreneurship Development Programme

In a general view the concept of EDP as perceived by NIDFO was determined in relation to the objectives of NIDFO and Sierra Leone.

B. Objectives of the Entrepreneurship Development Programme

The first specific area for assessment is the central objective of the EDP as set up by NIDFO. There must be a clear purpose underlying the development of entrepreneurs. Likewise, the assumptions made in the programme design were established to assist in the assessment of the specific programme objectives.

C. Strategy and Tools for Identification of Potential Entrepreneurs

Obviously, it is not possible to develop all individuals who approach NIDFO for assistance. In Sierra Leone where unemployment is high, there is likely to be a greater demand for assistance than can be met by NIDFO resources so that the selection procedure used assumes great importance. It should minimize the screening out of potentially successful entrepreneurs while at the same time limit the inclusion of those that are likely to fail.

D. Training Programmes

Another important component of the evaluation of the EDP is the contribution of training programmes conducted. This covers the curriculum and its design, the contents, the facility, the sharing of practical experiences and even the follow-up of participants.

E. Time Dimension

Time, herein, refers to the time elapsed between the initial contact by NIDFO with the entrepreneur and the time

wherein development assistance ends. The objective is to reduce the time dimension without reducing quality of the programme.

F. Organizational Structure and Policies

This component of the assessment involves the determination of the effectiveness of the organizational structure and staffing that supports the entrepreneurship development activities. Likewise, the policy framework, strategies and programmes were looked into as they relate to small entrepreneur needs.

III. FINDINGS AND ANALYSIS

A. Concept of Entrepreneurship Development

The initial concept of the NIDFO entrepreneurship development referred narrowly to the 5-day entrepreneurship development programme (EDP). This is understandable considering that the project document referred also to this 5-day programme as the EDP.

In late 1990, the concept was expanded to include three (3) training courses, namely:

- Entrepreneurship Induction Programme (EIP)
- Basic Business Management Course (BBMC)
- Technical Training Programme (TTP)

as specified in the Development Services Manual designed by R. A. B. Johnson, O.i.C., Development Services.

In practice, however, the Development Services staff undertakes such other activities as entrepreneur identification and selection, and provision of extension service in continuum of the training courses.

It was also found, that development activities were slanted towards the enterprise rather than the entrepreneur. Surveys conducted in the project (DP/SIL/87/003) and elsewhere, dealt more on the enterprise structure and characteristics and very little on the entrepreneur as affected by the behavioral factors of entrepreneurship. The target group for Development Services as stated in the Manual are the artisanal and small-scale enterprises not the entrepreneur.

In view of the foregoing, there is a need for realigning the perspective of establishing that entrepreneurship development is targeting the entrepreneur rather than the enterprise. As pointed out in the EDP Expert's Report No. 1, the development of the entrepreneur is manifested in the enterprise through survival and growth.

B. Objectives of Entrepreneurship Development

i. General Objectives

As stated in the project document the entrepreneurship development component of NIDFO aims to provide each client entrepreneur with a tailor-made package of entrepreneurship motivation, entrepreneurial skills development and management/technical training to complement financial assistance and extension service with a view of meeting overall economic strategies, such as:

- 1) Satisfaction of basic needs;
- 2) Utilization of locally available resources;
- 3) Employment generation;
- 4) Economy in capital and energy;
- 5) Skill orientation;
- 6) Positive effects on balance of trade; and
- 7) Linkage with other sectors.

There is no specific measurement on how to establish the attainment of the above listed goals. A quantification of these goals will provide the criteria for assessing the impact of the entrepreneurship development programme.

2. Specific Objectives

In order to attain the general objectives the following specific objectives have likewise been identified in the project document:

- 1) To identify and select artisanal and small-scale industry entrepreneurs which demonstrate dynamic entrepreneurship qualities for subsequent training;
- 2) To provide entrepreneurship motivation training, entrepreneurial skills development, management and technical training for selected entrepreneurs at an annual average rate of 70 participants for the

entrepreneurship training, 60 for the management course and another 60 for the technical courses;

- 3) To recommend trained entrepreneurs for project financing;
- 4) To provide intensive support by extension services to those financed entrepreneurs and others that may be qualified;
- 5) To undertake collection of practical, industrial and economic data, analysis and evaluation thereof, which would be useful for artisanal and small-scale industry entrepreneurs and for the management and operation of NIDFO;
- 6) To identify investment opportunities and prepare project profiles accordingly.

Aside from the number of entrepreneurs trained as quantified in 2) above there may be a need to establish some measurements for assessing the effectiveness of the entrepreneurship development programme. Some possible criteria for this assessment are:

- Activity level of entrepreneurs trained,
- New business or activity started,
- Fixed capital investments made,
- Total investments made,
- Number of people employed,
- Number of jobs created,
- Increase in sales,
- Others.

Necessarily, this calls for the establishment of base-line data on each entrepreneur covered by NIBFO assistance and a periodic progressive achievements as a result of such development assistance.

C. Strategy and Tools for Identification and Selection of Potential Entrepreneurs

The Operational Guidelines and Procedure, Development Services Section by Mr. R. A. O. Johnson, includes the identification of entrepreneurs in the pre-investment phase of the enterprise assistance.

1. Identification of Entrepreneurs

The project document states that the estimated magnitude of enterprise units in the Western Area based on preliminary findings of the In-Depth Sample Survey by C.S.O. in 1989, is as follows:

	<u>No. of Employees</u>	<u>No. of Units</u>
Artisanal	1 - 5	2,184
Small-Scale	1 - 15	1,066
	
Total		3,205

A more optimistic estimate of the magnitude of enterprises units in the area is reflected in the Report on Manufacturing and Related Services Sector of Sierra Leone, 1990, as follows:

	No. of <u>Employees</u>	No. of <u>Units</u>
Artisanal	1 - 5	4,175
Small-Scale	1 - 15	1,699

Total		5,874

Applying the percentage of those enterprises in the Western Area within the seven industry groups identified brings the number of target beneficiaries (pool of entrepreneurs) to 1,904 (32.4% of total survey respondents, Tables VIII & IX, broken down as shown in Table 7).

Accepting the validity of the foregoing statistics from the Report on manufacturing and Related Services Sector of Sierra Leone, 1990, NIBFO must aspire to identify these 1,904 entrepreneurs to establish the pool from where those with potentials for development may be selected. The number barely matches the number of entrepreneurs to be identified to meet the operating targets for 1991 and 1992 (Table 5).

Table 1 - No. of Enterprises and % Distribution by Employment Size and Industry Type in the Western Area

Industry Group	Employment				Percentage of Total Respondents (1131)				Estimated Entrepreneur Pool Out of Estimated 5,874			
	1 - 4	5 - 9	10 - 14	Total	1 - 4	5 - 9	10 - 14	Total	1 - 4	5 - 9	10 - 14	Total
1. Service	40	56	35	131	3.5	5.0	3.1	11.6	206	294	182	682
2. Production	87	129	19	235	7.7	11.4	1.7	20.8	452	670	100	1,222
Total	127	185	54	366	11.2	16.4	4.8	32.4	658	964	282	1,904

SOURCE: Computed from Tables VIII & IX, Report on Manufacturing and Related Services Sector of Sierra Leone, 1990.
NIDFC, DP/SIL/87/00 3, November 1990.

2. Selection Process

The selection of entrepreneurs for inclusion into NIDFO's programme starts with the field preliminary appraisal by the extension workers and covers basic data on the enterprise as to whether it falls within the basic criteria of industry group, location, nationality of owner, employment size and type of operation. Among the information obtained, the areas pertinent to the characteristics and traits of the entrepreneur are likely to be found in the section on background of the proprietor/partners, which are obtained in an unstructured manner. The format and data obtained are left to the extension worker covering the subject entrepreneur. (Annex A - Field Visit Report - Identification).

Entrepreneurs selected in this stage, after other processing steps, are subjected to a screening panel of at least three NIDFO staff members who are tasked with the assessment of the suitability of the entrepreneur for assistance. The procedure consists of rating the entrepreneur individually on fifteen (15) factors on a scale of 5 to 2 (excellent to poor). A total score of at least 75 qualifies the entrepreneur for assistance subject to other established parameters of sector priority, equitable mix of sector, slant towards at least 10 percent females, etc. (Annex B - Guidelines for Final Screening/Selection of Entrepreneurs).

Of the 15 factors eleven (11) are entrepreneurial traits and four (1, 2, 6, 9) are not.

The system of rating is highly subjective on the part of the rater and may not accurately select the right

entrepreneur. Perhaps, sub-questions or sub-factors may be necessary for each criteria, to minimize errors of subjectivity in selection.

Those selected are made to go through the EDP/EIP and the Business Management Course (BBMC) thereafter, as compulsory requirements to eventual consideration for financing. It seems, therefore, that the object of the whole EDP exercise is to identify entrepreneurs for financial assistance. This contention is strengthened by the fact that "throughout the EDP, the entrepreneurs are constantly assessed on their suitability for further assistance". This continuing assessment again is by observation and perception of resource persons in the programme. There is no instrument used for this.

At about the end of the EDP/EIP, participants are required to do a self-assessment on nineteen (19) factors eight (8) of which reflect entrepreneurial characteristics and the rest allude to management knowhow. Such factors are rated from 5 to 1 in descending degree. Those that obtained a total of 70 per cent of total possible highest points are considered for further assistance. The "further assistance" implies eventual financing. The self-rating process is a little doubtful in validity considering the educational level of the entrepreneurs. Again, sub-factors may be necessary for this. (Annex C - Entrepreneur Appraisal Form).

Furthermore, for illiterate participants, the extension workers undertake the rating by an interview process which may not rule out the possibility of further bias of the extension worker.

The foregoing process is illustrated in Figure 1 - Existing Flow Chart of NIDFO EDP.

It is perceived that the strategy for selection of potential entrepreneurs is influenced by the eventual financial viability of the project rather than the entrepreneurship potential of the candidate. This perspective magnifies the mis-direction of entrepreneurship development towards enterprise development.

The weakness indicated in the strategy and tools for selection of the entrepreneur may have screened out entrepreneurs with success potentials and allowed likely failures to be included in the development process. Both errors will prove costly for NIDFO considering that entrepreneurship development services are given practically for free. The latter may also cause project failure which will affect the efficiency of the financing programme.

There are two ways to look at this. The lengthy process should minimize selection errors. On the other hand, it becomes an expensive process both for NIDFO and the entrepreneur. As pointed out by the Chief Technical Adviser, the entrepreneur benefits from the series of training they undertake, even if financial assistance is not provided. Perhaps a mechanism can be devised whereby those entrepreneurs that did not qualify for financing may be provided extension service to strengthen their capabilities for further consideration within a specified time frame.

D. TRAINING PROGRAMMES

There are three (3) training modules identified with entrepreneurship development being conducted by the Development Services Section, namely: 1) the Entrepreneurship Induction Programme (EIP), 2) the Basic

Business Management Course (BBMC) and 3) the Technical Training Programme (TTP). A fourth one is under consideration, the Advanced Business Management Course (ABMC).

1. Entrepreneurship Induction Programme

1. Objectives

The objectives stated in the Training Programme are:

- a) General: Upgradation of the entrepreneurial skills of existing and potential promoters of artisanal and small industrial projects to enable them to become successful entrepreneurs.
- b) Specific: Participants are expected to acquire reasonable capacity to:
 - 1) Stimulate and strengthen their entrepreneurial skills through constant self assessment;
 - 2) Upgrade their risk-taking and decision-making capabilities;
 - 3) Study and appraise the environment in which they operate;
 - 4) Identify business opportunities and prepare viable project proposals;

- 5) Cultivate the spirit of self-reliance, responsible leadership, creativity, self-motivation, innovation, social responsibility, discipline, persistence, etc.

All objectives lead to entrepreneurship motivation and entrepreneurial skills formation except the fourth which calls for transfer of management skills.

2. Course Content (EDP, 4 - 8 February, 1991)

Matching the course content with the objectives (Annex D - Topics for Objective With Time Allocated, EIP)

It appears that only 52% of the thirty (30) hours are dedicated to the objectives set and the 18% of the time devoted to course administration appears quite large. The balance of the time (30%) are used for miscellaneous topics which may or may not be relevant to entrepreneurship development.

There is a need for restatement of objectives as well as restructuring of time distribution to provide the participants with at least 80% of the time for entrepreneurship learning activities.

The transition of course title from EDP to EIP with accompanying changes in the contents was explained as due to the realization that the EDP was merely an induction phase in entrepreneurship development.

A comparative analysis of the EDP and the EIP course contents are shown in Annex E - Comparative Analysis of EDP and EIP.

It will be noted that there has been no change in the statement of programme objectives.

It is assumed that time changes (duration) in the sessions were influenced by observations and experience of resource persons and/or participants, which are not necessarily reflected in the course evaluation.

Although objectives state that participants are expected to acquire reasonable capacity to identify business opportunities and prepare viable project proposals, the course content in response to this objective mentions only an introduction to business planning. Perhaps the objective is greater than what may be achieved through the contents.

It is pointed out that the contents of a programme are dictated by the objectives identified. It is likewise reiterated that the stated objectives put together both the entrepreneurship behavioral transformation aspect and the entrepreneurial skills development. Hence, the contents must reflect the same.

Observations by the undersigned on the conduct of the programme (EIP) reveal the bias of the programme delivery towards the business management techniques rather than the behavioral formation aspect.

This is understandable considering the varied background and expertise of the resource persons and the infancy of entrepreneurship in NIDFO. The tendency is to transmit knowledge where there is more confidence in.

In addition, there has not been adequate exposure nor training of the resource persons in the field of entrepreneurship. The delay in the availability of the EDP Expert has contributed to this situation. It is remarkable how eight EDP courses have been conducted with positive acceptance by participants as reflected in the programme evaluation reports, despite the deficiencies cited.

3. Facilities

The space at the Youth Centre Building being used as training room is not adequately conditioned for effective training. The area is quite small and can conveniently accommodate a maximum of only 15 participants at a time. This does not maximize planning and execution efforts and costs which will remain the same for 25 participants.

The room is equipped with a blackboard only. Part of the conditioning for entrepreneurship is the provision of a training area with amenities different from their usual work place. It is, however, appreciated that electric power supply in Sierra Leone hampers provision of the use of overhead projectors, slides, transparencies and videos. These however, are available among the project equipment. Installation of a generator will enhance the training facilities substantially.

These aspects merit consideration in future plans of NIDFO. An alternative would be to use existing facilities in other institutions that are basically equipped for training facilities and equipment, if cost-benefit analysis favours so.

4. Training Materials

Documented training materials seem to be neglected in the conduct of the programme. Perhaps the mixed literacy level of participants detract from this. This situation justifies homogeneity in the participant group.

5. Target Participants

Much of the foregoing discussions will be influenced by the make up of participants. It is difficult to conduct the same programme for a heterogeneous group. Such aspects as level of education and organizational maturity of the enterprise affect the level of delivery by resource persons.

Serious consideration must be given to design programmes specifically for illiterates or completely rule them out initially among target entrepreneurs until a special programme can be devised.

6. Programme Duration

For motivation training and behavioral transformation, the 5-day (30 hours) duration is normally adequate.

What may be modified is the time distribution per topic to assure effective transfer of behavioral awareness and entrepreneurship attitudes.

Other (Nigeria, Philippines, Thailand) entrepreneurship development programmes cover 4 to 5 weeks. This is because the testing and selection takes place within the time span, which uses up the first week. Likewise, the package covers the business planning and management aspects which use up 2.5 weeks.

7. Language

Lectures and discussions are conducted in Krio. When resource persons can speak only in English, translation is provided for better effect.

2. Basic Business Management Course

1. Objectives

The general objectives implied in the Development Service Manual is "to provide entrepreneurs with the basic techniques in managing a business".

Specific objectives are to "enable the entrepreneurs to acquire reasonable knowledge and skills in the following:

- 1) Fundamentals of Business Management;
- 2) Basic Book-Keeping Methods and Maintenance of Bank Accounts;
- 3) Personnel Management and Motivation;
- 4) Preparation of Business Plan;

- 5) Techniques in Purchases, Sales and Promotions;
- 6) Business Regulations.

It is observed that production and financial management are not covered in the objectives statement. The inclusion of sales and promotion implies coverage of the marketing function. A look at the course content will validate the objectives stated accordingly.

2. Course Contents

As has been done with the EDP the topics covered in the programme are matched against the identified objectives, as shown in Annex F.

It will be seen that the course content is heavy on accounting/book-keeping and banking subjects (15 hours, 25.9% of time). The time allocated to business management subjects is 40.6% of time available.

Considering the smallness of enterprises owned by the entrepreneur participants subjects like export/import, commercial laws, insurance may not be relevant. Meanwhile, real basic business management topics are not fully covered.

As the EDP/EIP there is a need for redirecting objectives, restructuring topics to concentrate on the general and specific objectives, provide fluidity in sequencing and cover more business management subjects.

3. Facilities

There is only one room available at the SLOIC Building for the conduct of the BBMC, which can accommodate comfortably fifteen (15) seated participants. This limits the number of participants per programme.

The room is provided with a blackboard but there are no other training props available. The location up a hill of the training venue seems to affect participant attendance mentioned in the reports of the training coordinators. Most especially, since lunch is not provided, going downhill and then uphill for the afternoon sessions in the middle of a hot day is not very much accepted by the participants. It was learned that participants have expressed preference for provision of lunch even if they have to pay extra for this.

4. Training Materials

There are reading handouts provided. For the illiterate participants, they are advised to bring someone along who can assist them and later explain in Krio the handout contents. This may crowd the room if complied with.

5. Target Participants

The target participants for the BBMC are selected entrepreneurs coming from the EIP. Hence, they are likewise a mixture of literate and illiterate individuals. The same comments, therefore, apply as in the discussion of the EIP, where homogeneity is advisable.

6. Programme Duration

Records show that the original BBMC was contemplated for three (3) weeks. This was however, reduced to two (2) weeks upon implementation. To cover all business management topics and including the preparation of a business plan, perhaps the three (3) weeks would be a more likely duration. In other countries the basic business management course lasts for about five to six weeks or even more.

7. Language

Same situation and comments as in the EIP.

3. Technical Training Programme

1. Objectives

Stated as the general objective of the TTF is to improve the quality of the finished products of the assisted enterprises.

This objective may be too ambitious to attain through the training programme, since the course does not have a direct hand in the manufacture of the product. Also, the statement of the objective confuses the enterprise product with the entrepreneur being trained. The course perhaps will upgrade the knowledge and skill of the entrepreneur on the technical aspects of his business, namely, product design, process and technology, proper use of machinery and equipment, capabilities of tools etc.

The statement of the specific objectives, on the other hand is found adequate. It does not, however, support the general objective as stated.

2. Course Content

The contents of the TTP is quite comprehensive to meet the specific objectives.

3. Facilities

The facilities at the Technical Training Institute where the courses are conducted are adequate to provide for the objectives of the programme for the level of technology suited to Sierra Leonean conditions.

Periodic assessment, however, of the facilities may be considered as levels of technology are adjusted in the country's industrialization.

4. Training Materials

For this type of training, handouts may not be that necessary as instructions are on actual work using machinery and equipment at the Institute.

5. Target participants

Technical training does not require literacy homogeneity since method of instruction is demonstrative and practicum in nature.

6. Language

Like the other two programmes instruction is in Krio.

4. Proposed Advanced Business Management Course

The Advanced Business Management Course is intended for entrepreneurs whose businesses are on the threshold for growth. This may not be necessary on the first three (3) years of NIDFO operations as growth of enterprises of trained entrepreneurs have shown only marginal growth, if any. If the BBMC is strengthened and redirected the training should suffice to anticipate growth of the enterprise by as much as 100%, i.e., labour size of up to 30 workers.

Besides, the topics emphasized for inclusion in the ABMC such as business promotion, book-keeping, profit and loss statement, human relationship, communication, inventory control use of working capital, direct and indirect cost of operation should be covered in the BBMC as these are still basic business management topics.

E. Time Dimension

The flow of activities in the entrepreneurship development activities of NIDFO is shown in Figure 1 - Existing Flow Chart of NIDFO Enterprise Development programme (EDP) as prepared by Oppong Mensah-Aborampah, EDP Specialist, UNV and Hasan Bangura, EDP Specialist, NIDFO.

For a batch of about 30 candidates narrowed down to more or less 15 entrepreneurs the reflected cycle time from the identification of entrepreneurs until the business plan is

completed for financial project evaluation, is at least 71 working days. One cycle involves a total of approximately 14 man-months of the extension workers and the EDP Specialist, not to mention that of the OIC Development Services, the Development Officer and the UN Volunteers.

The time frame is a fair estimate for the EDP objectives. Cost-wise however, the magnitude of work is substantial to require significant attention to the maximization of results without sacrificing quality of output. Considering the total attrition of 91% of entrepreneurs until the financing aspect, a cost-benefit analysis should be made so that alternative measures may be designed to sustain continuity and quality of the programme as the number of entrepreneurs assisted accumulate through time.

F. Organization, Structure, Policies and Targets

I. Institutional Support

Entrepreneurship development programmes to be successful must be institutionalized. There must be a cohesive concept of the objectives of entrepreneurship development NIDEO-wide. There should not be any conflict between the objectives of entrepreneurship development and return on investments of the financing function. What this implies is that the entrepreneurship development ultimate objective of small enterprise development and growth for national economic advantage, must not be diluted by a financial institution's objective of total profitable financing programmes.

Financing the small entrepreneur is a high risk business and operating plans must allow for a higher incidence of default compared to normal banking/financing activities. Hence, a certain provision must be allowed for these defaults.

Assuming that this concept is reasonably established in NIDFO then the strategy of an integrated package of assistance to small-scale entrepreneurs becomes valid. This means, that development services and financial services complement each other.

The process of entrepreneur selection and development must be equally geared towards entrepreneurship potential as well as financial viability of the project. However, entrepreneurship potential to be bankable, must be supported by a strong extension service in addition to the right entrepreneur selection. Viability in project feasibility documents may not actually materialize into reality without close monitoring and situational assistance.

2. Organization and Staffing

Organization and operating guidelines indicate that entrepreneurship development is the task of the Development Services Section, NIDFO. This task is mainly expected to be undertaken by the EDP Specialist as assisted by the EDP FN Volunteer. Other officers and staff of NIDFO participate as resource persons for the EDP/FN while extension workers assist in the recruiting of entrepreneur candidates for the programme, and the provision of extension services to assisted clients.

The organization chart in the project document identifies a one-man show for entrepreneurial development. The UN Volunteer on entrepreneurship development and the UNIDO EDP Expert are temporary props to the system. On the other hand there are five (5) extension workers who are specialists in identified technical skills. It may be worthwhile considering the on-the-job exposure of these specialists on entrepreneurship development and small enterprise management to make them general extension workers with specific technical qualifications. In this way, the entrepreneurship development staff can be reinforced accordingly on the entrepreneurial assistance aspect through extension service.

The one-man show provision in the project document for entrepreneurship development seems to be premised on the limitation of EDP to the selection of entrepreneurs, and conduct of the behavioral and management and technical training modules. Of course, it is recognized that provisions have been made for the use of other existing training institutions in Sierra Leone to conduct the training programmes. This must be maximized to allow the EDP Specialist to manage the programme at the same time document experiences for input into the succeeding programmes. Organizational continuity, however, must be provided by seeing to it that the EDP Specialist has an understudy.

Necessarily, the EDP Specialist needs intensive training on entrepreneurship development and training, in addition to that provided in the project document in the form of on-the-job training through the UNV EDP Specialist, who is to be trained by the UNIDO EDP Expert.

It may be said, however, that the interest and diligence of the Development Services staff in contributing their share to the EDP excelled only by their enthusiasm to learn, is a plus factor in strengthening the EDP of NIDFO.

3. Policies and Operating Guidelines

Certain basic policies and guidelines have been established on the pre-selection of entrepreneurs as well as on the limitations and/or extent of assistance provided within the scope of work for entrepreneurship development, namely:

a. Entrepreneur Pre-Selection Criteria

- 1) The entrepreneur must be involved in an enterprise falling within the established target sectors;
- 2) The entrepreneur must be operating within the Western Area of Sierra Leone;
- 3) The entrepreneur who owns and manages the enterprise must be an indigenous citizen of Sierra Leone;
- 4) The entrepreneur must have not more than fifteen (5) persons working for him/her;
- 5) The entrepreneur must be engaged in manufacturing, processing and services related to manufacturing.

It is felt that limiting acceptance for consideration to entrepreneurs involved in the seven (7) listed industrial sector may rule out those with innovative and non-traditional ideas or ventures. It may also be that existing ventures in the identified sectors may already be overcrowded. Experience of the EDP Expert in visiting small-scale enterprises that are within the targets of NIDFO assistance reveal that many units are multiplication of others, restricting venture ideas to traditional/conventional types of enterprises.

A set of qualification criteria may be more accommodating than a fixed sectoral identification.

The locational limitation whereby only those in the Western Area of Sierra Leone are qualified for assistance, may aggravate further congestion in the area and detract from regional-rural development. From a financing point of view these are strategic advantages as to ease in control and collection of loan repayment as well as proximity for extension service.

Again, these are matters for policy level decisions.

b. Operating Guidelines

Certain guidelines were found established, which assisted the EDP Specialist in organizing and programming the entrepreneurship development activities.

- 1) Collaboration with other financing institutions and non-governmental organizations (NGOs) in identification of entrepreneurs for prospective assistance;

- 2) Only entrepreneurs that have gone through the EDP/EIP and/or the BBMC and Technical Training are qualified to submit a business plan for financing purposes;
- 3) Admission to these courses are premised on an enrollment fee not to exceed 50 percent of the cost of running the programme;
- 4) Entrepreneurs whose projects have positive return on investment level of operation and adequate to repay the loan without hardship and within a period not to exceed three (3) years are recommended for financing considerations;
- 5) Courses on entrepreneurial enhancement and technical training shall be conducted through other existing training institutions in Freetown or vicinity;
- 6) Entrepreneurs with operational projects are the initial targets for assistance.

The securing of entrepreneurs must be a more positive programme than indicated. At the moment there is no structured promotion for this purpose. The EDP Specialist mentioned that extension workers approach entrepreneurs as they spy them and present to them the NIDFO programme. This may be an expensive process in terms of man-hours.

The matter of enrollment fee not to exceed 50 per cent of the cost of running the programme implies the likelihood of varying fees if certain fixed costs are considered. It may be

more practical to establish a fixed fee which determines the break-even number of participants to see to it that costs are subsidized to the extent of 50% or perhaps no subsidy at all.

The return-on-investment criteria is a project viability criteria which can be mathematically manipulated. A measurement of the entrepreneurial ability to attain this should be the likely concern of the EDP.

Another issue to be restudied is the limitation of target entrepreneurs to those already in business. The generally accepted concept of entrepreneurship development is to create additional entrepreneurs than are already available.

4. Operating Targets

From targets specified in the project document actual performance against quantitative targets set are show in Table 2.

Table 2

Training Performance

<u>Average Annual Target</u> (No. of Participants)	<u>Actual Performance</u> (No. of Participants)	<u>% Performance</u>
EDP	70	80
BBMC	60	57
TTP	60	23
		114.3
		95.0
		38.0

The performance for the EDP is remarkable and that of the BBMC is very good. Since the entrepreneurs channelled to the TTP are dependent on identified needs of those that went through the EDP and BBMC the low performance of thirty eight per cent does not indicate a poor performance.

Quantitative output, however, is not enough. The effects of training must be reflected in entrepreneur performance through time.

Based on past performance as of end 1990 the attrition rate through the entrepreneurship development process of NIDFO is shown in Table 3.

Table 3

Attrition Rates Through EDP Process
as of 31 December 1990

Attrition	No. of Entrepreneurs	Attrition	Attrition Cumulative	
			Rate,	%
			Rate	%
Identified	208
		71	34	34
Short-Listed	137
		20	15	44
Screened	117
		37	32	62
Attended EIP	80
		23	29	73
Attended BBMC	57
	
Accepted		17	30	81
Business	40
Plan		22	55	91
Financed	18

Source: OIC Development Services.

The NIDFO targets for financing for 1991 and 1992 is shown in Table 4.

Table 4

NIDFO Targets for 1990-92

<u>Targets</u>	<u>Artisanal</u>		<u>SSI</u>		<u>Total</u>	
	<u>Units</u>	<u>Amounts</u>	<u>Units</u>	<u>Amount</u>	<u>Units</u>	<u>Amount</u>
1990	17	2,400	33	8,000	33	10,400
1991	36	10,000	32	40,000	68	50,000
1992	54	22,400	52	80,000	108	102,400

In order that targets for 1991 and 1992 may be achieved the operating targets for entrepreneurship development, assuming the same work pace and efficiency of the Development Services Section is as shown in Table 5.

Clearly it may be seen that the targets are beyond the existing performance capacity of the Development Services Section.

Table 5Operating Targets for Entrepreneurship Development

<u>EDP Process</u>	<u>Recovery Rate %</u>	<u>No. of Entrepreneurs</u>	
		<u>1991</u>	<u>1992</u>
Identified		797	1,266
	66		
Short-Listed		526	835
	85		
Screened		447	710
	68		
EIP Training		304	483
	71	(20 Pro- grammes)	
BBMC Plan Prepared		216	343
		(14 Pro- grammes)	
	70		
Business Plan Prepared		151	240
	45		
Financed		48	108

Looking at the loan size distribution as of 31 December 1991 it appears that entrepreneurs assisted required relatively low loan amounts (Table 6). Seventy seven per cent of entrepreneurs assisted have loan amounts of Le250,000 and below. It is, therefore, indicated that in order to ease the

capacity shortage of the Development Services Section, skewing to larger values will relatively decrease the number of entrepreneurs to be processed. This is a matter for NIDFC policy and strategy.

Table 6 - LOAN SIZE DISTRIBUTION

LOAN SIZE LE	MID POINT LE	FREQUENCY			WEIGHTED VALUE	DISTRIBUTION %	
		DISBURSED	PENDING	TOTAL		PROJECTS	LOAN VALUE
		AS OF	31 DEC.	90			
20,000 - 50,000	25,000	2	0	2	50,000	5.7	0.8
50,001 - 100,000	75,000	5	6	11	825,000	31.3	12.5
100,001 - 150,000	125,000	2	3	5	625,000	14.3	9.4
150,001 - 200,000	175,000	2	2	4	700,000	11.4	10.6
200,001 - 250,000	225,000	3	2	5	1,125,000	14.3	17.0
250,001 - 300,000	275,000	1	1	2	550,000	5.7	8.3
300,001 - 350,000	325,000	2	0	2	650,000	5.7	9.8
350,001 - 400,000	375,000	0	1	1	375,000	2.9	5.7
400,001 - 450,000	425,000	1	0	1	425,000	2.9	6.4
450,001 - 500,000	475,000	0	0	0	0	0	0
500,001 - 550,000	525,000	0	0	0	0	0	0
550,001 - 600,000	575,000	0	1	1	575,000	2.9	8.7
600,001 - 650,000	625,000	0	0	0	0	0	0
650,001 - 700,000	675,000	0	0	0	0	0	0
700,001 - 750,000	725,000	0	1	1	725,000	2.9	10.8
750,001 - 800,000	775,000	0	0	0	0	0	0
800,001 - 850,000	825,000	0	0	0	0	0	0
850,001 - 900,000	875,000	0	0	0	0	0	0
900,001 - 950,000	925,000	0	0	0	0	0	0
950,001 - 1,000,000	975,000	0	0	0	0	0	0
TOTALS		18	17	35	6,625,000	100.0	100.0

NOTES: Weighted average loan size, Le = 189,286 or 200,000

77% of entrepreneurs availed/will avail 50.3% of loan funds,
if all pending loans are granted in full.

IV. CONCLUSIONS

The foregoing findings and corresponding analysis lead to the following conclusions:

1. Concept of Entrepreneurship Development

There is a need to expand the concept of entrepreneurship development from merely the training programme to the full blown elements from entrepreneur identification and selection to the extension services and provision of information.

2. Objectives of Entrepreneurship Development

The objectives of the expanded entrepreneurship development programme needs restatement drawing from provisions of the project document.

Likewise, objective statements of each component element of the EDP must be clearly stated.

3. Strategy and Tools for Identification and Selection of Potential Entrepreneurs

The strategy for identification of entrepreneurs to select those with potentials for success needs redirection to assure a large pool of entrepreneurs.

The selection process and criteria used for screening entrepreneurs need a few redirection. The tools for selection, likewise, will have to be strengthened to reduce subjectivity of decisions.

4. Training Programmes

The training programmes have to be restructured to maximize the learning effectiveness and provide fluidity from subject to subject. Objectives must be established and course contents must address these objectives.

5. Time Dimension

The time dimension involved in the total entrepreneurship development process must be reduced from the 74-days cycle time per batch of entrepreneurs processed for efficiency of the programme.

6. Organizational Structure, policies and Targets

The organizational structure, policies and targets for entrepreneurship development needs clear statement and restructuring for optimum utilization of resources. Considering NIDEO operating targets, the operating efficiency needs improvement and additional staffing perhaps, eventually.

As a summary assessment, presented hereunder are the perspectives and observations on the programme:

A. Strengths of the Programme

- 1) Through the diligence and efforts of NIDEO development services staff the rudimentary structure of an entrepreneurship development structure is in place.

- 2) This structure is ready for strengthening in directions indicated by experience for 1.5 years and as reflected in the assessment.
- 3) The development services staff exhibit enthusiasm to participate in the strengthening of the EDP and learn from the experience.
- 4) The development services staff exhibit high positive sensitivity to changes where needed.

B. Weakness of the Programme

- 1) Limited perception among the staff of the extent of behavioral and attitudinal perspective of entrepreneurship development.
- 2) Deficiency in information and data gathering facilities in the organizational set up for entrepreneurship.
- 3) Inadequate physical facilities for training programmes.
- 4) Lack of opportunities for staff development in time as needed.
- 5) Compressed time allotment for structured training may affect quality of output.
- 6) Lack of appreciation for documentation and analysis of experiential information.

- 7) Deficiency of policies and guidelines to enable staff to programme work efficiently.
- 8) The pool of existing entrepreneurs to select from may be too small.

C. Opportunities

- 1) Concurrent interest in other Sierra Leonean institutions for entrepreneurship.
- 2) Current low economic performance in general provides a comfortable base line to improve on.
- 3) Various studies and experiences on entrepreneurship development elsewhere within reach of the project through UNIDO.

D. Threats

- 1) Staff mobility once trained and developed in the field of entrepreneurship unless adequately motivated to stay.
- 2) Conflict of objectives of NIDFO with ROI on one hand as a financial institution and development interests on the other which is non-revenue generating.
- 3) Pervading weakness in other support structures which are necessary ingredients to entrepreneurial development.

- 4) Vague cost-benefit analysis of the programme to provide for continuity in the long run.

V. RECOMMENDATIONS

Within the framework of the project document and policies established by NIDFO a restructuring of the entrepreneurship development programme is recommended along the following lines:

- 1) Expanding the concept of EDP from the 5-day EDP/EIP to include entrepreneurship identification and selection, training and development, provision of extension service and information;
- 2) Establishing a clear distinction among entrepreneurship motivation, entrepreneurial skills development and management/technical skills training;
- 3) Strengthening the identification and selection system of entrepreneurs;
- 4) Restructuring and strengthening of the training programmes;
- 5) Provision of research and information mechanism to feed into the project's information system;
- 6) Strengthening organization structure for EDP to allow for efficiency and continuity;

- 7) Shortening the entrepreneurship development process where possible to increase organizational capacity and hence, time efficiency;
- 8) Manualization of all policies and procedures for staff direction, guidance and control;
- 9) Cost-benefit analysis of the EDF to allow for long term continuity.

The foregoing recommendations are incorporated and detailed in Report No. 3 - Entrepreneurship Development Programme, NIDFO.

VI. POLICY ISSUES FOR CONSIDERATION

Some policy issues are identified hereunder for NIDFO management consideration:

- 1) Treat illiterate entrepreneurs separately from the literates.
- 2) Establish separate performance criteria for entrepreneurship development independent of the financial services performance measurement.
- 3) Reinforcement of the entrepreneurship development staff to achieve targets and quality delivery of services.

- 4) Expansion of NIDFO assistance coverage to other industries outside of the seven identified initially.
- 5) Consider development of new entrepreneurs in addition to existing ones.
- 6) Consider extension of assistance coverage to entrepreneurs with larger employees.
- 7) Consider activities outside the Western Area in the future.

ANNEXES

- Annex A - Field Visit Report - Identification
- Annex B - Guidelines for Final Screening/Selection of Entrepreneurs
- Annex C - Entrepreneur Appraisal Form
- Annex D - Topics Per Objective With Time Allocation (EIP)
- Annex E - Comparative Analysis of EDP and EIP
- Annex F - Topics Per Objective With Time Allocation, BBMC

Field Visit Report - Identification

DATE OF VISIT:.....BY.....

NAME OF THE ENTERPRISE:.....ADDRESS:

.....
.....

PROPRIETOR/PARTNER:

.....

ACTIVITY:.....

DATE ESTABLISHED:..... NO. OF SKILLED WORKERS.....

BACKGROUND OF THE PROPRIETOR/PARTNER:

.....
.....

RECORDS:.....

.....

PREMISES:.....

.....

MACHINERY:.....

.....

PRODUCTION:.....

.....

MARKET:.....

.....

MANAGEMENT:.....

.....

OVERALL ASSESSMENT:.....

.....

.....

RECOMMENDATION:.....

.....

.....

GUIDELINES FOR FINAL SCREENING/SELECTION OF ENTREPRENEURS

NAME OF ENTREPRENEUR:

NATURE OF ACTIVITY:

	EXCELLENT (5)	GOOD (4)	FAIR (3)	POOR (2)	REMARKS
1. Nature of Project with regards NIDFO's objectives.					
2. Qualification & Experience of Entrepreneur					
3. Managerial/Leadership qualities					
4. Innovativeness and response to change					
5. Risk Taking Ability					
6. General appearance & comportment					
7. Knowledge about the Market situation					
8. Assertiveness					
9. Human Resource Development					
10. Entrepreneurial willingness to invest in the project					
11. Systematic planning					
12. Problem solving					
13. Credibility, Integrity & Sincerity					
14. Communication/Expression					
15. Motivation					
TOTAL.					

Note: * The Entrepreneur investment should be read as follows:-

Over 50%	of project cost	-	excellent
35%-50%	" " "	-	good
20%-35%	" " "	-	fair
below 20%	" " "	-	poor

Name of Entrepreneur:

Age:

Nature of Activity :

Name of Business :

Address :

SELF ASSESSMENT	EPAC's Comments & Rating					REMARKS
	5	4	3	2	1	
1. Leadership Qualities						
2. Motivation/Desire to achieve success in performance.						
3. Interpersonal Relationship						
4. Communication/Expression						
5. Planning (Vision)						
6. Risk-Taking Ability						
7. Self-Confidence & Positive Self-Image						
8. Initiative Innovation and Independence						
9. Problem Solving Capacity						
10. Knowledge about and Interest in Environment						
11. Propensity to Change						
12. Managerial Skills						
13. Ability to set and achieve goals under time-bound planning						
14. Management of Human & Material Resources						
15. Knowledge about Technology.						
16. Training - Informal/ Formal.						
17. Knowledge about Machine Selection & Maintenance.						
18. Product Knowledge.						
19. Sales Promotion Techniques.						

Topics Per Objective With Time Allocated (FIP)

<u>Specific Objective</u>	<u>Topics</u>	<u>Hrs.</u>	<u>%</u>
Self Assessment	- Needs & Process of Entrepreneurship Development	1.5	8
	- Entrepreneurial Self-Assessment & Self-Awareness	1	
Upgrade Risk-Taking & Decision-Making	- Problem Solving & Decision-Making Technique	2	13
	- Case Study/ Business Games	2	
Appraisal of Environment	- General Macro-Economic Scenario & Business Environment Assessment	1	7
	- Institutional Framework for ASIs Development	.5	
	- Problems Resetting ASIs in Sierra Leone	.5	

Identify Business Opportunities & Prepare Viable Project Proposals	-	Identification of Business Opportunities & Setting Up of a Business	1	12
	-	Appropriate Technology, Selection & Mobilization of Resources	0.5	
	-	Introduction to Business Planning Techniques	2	
Self-Reliance, Responsible Leadership, Creativity, Self-Motivation, Innovation, Social Responsibility, Discipline, Persistence, etc.	-	Personal Characteristics/Portrait of an Entrepreneur	1	12
	-	Analyzing Entrepreneurial Behavior & Efficiency	1	
	-	Challenge of Owning & Managing One's Own Enterprise	1.5	
No Stated Objective	-	Business Risk Analysis	1	20

	-	An Overview of Management	1	
	-	Managing the Transition to Professional Direction in Owner-Managed Business	1	
	-	Exposition by an Entrepreneur	1	
	-	Field Visit	3	
	-	Film Show	2	
Course Administration	-	Registration	1.5	
	-	Opening	.5	
	-	Role of NIDFO	.5	
	-	Programme Evaluation	1	
	-	Closing		
				<hr/>
		Total	30	100
				<hr/>

Comparative Analysis of EDP & EIP

Topic	Duration(H)	
	EDP	EIP
Introduction-General	1	0
Environmental Awareness		
1. Role & Importance of ASIs in Sierra Leone	1	
2. Policies, Strategies, Laws of the Government Including Incentives Provided	1	1
3. Government Policies, Strategies, Laws & Regulations	0	1
4. Institutional Framework for ASI Development in Sierra Leone	0	.5
5. Problem of ASIs in Sierra Leone	1	.25
6. Role of NIDFO	1	.25
7. Needs and Process of Entrepreneurship Development	1	1.5

8.	Personal Characteristics/ Portrait of an Entrepreneur	1.5	2
9.	Analyzing Entrepreneurial Behavior and Personal Efficiency	1.5	1
10.	Challenge of Owning and Managing One's Enterprise Entrepreneurial Tasks	3	0
11.	Entrepreneurial Task	0	1
12.	An Overview of Management Functions	0	1
13.	An Exposition by An Enterprise	0	1
14.	Identification of Business Opportunities, Selection of Appropriate Technology and Mobilizing Necessary Resources	3	0
15.	Identification of Business Opportunities and Setting Up a Business	0	1
16.	Appropriate Technology Selection and Mobilization of Resources	0	.5
17.	Problem Solving and Decision Making Techniques	0	1

18.	Business Risk Analysis	0	1
19.	Managing the Transition to Professional Direction in Owner-Managed Business	0	1
20.	Management Film Show	0	2
21.	Preparation and Discussion of Business Plan	3	0
22.	Introduction to Business Planning Techniques	0	1
23.	Case Studies	6	0
24.	Case Studies/Business Names	0	5
25.	Field Visits	0	3
26.	Self-Analysis	3	0
27.	Entrepreneurial Self- Assessment/Self-Awareness	0	2
28.	Review and Assessment of Programme	3	0
29.	Review/Evaluation of EDF	0	1
30.	Closing	0	1
	Total Hours	30	30

The noted changes are:

- 1) Elimination of session on Introduction - General;
- 2) Title revision of Item 2 to Item 3;
- 3) Addition of session on Institutional Framework for ASI Development in Sierra Leone for .5 hour;
- 4) Reduction of time from one (1) hour to 15 minutes for session of Problem of ASIs in Sierra Leone;
- 5) Reduction of time from one (1) hour to 15 minutes for session of Role of NIDFO;
- 6) Increase in time from one (1) to two (2) hours for session on Needs and Process of Entrepreneurship Development;
- 7) Increase in time from 1.5 to 2 hours for session on Personal Characteristics/Portrait of an Entrepreneur;
- 8) Reduction in time from 1.5 to 1 for session on Analyzing Entrepreneurial Behavior and Personal Efficiency;
- 9) Break up of session on Challenge of Owning and Managing One's Enterprise - Entrepreneurial Task into:

- a) Entrepreneurial Task, and
- b) An Overview of Management Functions

and reducing time allotted from three (3) to two (2);

10) Adding 1 - hour session on Exposition By an Entrepreneur;

11) Break up of session for three (3) hours on Identification of Business Opportunities. Selection of Appropriate Technology and Mobilizing Necessary Resources into:

- a) Identification of Business Opportunities and Setting Up a Business (1 hour), and
- b) Appropriate Technology Selection and Mobilization of Resources (2 hours);

12) Addition of three (3) new session of 1 hour each on:

- a) Problem Solving and Decision Making Techniques,
- b) Business Risk Analysis, and
- c) Managing the Transition to Professional Direction in Owner-Managed Business;

13) Addition of a Management Film Showing for 2 hours;

- 14) Removing session for 3 hours on Preparation and Discussion of a Business Plan and substituting a one-hour session on Introduction to Business Planning Techniques;
- 15) Reinforcing session on lease Studies with Business Games and reducing time from 6 to 5 hours;
- 16) Addition of a Field Visit;
- 17) Revising three-hour session on Self-Analysis into two hours for Entrepreneurial Self-assessment/Self-Awareness;
- 18) Changing session title from Review and Assessment of Programme to Review/Evaluation of EDP.

Topics Per Objective with Time Allocation, BBMC

<u>Objectives</u>	<u>Topics</u>	<u>Hrs</u>	<u>%</u>
To acquire knowledge and skills in:			
(1) Fundamentals of Business Management.	Basic function of Management	1	8.9
	Role of a Manager	1	
	Entrepreneur as a Manager	1	
	Film Show/The UN Organized Manpower	1	
2. Basic Book-Keeping Methods and Maintenance of Accounts Bank Accounts	Why Do You Need to Keep Books in Business?	1	25.9
	Simple Journal	1	
	Records Keeping, Gross Income & Net Income	1	
	Records Keeping, Posting the Ledger	1	

Posting the Ledger, Must You Sell on Credit?	1
Records Keeping, Accounts Payable & Accounts Receivable	1
Income Calculation Variables 1,2,3, Analysis I.	1
Income Calculation Variables 1,2,3 Analysis II	1
Record Keeping, Christmas Effect	1
Commercial Law, Banking	1
Dealing with Banks	1
Dealing with Bonus Accounts Deposit, Current Savings, Fixed Deposits	1

	Types of Credit Facilities Available to Small Business	1	
	Loan Securities	1	
3.	Personal Management & Motivation		5.2
	Measuring People	1	
	Labour Law I	1	
	Labour Law I	1	
4.	Preparation of Business Plan	10	17.2
5.	Purchases, Sales & Promotion		10.3
	Introduction to Marketing	1	
	Personal Selling	1	
	Competition in Business	1	
	Advertising, Sales Promotion	1	
	Channels of Distribution	1	
	Market Research	1	

6.	Business Regulations	Introduction to Commercial Law	1	8.6
		Law of Contract	1	
		Commercial Laws, Income Tax	1	
		Commercial Law, Case Studies	1	
		General Discussion, Commercial Law, Banking, Insurance	1	
7.	No Stated Objectives	Group Discussion (Day 1)	1	17.3
		Main Resources of Business	1	
		Import/Export	1	
		Group Discussion (Day 5)	1	
		Local Raw Material Utilization	1	
		Production Management	1	
		Classification of Trainees Types	1	

	Insurance General	1	
	Insurance Life	1	
	Film Show (Day 10)	1	
8.	Course Administration	Introduction to SLOIC/MBD	1 8.6
		Introduction MBD Staff & Trainees	1
		Evaluation by Workshop Participants	1
		General Discussion of Problems Observed During Workshop	1
		Certification & Closing Ceremony.	1
			<hr/>
	Total	58	100.0
			<hr/>