

Integrated Southern Africa Business Advisory (INSABA)

Response Strategy and Training Methodology INSABA

Training Concept and Schedule for Training of Intermediaries (WP 2)

Disclaimer:

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1 Principles of Training Approach

The following development of the training programme has been evolved out of the needs assessment in Capetown (June 2005) mentioned data collection and has been based on:

- Previous working and training experience of the project team with productive use of RET promotion programmes world wide
- A thorough identification of the main target group and training needs assessment within the current structures of policies in Southern Africa
- Experience of capacity building experts from InWEnt in other parts of the world

When designing the capacity building of intermediaries the following principles have to be applied:

1. Human resource development is an essential part for ensuring that businesses in Southern Africa succeed in their natural environment while producing sustainable. The proposed training programme throughout the course of the INSABA project shall be intended to strengthen the awareness, knowledge and skills needed for running a sustainable business based on renewable energy applications.
2. Training and Capacity Building have to be embedded into a strategic programme, to avoid simple ad-hoc addition of training measures (process oriented approach of INSABA).
3. Apart from entrepreneurial development the basic objective of the training programme should be to strengthen the institutional capacities of the subcontractors in all four countries and if applicable other relevant institutions in Southern Africa that are directly involved in renewable energy and SME development programmes
4. All planned training programmes have to be demand oriented and custom tailored, catering the training need of well defined groups of participants directly and efficiently supporting them in their professional work; wherever possible and applicable training should be conducted on-the-job and organised around existing professional tasks of the participants.
5. It is not advisable to develop the training programme as a fixed and detailed list of training measures. It should rather be developed in steps and phases, considering programme development as a process of continuous reaction to a changing demand. This means that training measures should be offered on a priority basis for example on the basis of explicitly formulated demands from the targeted groups and institutions. The training programme has to provide enough flexibility to react to new training needs at any time without much delay. (As e.g. the change management training in 2006 will be structured in that manner.
6. All training measures are geared to strengthen also institutional capacities at the firm and organizational level with the objective to further improve their competence. The training measures have therefore not only to be designed to train individual participants but simultaneously to meet institutional capacity building objectives.

7. Integrated Advisors are trained to work in teams and to coach system producers as well as producers of marketable goods and services.

2 Training Methodology

Structure of workshops

Main training elements are workshops in the four beneficiary countries of Southern Africa. The workshops are structured in:

- **Information knowledge block** Expert teams introduce new main topics.
- **Interactive phase** In order to foster the understanding of the new topic the participants are divided in smaller groups, which should adopt in practice the just learned principles. This interactive phase is supervised by the experts. In this phase an environment is created in which the participants collect real personal experience in the relevant topics and are stimulated to translate their experience into the situation of their own pilot regions.
- **Final discussion** Finally the results are summarised and the relevance and improvement regarding the given topic are discussed. In some of the workshops special local experts or officials are invited to give short statements and to join the final discussion
- **Training materials** Existing training materials will be made use of as much as possible. This training material will be completed with the training contents discussed and prepared in course of the project while keeping in mind perceived needs of the target group.
- **Self – Study** After the workshops the participants receive training material, which they will use for further reference and as a self-study tool
- **Tool Development** The participants are encouraged through a self learning process to use and improve any tools prepared within the framework of INSABA. Most tools available have to be revised, adapted to local and project conditions and personally acquired.
- **Networking within the training** Small group sessions, modern didactical methods for advanced trainings encourage dialogue, exchange of experience, the transfer of knowledge, dissemination of information and thus the formation of a strong network among experts and trainees even across national borders
- **Feed back session** In this session every participant briefly describes the activities undertaken since the last workshop. This guarantees continuous work, control of progress regarding the work in their home country and special topics and measures. It provides as well for a mutual exchange of experiences and a sharing of ideas to solve problems.

3 From Training Modules to the Training Programme

The training programme is based on the training priorities in each training field (i.e. Market analyses beginners, and advanced; Marketing, business planning, accounting, Financing and taxation aspects, Sustainable production, Coaching and training techniques; Energy requirements and RET; Pilot market analyses; Technical exercises and system engineering; Marketing; Business management; Sources of micro-financing).

The training programme will be a sequence of training workshops with modules for different target groups. They are an integration of social, technical and managerial courses or modules, as well as awareness and motivation workshops, according to the demands of the target group. The implementation of the training programme is expected to lead to the Capacity Building of the participants involved and to the impacts strived for.

Capacity Building is not achieved by undertaking a single training event, but it involves a series of sequenced training events. It is important that these training events be targeted at the participants at the right time when they require it most. Sequencing is one of the most important factors within a training programme:

- The order in which the courses should flow: This will include starting from the basic concepts to more complex ones as a dynamic and flexible process.
- The project implementation schedule: The training course for each target group has to be adjusted against the project implementation activities. The training activities should precede the activities for which the training is done, with the time lag between the two kept such that it is not too short for internalisation of the training to take place and not too long for the concepts and skills to be forgotten.
- The sequencing should also consider the seasonal time calendar of the target group so as to target the training at the appropriate time.
- The sequence of the training courses for a particular target group will also depend on the sequence of training courses for other target groups / participants, also taking into consideration overlaps and similar tasks of target groups in different training fields.

Taking into consideration the different issues and described aspects ranging from sequencing to training types the following training programme matrix reflects the sound review of all modules and their sequence according to the requirements of the skills, experiences and competence of the different target groups in the four target countries. The second table reflects the training programme that had initially been proposed in the project proposal based on the various needs assessment elements during the proposal phase.

Besides the capacity building aspect all the courses are considered as a means to achieve the overall project results and impacts strived for.

4 Review of Proposed Training Schedule

Revised Training Plan WP 2 Capacity Building of intermediaries (SCs and some IATs) As per May 2006

Training Module of Work Package 2	M1.1 Market analyses beginners	M1.2 + M2 Market analyses advanced incl. Marketing, business planning, accounting.	M5 Coaching and training techniques and Change Management	M6.1 Energy requirements and RET Incl Marketing (WP4, mod. 2) <i>Road Show/ Exhibition & Match Making</i>	M 3 Financing and taxation aspects Will be organized decentrally	M 4 Sustainable production Will be organized sector-wise depending on identified pilot projects chosen	M6.1 Energy requirements and RET Incl Marketing (WP4, mod. 2) <i>Road Show/ Exhibition & Match Making</i>
Duration Location	5 days Namibia	5 days RSA	5 days RSA	5-6 days in Namibia and Botswana	1 day in each country	1-2 days in each country	5-6 days in Zambia and RSA
Date	Oct 05	Apr 06	Aug 06	Jul – Dec 06	June – July 06	Nov06 – Feb07	Jan- Feb 07
Participants	IAT 6 SC 7	SC 8	IAT 4 SC 12	IAT 2 x 4 SME-SP 2 x 3 SME-GS 2 x 4 SC 2 x 2 Decision makers 2 x 2	IAT 4 x 2 SME-SP 4 x 2 SME-GS 4 x 2 SC 4 x 2	IAT 4 x 2 SME-GS 4 x 5 SC 4 x 2	IAT 2 x 4 SME-SP 2 x 3 SME-GS 2 x 4 SC 2 x 2 Decision makers 2 x 2
Total Pax	13	8	16	30	32	36	30
Status	done	done	planned	planned	planned	planned	planned

Originally Proposed Training Plan WP 2 Capacity Building of intermediaries (SCs and some IATs)
As proposed in the project proposal

Training Module of Work Package 2	WP 2 M1.1: Market analyses beginners	WP 2 M1.2: Market analyses advanced	WP 2 M2: Marketing, business planning, accounting.	WP 2 M 3: Financing and taxation aspects	WP 2 M 4: Sustainable production	WP 2 M5: Coaching and training techniques:	WP 2 M 6.1: Energy requirements and RET	WP 2 M 6.2 2 nd Energy requirements and RET
Duration Location	10 days Namibia	2 days RSA	5 days RSA	2,5 days in each country	3 days in each country	3 days Botswana	5 days Namibia	5 days Botswana
Date	Sep 05	Mar 06	Mar 06	May 06	May 06	Dec 05	Apr 06	Dec 06
Participants	IAT 4 SME-GS 2 SC 8	IAT 4 SME-GS 2 SC 8	IAT 4 SME-GS 2 SC 8	IAT 4 x 2 SME-SP 4 x 2 SME-GS 4 x 2 SC 4 x 2	IAT 4 x 2 SME-GS 4 x 3 SC 4 x 2	IAT 4 SC 8	IAT 4 SME-SP 4 SC 8	IAT 6 SME-SP 6 SC 4
Total Pax	14	14	14	4x8	4x7	12	16	16