



ROYAL BUSINESS CONSULT TRUST

(Former ILO-SIYB Regional Project for Southern and Eastern Africa)

R E P O R T

On

**Start and Improve Your Business (SIYB)
Training of Trainers seminar**

Otjiwarongo, Namibia

10 -16 JUNE, 2012



“FOR THE ULTIMATE SOLUTIONS IN ENTERPRISE DEVELOPMENT

1. Introduction

The workshop was organized by the Ministry of Trade and Industry, with the assistance from the International Labour Organization. The objective was to introduce the Generate Your Business Idea (GYBI) and Improve Your Business (IYB) training packages to the trainers who were earlier trained in Start Your Artistic Business programme. This would complete the set of the Start and Improve Your Business (SIYB) programme, ensuring that trainers can now be considered for the Training of Master Trainers seminar if they qualify for that stage.

The specific Terms of Reference [TORs] for the programme were :

Undertake the TOT within the timeframe as agreed. Ensure participants have access to all relevant training resources. Responsible for ensuring active participation by all participants in the full course through interactive training approaches. Monitor daily attendance to training course by participants and discuss with the Ministry of Trade and Industry and ILO representatives on non attendance or partial attendance by any participant.

Discuss a programme for observation and certification of trainers and share with the trainers during the training

Submit a workshop report providing an overview of the workshop, key successes, challenges and recommendation on going forward.

2. Selection of Training of Trainers Participants

Participants were selected from the participants that were trained in the Start Your Cultural Business from the Ministry of Trade and Industry. The criteria to select them was based on the fact that they had already gone through one of the three Start and Improve Your Business (SIYB) training packages, and were just lacking on Generate Your Business Idea (GYBI) and Improve Your Business (IYB) to complete the trainer development process.

Their specific responsibilities focus on providing business development services to entrepreneurs, so most of them qualified for SIYB TOT as per a set selection criterion which among other requirements stipulates that potential SIYB Trainers should "have a mandate for providing services, preferably training services, to small-scale potential or existing entrepreneurs".

I. Certification of SIYB Trainers - process

The success of the SIYB programme depends largely on the competencies of the SIYB trainers. This is the reason why the SIYB programme has developed a set of competencies/ functional areas as the basis in which trainers are assessed and certified. These areas are:

- Marketing the SIYB programme
- Needs identification and proper selection of participants
- Designing training programmes
- Facilitating training
- Evaluating learning
- Providing follow up services
- Establishing referral systems to financial and non- financial services

The certificates of competence are awarded to participants who adequately and effectively demonstrate the above competencies. Master Trainers follow up and ensure that trainers meet these competencies before they can be certified as ILO SIYB trainers. Based on their assessment in the classroom and in the field, Master Trainers can recommend which trainers should be certified, based on their achievement of the above stated functional areas.

3. Conducting the Training of Trainers Seminar

The Training of Trainers Seminar was held on 10 – 16 June 2012 at Otjiwarongo. The programme was designed to cover the Start and Improve Your Business content – introducing the Generate Your Business Idea, and the seven Improve Your Business modules of costing, recordkeeping, business planning, buying, marketing, People and Productivity and stock control. Participants were also introduced to the principles of adult learning and facilitation skills. The business Game Modules 1 and 2 were played with participants and learning points discussed and summarized.

4. Workshop Objectives

The SIYB Programme objectives were outlined as follows:

- To introduce the participants to the Start and Improve Your Business Programme and Materials
- To enable participants to train potential and existing entrepreneurs in the GYBI and IYB Programme using the SIYB Training methodologies
- To enable the Trainers to prepare, conduct and monitor and evaluate the training of potential and existing entrepreneurs seminars and related follow up activities.

INTRODUCTIONS AND EXPECTATIONS

The participants were asked to introduce themselves and to state their expectations. The participants raised the following expectations:

1. Sharpen my skills as a facilitator
2. Mentoring skills (learn about)
3. Learn more about presentation skills
4. Open doors in future
5. How to facilitate business culture
6. Learn more from others (experience sharing)
7. Learn about latest approaches of training adults
8. Share challenges ,experiences with others
9. Build /broaden my knowledge
10. Learn new things
11. Be the best trainer EVER

Leveling of expectations was done and participants were informed that two of the expectations (4 and 11) would not be met during or at the end of the training. They were informed that the training will try as much as is possible to give them technical knowledge of being SIYB trainers, but could not guarantee that this will open doors for them. That will be their responsibility. Same comment was made on item 11.

Participants were also informed that the objectives of the SIYB TOT were to equip them with skills to train entrepreneurs and not to start own businesses. However, if the training motivates participants to start their own businesses, that would be a welcome development. The seminar objectives were then stated as below.

Ground rules for the seminar were as follows:

- No closing eyes
- Punctuality (all times)
- Respect each other's opinion
- Raise hands when contributing
- Agree to disagree (constructive criticism)
- Full participation
- Phones on silent
- Be precise/straight to the point

SEMINAR OBJECTIVES

The objectives of the SIYB Training of Trainers Programme were outlined as below:

- ◆ To introduce the participants to the SIYB Programme and Materials.
- ◆ To enable the participants to train potential and existing entrepreneurs in the SIYB Programme using the SIYB Training Methodologies.
- ◆ To enable the Start and Improve Your Business (SIYB) Trainers to prepare, conduct, monitor and evaluate the training of potential and existing entrepreneurs Seminars.

5. Workshop Programme

The background, objectives and expectations of the SIYB programme were clearly outlined to potential trainers, with much attention on the programme objectives. For the programme to be well appreciated by the users it is important to fully understand the background and objectives so as to be able to confidently well articulate on the programme.

The core training packages of the SIYB programme were introduced to the participants step by step. The Master Trainer led them through each component of the manuals and session plan forms and advised the participants on the importance of going through each and every training material they had in their possessions so as to be knowledgeable and be able to transfer correct and factual information to the targeted group.

The Adults in a Learning Situation manual was introduced to the participants so as to be conversant with methodologies and techniques to be used when dealing with the adult learners. The SIYB Training methodologies were also outlined since they are core in the learning and delivery of the programme and the use of session plans in preparations for lesson presentations was highlighted.

The Improve Your Business module presentations were done in groups. The purpose for the group presentations was for the trainers to be able to comprehend the content of the materials, without paying too much attention to training methods and setting of objectives. Comments and inputs made on these sessions were mainly to strengthen the knowledge in terms of the content of all the IYB materials. This process worked out very well because even some participants that had tried running their own businesses mentioned that they had benefitted a lot from the information. They felt the need to go and make changes in the way they thought about businesses based on what they had learned from the presentations.

The GYBI and IYB topics were individually allocated to individuals for presentations that emulated what would happen when training actual entrepreneurs. Each participant was asked to prepare a 30 minute presentation and assessment was done by the Master Trainer as well as other participants focusing on areas like objective setting, session introduction, training methods, selection and use of visual aids, control of group, etc. The presentations were used to assess the trainers of their capabilities to plan and deliver sessions based on topics they had been allocated during the training. This was key in developing and strengthening their skills in delivery under the supervision of the Master Trainer and through feedback from other participants.

A copy of the seminar programme is attached as annexure at the end of this report.

6. Action Plans

Participants were guided into developing action plans based on the information they gathered during the 10 day training. Trainers were encouraged to plan individually for their own work stations. Plans were based on the SIYB training cycle, which included marketing, selection, training needs analysis, implementation, follow up and monitoring and evaluation.

Unfortunately not all action plans were presented on the last day of the seminar. Some participants decided to leave before the end of the seminar, before action plans were presented.

7. Trainer Assessment

In general, the group was made of the right participants in terms of training small and medium entrepreneurs. The challenge faced was the attitude of some of the trainers who seemingly expected the training to be too relaxed and not cover the content designed for the programme. They would leave the training whenever they felt like leaving, and complained every time they were given tasks to do.

The following is a brief note on each participant, focusing mainly on their conduct and presentation skills.

1. Helvi

Helvi is a very active participant with reasonable experience in training adults. She also displayed a sound appreciation of the needs of the Small and medium enterprises in Namibia. Helvi presented on the topic of introducing the Ideas list. The objective was specific and measurable. She tried to mix different training methods like brainstorming, but failed to use them effectively. She covered too

much information for TOPE level and mixed up content (ideas list, contents of a good business idea, experiences) which in a way reflected her lack of understanding on the objectives of the GYBI programme. She also needs to improve on how she talks to participants as adults (respectively).

2. Ndina

Ndina is one of the quite participants who would rarely volunteer to contribute until asked to do so by the facilitator. She would however get the questions right when she spoke. She is a deep thinker, and was quite active and useful to his team during the business game. Mahere presented a topic on generating ideas through skills and hobbies. The objective was set in a SMART way, but the session could have been introduced better by referring to previous sessions. She needs to improve in the use of visual aids, like writing participants contributions and questioning skills – her questions should be relevant in terms of assisting her achieve the session's objective. She had good grasp of the session content, but would always ask questions wrongly and end up getting confusing responses.

3. Usiku

Usiku was also active and quite knowledgeable in many areas of business. He was a very committed trainer and was available to assist others who had problems. He was always punctual at all times and contributed constructively in all discussions. Usiku presented a topic on Analysing business ideas. The objective was set smartly according to agreed standards. He displayed a very good knowledge of the topic, and involved participants in the discussions. He needs to improve the questioning skills and to follow the adult learning principles. He makes a lot of assumptions for participants and this does not always work for him. His session plan did not reflect clear understanding of the GYBI process, and it took him time to get to the point because of being too theoretical.

4. Charon

Charon was one of the participants with good attitude and skills in training adults. She seems to have gained a lot of experience in working with SMEs, and was sharing a lot of interesting experiences. She facilitated a topic on the types of businesses. The objective was not smart in terms of measurability, but she covered for that by introducing the session very well and linking it to previous sessions. She conducted the brainstorming method very well, and was creative in preparing very attractive visual aids (cards). She however needs to improve on group control; participants almost took over the session because she could not decide where to draw the line on discussions. She should also remember adult learners are not given homework – the trainer will not be there to monitor and provide guidance.

5. Shilongo

Shilongo displayed a very good knowledge of business management topics. His presentation on the personal assessment exercise showed that he is able to prepare a session plan, and that he is good at content. The session objective was however too wordy and lacked in measurability, but he introduced himself and the session very well and made good reference to previous sessions. He used a lot of practical examples and participants' ideas in his session, and used the manual effectively. He displayed good appreciation of adult learning principles by acknowledging experiences and contributions.

6. Kasika

Kasika is a very easy going trainer who seemed to be interested in jokes all the time. He presented a topic on the contents of the business plan. He did not display the objective and the session introduction was very weak since he continuously used the lecture method. He needs to improve in asking and answering questions, and talking while writing on the flip chart. He did not use the manual, and remained the one doing most of the talking throughout the session. He was one of the people that left a day before the seminar ended, and therefore did not present his action plan.

7. Sally

Sally is good at business content, but lacks in seriousness in general. She presented a topic on costing for a retailer/wholesaler. Objectives were not well-set, and there was no connection between the objective and the whole session. Her choice of methods was not justified, and she ended up mixing issues and bringing in unrelated examples (was not even aware if there were retailers in the group – she kept mixing the two approaches). The manual was not used well – she kept skipping pages, some of them very relevant to her session. She really needs to work on her session planning, including objective setting and following what she has on the session plan. She was one of the people that left a day before the seminar ended, and therefore did not present her action plan

8. Haukongo

Haukongo is a good and very composed trainer. He seems quite, but when he talks there is always something good coming out of him. He presented a topic on the importance of recruiting the right people. Session objective was not set well, and even the introduction was not clear. He was too relaxed and allowed participants to control the session. He needs to improve in questioning skills and responding to participants questions in a brief and "to the point" manner. He

however did well by revisiting the session objective during the seminar, just to remind the participants the direction to be taken.

9. Roger

Roger arrived late at the seminar and left earlier than others. He presented a topic on making a cash flow plan. The session objective was not well-set, but he made good reference to the sales and costs plan and managed to link the two plans. He involved participants throughout the session and had prepared the flip chart well in advance. He displayed good knowledge of his topic and conducted the exercise very well. He should improve in answering participants questions – avoid postponing the answers (he kept saying “ you’ll understand later”). Roger has the attitude problem, as mentioned he arrived late at the seminar when everyone had been requested to arrive the previous day. He was one of the people that left a day before the seminar ended, and therefore did not present his action plan.

10. Kamatoto

Kamatoto was one of the very difficult participants. He believes he is correct in everything, and takes offence when corrected. His presentation topic was on types of costs. The objective was well set but was not displayed throughout the session. He used relevant examples, but could have improved by using participants’ real examples. He spent too much time reading from the manual, therefore affecting eye contact, and was restricted to the front of the classroom the rest of the time. He should improve the way he talks to participants in general, and especially when asking questions – he almost makes it feel/look like punishment. He should also avoid being angry when given feedback. Kamatoto does not respect, at all, the principles of adult learning – he said so himself.

11. Charles

Charles was one of the trainers that arrived late, and openly showed no interest in whatever was being done at the seminar. He said he was there for the money, and this was proved by the way he reacted to any activity that was introduced – never took anything seriously. He is a highly intelligent person who can achieve a lot if he puts his mind to it. He presented a topic on making a sales and costs plan The objective was well set, and the introduction was done well, linking with previous discussions. He did the practical exercise with participants and explained it well – step by step. He used the manual very well and displayed good understanding of the session content.

12. Hamukoto

Hamukoto Is one of the trainers with reasonable potential if he puts his mind to it. He presented a topic on the importance of planning. The session objective was not smart in terms of measurability. The introduction was rushed into the exercise which was not even clearly explained – it was felt that he could have started with the definition of planning to make it easier for the participants to know what they were supposed to be doing. He needs to improve on the use of visual aids, like putting off projector light when not in use. The session plan lacked in detail, and the methods and visual aids selected did not complement each other. Hamukoto main challenge is that he takes a lot for granted. He believes he knows everything, and therefore does not put much effort in planning.

Lessons from presentations (as shared by participants):

- Most participants were not aware of the programme design issues that involve content consideration, timing of the sessions compared to the topics on the programme, and the relationship between content, methodologies and visual aids.
 - Setting of objectives: Trainers learnt how to set SMART objectives. They have also managed to relate the topic with the objective and the session plan
 - Sequencing of the topics: trainers learnt that adult training topics should follow each other neatly and logically. Most topics start with the definition (What), then go on to the reason/justification why the topic is important, and lastly go on to how to practically do it.
 - Choice of training methods: trainers have learnt that the choice of training methods is crucial in delivering any content. Methods should also match with the visual aids selected for the same topic.
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Plan to train SIYB Master Trainers in Namibia

The Ministry would like to train this group as SIYB Master Trainers, and before this could happen, all the trainers needed to be trained in all SIYB training packages, as well as implement the training cycle steps as discussed and agreed in the Training of Trainers seminar.

Developing SIYB Master Trainers – process

Developing Master Trainers is a process that requires not only time, but also considerable human and financial resources. It is therefore essential that the right people are selected and that it is clear what their expected capabilities are. Master Trainers are developed in a specific country with the following purposes in mind:

- **To provide sustainability** – Master Trainers are expected to carry out SIYB activities beyond ILO intervention period. Master Trainers are trained and capacitated to be the custodians of the SIYB programme in their countries, and this means they have to be experienced, mature people with good SED knowledge and experience.
- **To respond to the high demand of SIYB trainers** – In recent years, the demand for the trainers who can train potential and existing entrepreneurs has been increasing tremendously. Master Trainers can be available to train trainers in their own countries and beyond.
- **To safeguard the reputation of the SIYB programme** – Master Trainers are selected from among SIYB trainers with excellent track record. Rigorous selection criteria and certification procedures ensure the quality of the implementation of the SIYB programme.

ROLES OF SIYB MASTER TRAINERS:

The immediate objective of the SIYB programme is to enable local public and private sector organizations involved in business development to effectively and independently implement SIYB training and related activities for potential and existing entrepreneurs.

Master Trainers play an essential part in the achievement of this goal. One of their most important roles is to make the SIYB programme available to new organizations and to develop new SIYB trainers. In particular, the roles of Master Trainers are:

- Marketing the SIYB programme and selecting partner organizations
 - Trainer development
 - Following up on trainers and organizations
 - Monitoring, reporting and conducting impact evaluation studies
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Seminar Conclusion and Recommendations

- The training went on reasonably well in terms of achieving the set objectives. The trainers that had been trained in SYB were introduced to the GYBI and IYB programmes and materials. Some trainers appreciated the training, but some felt it was just too much work. It became a daily routine for the facilitator to convince the trainers that all that was being done was for their benefit. Some of the trainers openly mentioned that they were at the training just because of the financial benefits they were getting. And the unfortunate thing was that they had received their cheques at the beginning of the seminar, and were not bothered anymore if the seminar went well or not.
- The process of Certification of Trainers has to be attended to as soon as is possible to ensure that any weaknesses in the trainers are observed and corrected in time before they train a lot of entrepreneurs. Some trainers have developed action plans that they should implement as part of the certification process. The certification process has been shared with all the trainers, and it is up to them to show if they are serious about being certified SIYB trainers.
- SIYB is a material based programme. This means that all entrepreneurs that are going to be trained will have to have copies of the manuals they are being trained on. These materials are accessible at Royal Business Consult Trust, the license holder for the printing and distribution of SIYB materials. The price list was given to participants, but can also be accessed from the Royal Business Consult offices.
- It is recommended that other ILO BDS programmes be introduced to the Ministry of Trade and Industry, especially the cultural officers. One of these programmes is Improve Your Exhibition Skills under the WEDGE programme. The programme targets the exhibitors and the training is conducted as part of the actual exhibition. Participants learn about product display and quality as the exhibition goes on. This is a very important tool that has assisted a lot of trade fair participants, (especially women) in many countries.
- The general attitude of the participants for this seminar was not of people who were interested in the training. Most of them admitted that if it was not for financial benefits they would not have attended. Most of them kept complaining about how the seminar was long and the work too much. Half of the participants even left before the seminar was over, therefore were not able to share their action plans.

If possible, it is recommended that a group of trainers from the private sector (or still from government but following strict selection criteria) be identified and trained in a TOT with a purpose of developing them immediately to the level of being Master Trainers.

- To achieve the above suggestion, it is recommended that a Business Development Services (BDS) market assessment be conducted in Namibia. The general objectives of the BDS market assessment are:
 - To scan the market to understand the forces and factors affecting the BDS market in Namibia
 - To assess demand and supply levels, opportunities and potential for BDS and SIYB in the market
 - To identify constraints and opportunities in existing and potential markets for BDS and SIYB
 - To identify attractive market segments and define marketing strategies to reach out to these segments.

This activity will greatly assist in collecting information on who is out there doing what type of BDS. At the moment, the Government is the main implementing partner of the BDS programmes, but maybe the results of the BDS market assessment will point to a different direction in terms of local capacity at different levels to facilitate and/or implement programmes in Namibia.

The results of the BDS market assessment could also be used in mapping out a sustainability strategy for the SIYB programme in Namibia. Having information on the different capacities that exist in the country would be a step ahead in allocating roles effectively for the benefit of the programme in Namibia.
