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United Nations Institute for Training and Research

UNITAR Small and Medium Enterprises Development Training Programme

*1 – 5 December 2013
Abu Dhabi, United Arab Emirates*

UNITAR Hiroshima Office



Knowledge to lead

Foreword

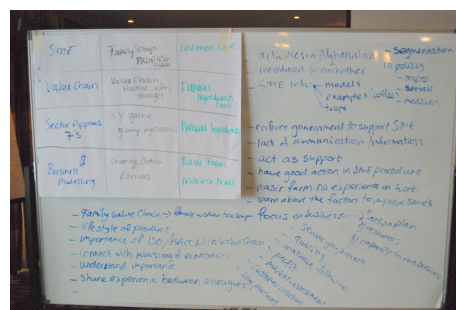
ABOUT UNITAR

The United Nations Institute for Training and Research (UNITAR) was established in 1965 as an autonomous body within the United Nations and is headquartered in Geneva, Switzerland. The mandate of UNITAR is to enhance the effectiveness of the work of the United Nations and its Member States in the fields of peace and security and in the promotion of economic and social development. UNITAR designs and conducts worldwide some 230 different training activities per year for more than 80,000 beneficiaries, including diplomats and other government officials, non-governmental representatives and local authorities.

The UNITAR Hiroshima Office, by virtue of the resonance of its location, has an inherent strength in the areas of post-conflict reconstruction as well as the broader themes of international peace and security. The Office has been involved in capacity building in Afghanistan since 2003 with its annual Fellowship for Afghanistan programme and other customised training programmes for various ministries and organisations in the country.

ABOUT PROFOUND

ProFound has a track record of more than 20 years working with organisations and programmes dealing with sustainable economic development and trade promotion in developing countries. ProFound's motto is 'Value Chain Development in a rapidly changing economic environment': assisting developing country entrepreneurs to capture economic opportunities & add value throughout the supply chain, from resource to market. Our services are based on sound knowledge of markets, innovative approaches for value addition, and access to markets and finance.



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PROGRAMME INTRODUCTION:

As Afghanistan enters further into the transition period, an important opportunity exists to partner with the international community to help work towards effective capacity development within the country. Efforts must be focused upon the specific reconstruction needs of the society and the provision of technical cooperation and public sector capacity building, supported by policies that guide the long-term social and economic reconstruction of Afghanistan.

In particular, efforts to rehabilitate the economy, restore infrastructure, ensure effective central and provincial governance, and provide adequate social welfare, must be accompanied by a focus on the training of those tasked with the management and stimulation of the economy, which will allow Afghanistan to assume increased responsibility for its own future.

Crucially, the nurturing and strengthening of Small and Medium Enterprises (SMEs) to the economy of Afghanistan is an area which can contribute significantly to overall development. An efficient private sector can contribute, both directly and indirectly, to decreasing unemployment, increasing wages, generating tax revenue, increasing wealth, and contributing to a stronger nation.

With these parameters in mind, and at the request of the Ministry of Commerce and Industries of the Islamic Republic of Afghanistan (MoCI), this programme, entitled the UNITAR-MoCI SME Development Training Programme was developed to deliver specialized training for officials at both the Ministry of Commerce and Industries (MOCI) and the Ministry of Economy (MoE).

PROGRAMME OBJECTIVES:

By the end of the programme, participants were to be able to:

- Cite methodology and tools for enterprise strategic, financial and production planning;
- Outline means of improving capacity for trade, exports, investments, and access to markets;
- Describe best practices for facilitating the easy setting up of business targets, monitoring of business results and continuous improvement;
- Outline the links between SME business development, entrepreneurship and leadership;
- Describe public-private SME partnerships at macro, meso, micro-levels.
- Illustrate SME development in a rural context, utilising agri-business market development as a model;
- Outline what interventions are currently available to the participants to support and develop SME entrepreneurship and business in Afghanistan;
- Review effective organisational change management strategies;
- Illustrate stakeholder identification and integration strategies.



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PROGRAMME DESCRIPTION:

The programme began with an examination of SME Development, and the developmental phases of such, incorporating organisational structures and demands, as well as their often unique financial structures. An exercise was undertaken which outlined the commonly familial set-ups of SMEs, and the strengths and weaknesses of such an arrangement. Using a hypothetical small printing firm in Kabul, participants were encouraged to physically show the levels of government and oversight a small business owner in Afghanistan must face, along with the areas of government which were intended to assist such a business. It quickly became apparent that there were very real impediments, imposed by government structures and mandates, to the effective engagement of such a small business by government. A case study was also utilised, which discussed a family owned farm in Pakistan, and its structure and scope, and management.



The issue of value chains, and their relevance to improving SME structures in Afghanistan was also introduced. To underscore the importance of value chains, an exercise, which saw all participants interact around a hypothetical value chain, was enacted. The subsequent discussion was augmented by the utilisation of a case study, examining Cashmere, and the relevant value chains related to this. Participants were tasked with examining the issue from three vantage points: Bankers, Government and the Business Owner. Through analysis of the main issues, discussions, facilitated by the resource persons, focused on ways in which the issues raised could be solved by civil servants, so as to encourage small businesses to grow.



Related to these discussions, a presentation was also made which focused on strategies for effectively developing a sectoral approach to SME development. The 7S model, incorporating analysis of Structure, Strategy, Systems, Skills, Style, Staff and Shared Values was introduced, and participants broke into small groups to discuss the relevance of this modelling in Afghanistan in general and, more specifically, their own organisations and departments. A practical exercise, examining strategies and models for group decision making, and change management, was conducted, and the discussion was augmented by the examination of a case study examining natural ingredients producers in Afghanistan. Various business models were introduced, and discussions linking entrepreneurship, and leadership as a civil servant in the development of SMEs on Afghanistan ensued.

Aspects of business modelling were then introduced, including the set-up processes and the issue of making money. Participants were broken into small groups, and tasked with visiting a local mall to visit SMEs and conduct interviews with business owners and managers, before reporting back on plenary. A case study of a local electronics retailer, and the various value-chain and value added aspects of that business was utilised to highlight the roles and responsibilities of various stakeholders and actors in regards to SME development.

Utilising information received during the week, participants were then introduced to key processes and strategies for the identification and integration of stakeholders. Practical exercises for the presentation included analysis, in small groups, of stakeholders for each participants department and ministry, and what their relative interest and influence was with regard to SME development. Strategies for effective collaboration with these stakeholders were examined, and discussed from the context of Afghanistan.



The final presentation of the workshop examined tools which participants could utilise for the effective management of change. This incorporated needs assessment, and the analysis of data collected through such, as well as scaleable processes which could be enacted within teams, departments and organisations as a whole.

MATERIAL:

Participants were distributed binders at the outset of the programme, which included the following documentation:

- Agenda
- Logistical information
- Practical Exercises
- Evaluation Forms



BENEFICIARIES:

The 20 participants of the programme were all government officials of the Government of Afghanistan, including several Directors General and Deputy Ministers. The selection process was undertaken by MOCI and MoE with input from the Afghanistan Civil Service Institute (ACSI).



METHODOLOGY:

INTERACTIVE LECTURES:

Presentations were made by Resource Persons examining the themes of the Workshop from a broad theoretical perspective down to case studies examining real world implementation. These presentations were augmented by small group exercises and frequent discussion from the floor, which served to contextualise the issues being examined.

AFTER-ACTION REVIEWS:

Representing a key component of the Workshop, the after-action review takes place within groups at the start of each morning, discussing the main issues raised in the previous presentations, as well as the specific frames of reference as applied to these by participants.

STUDY TOUR:

A study tour was organised which saw participants, in small groups, engage with SMEs in Abu Dhabi. The participants were tasked with examining these SMEs in relations to the themes of the course, with group reporting and follow-up discussions taking place

CONCLUSIONS

EVALUATION DATA:

As outlined in Annex One, a full 100% of respondents agreed or strongly agreed that the programme was "very useful", with 91% indicating that they would recommend it to a colleague. From a total of 36% of participants who felt that they possessed an average to moderate "...understanding (of) the key elements of SME development" before the programme, 100% of respondents felt that they had gained a high understanding of such in the interim. Similarly, with regard to "...the real world implementation of SME projects", those indicating that they had a high to moderately high understanding grew from 18% of total respondents to 100% by the end of the programme.

With regard to the methodology utilised in the programme, including interactive lectures, after-action reviews, practical exercises and study visits, 100% of respondents indicated that they "strongly agree" or "agree" that it was useful. The trainers/facilitators of the programme were seen as effective at presenting information and stimulating participant involvement by



100% of respondents.

Overall, the responses received were overwhelmingly positive. Several requests were made for increased real-world examples and practical exercises, so that participants may work to incorporate the training offered into their own contexts. UNITAR will work toward increasing the amount of time allowed for group work and discussion in future programmes.



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■ **Annex One: Evaluation**

EVALUATION

The evaluation method employed for UNITAR Small Medium Enterprises Development Training Programme was a two-level evaluation questionnaire: A Participant Self-Assessment questionnaire, which allowed participants to evaluate their individual (pre-existing) knowledge, skills and competencies on the subject matter, so as to create awareness about participant learning needs and help enhance their learning levels. The Participant Feedback Questionnaire captured individual reactions to the overall quality of the programme and allows for their feedback to be heard and incorporated in future iterations of the programme. Both questionnaires were made available to all participants from the beginning of the session and cover individual learning needs as well as the application process, pre-session build-up, and the session itself.

The overall purpose of the evaluation is: to analyse the relevance and direction of the overall content of the programme while also quantifying the performance of the UNITAR Hiroshima Office as a whole in delivering the programme. Major findings of the programme are analysed and recommendations will be incorporated when planning for next programme.

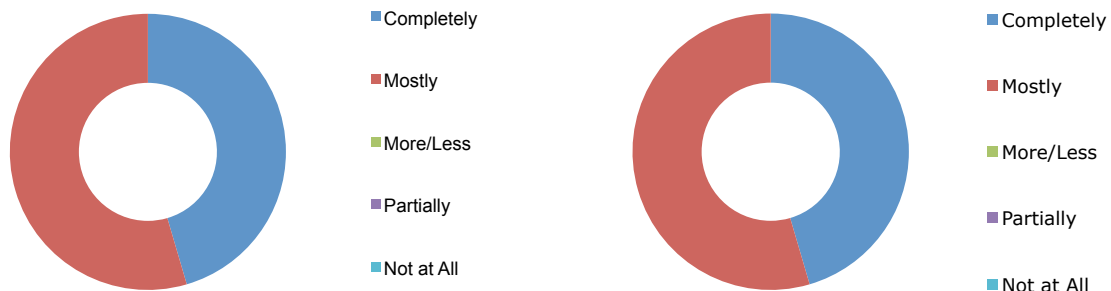
The participant feedback evaluation questionnaire examined the following areas in detail:

- Pre-Event Information
- Learning Objectives
- Value, Relevance and Intent to Use
- Methodology
- Satisfaction with the Quality of Facilitators
- Applicability of After Action Review and Practical Exercises
- Overall Satisfaction of the Event

MAJOR FINDINGS AND RECOMMENDATIONS

PRE-EVENT INFORMATION

Please rate the degree to which information circulated prior to the workshop was:



Useful (in terms of making an informed decision)

Accurate (in terms of matching what took place)

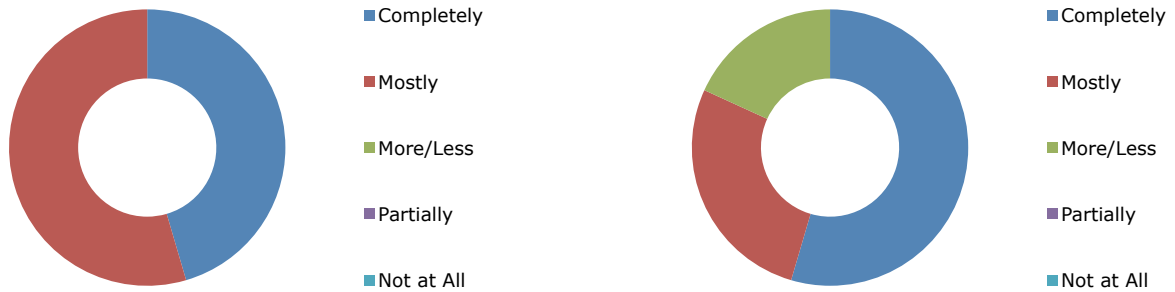


LEARNING OBJECTIVES

A large majority of participants agreed that they had achieved the learning objectives. Following are a detailed description of participants' reaction to the questions.

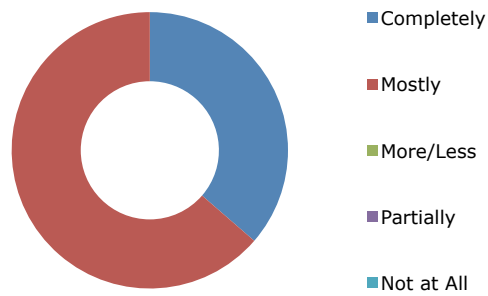
LEARNING OBJECTIVE I:

Have a better understanding of the key elements of SME Development.



Have a clear understanding of learning objective

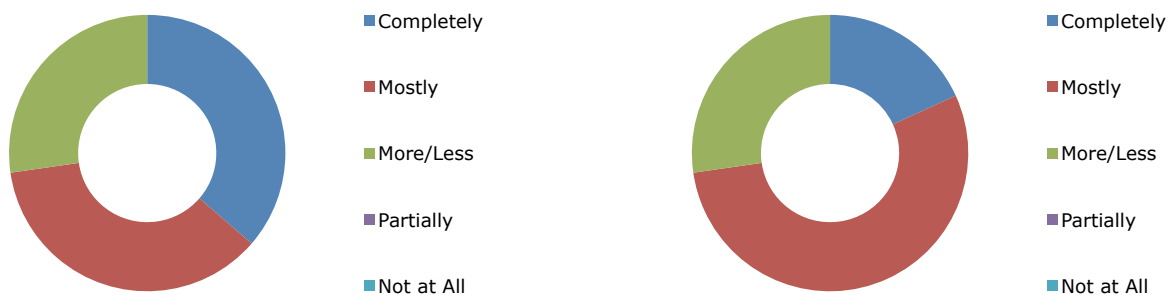
Relevance of objective to your learning needs



Extent to which you met learning objective

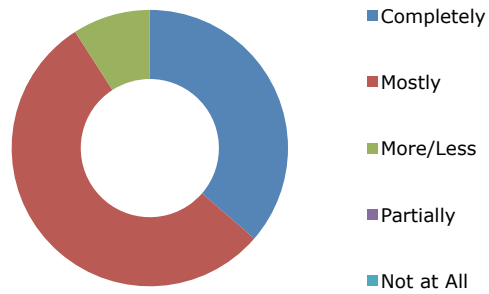
LEARNING OBJECTIVE II:

Outline methods and case studies for the real world implementation of SME projects.



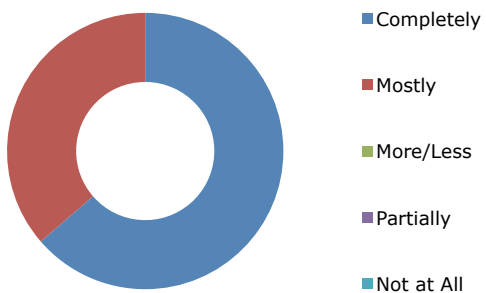
Have a clear understanding of learning objective

Relevance of objective to your learning needs

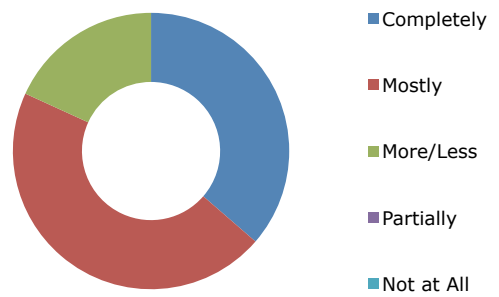


Extent to which you met learning objective

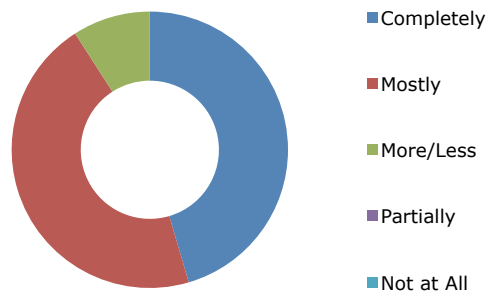
LEARNING OBJECTIVE III:
Examine opportunities and challenges for SME in Afghanistan.



Have a clear understanding of learning objective

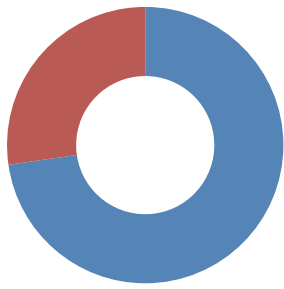


Relevance of objective to your learning needs



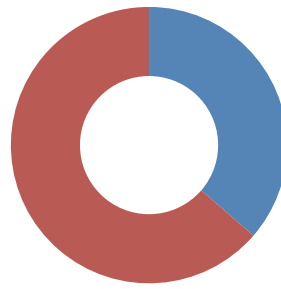
Extent to which you met learning objective

LEARNING OBJECTIVE IV:
Have a better understanding of stakeholder analysis and integration.



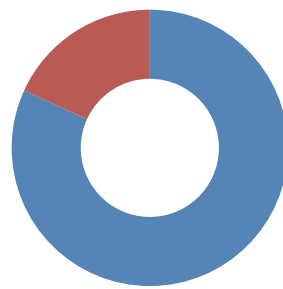
- Completely
- Mostly
- More/Less
- Partially
- Not at All

Have a clear understanding of learning objective



- Completely
- Mostly
- More/Less
- Partially
- Not at All

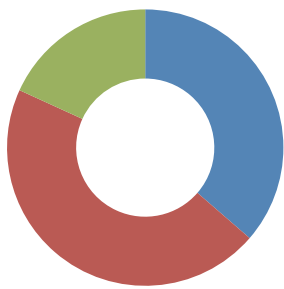
Relevance of objective to your learning needs



- Completely
- Mostly
- More/Less
- Partially
- Not at All

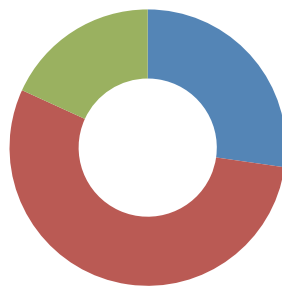
Extent to which you met learning objective

LEARNING OBJECTIVE V:
Outline processes for action plan development.



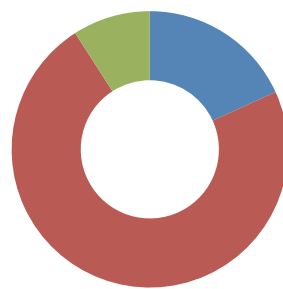
- Completely
- Mostly
- More/Less
- Partially
- Not at All

Have a clear understanding of learning objective



- Completely
- Mostly
- More/Less
- Partially
- Not at All

Relevance of objective to your learning needs

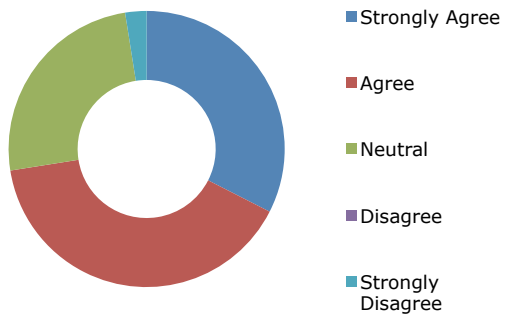


- Completely
- Mostly
- More/Less
- Partially
- Not at All

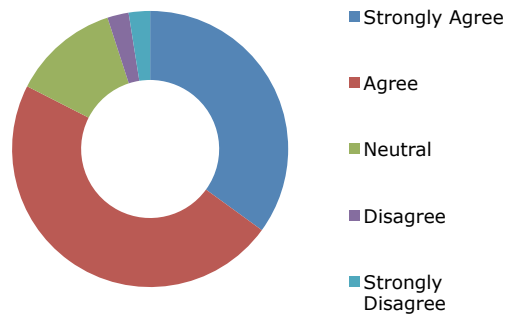
Extent to which you met learning objective

VALUE, RELEVANCE AND INTENT TO USE:

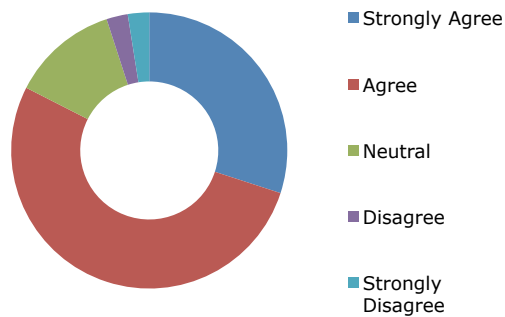
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).



The information presented in this workshop was new to me



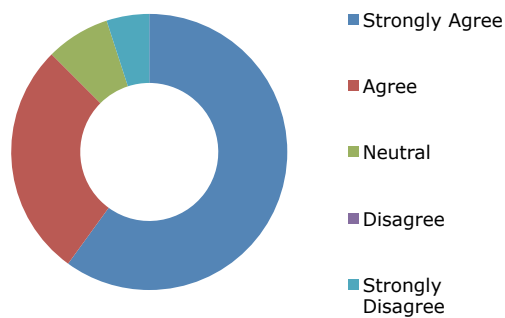
The content of the workshop was relevant to my job



It is likely that I will use the information acquired

METHODOLOGY:

The methodology used in this workshop included lecture, study tours and practical exercises

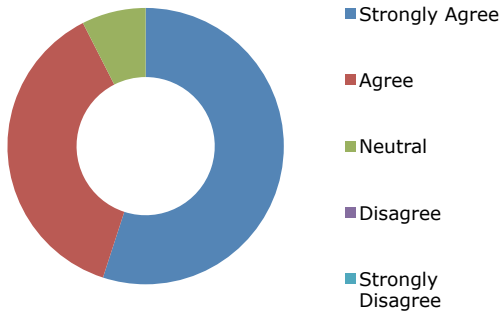


The event's methodology was useful given the learning objectives

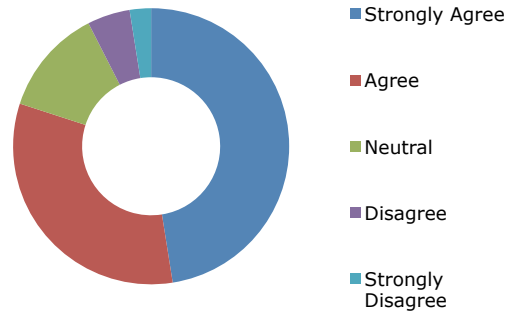


OVERALL SATISFACTION OF THE QUALITY OF FACILITATORS:

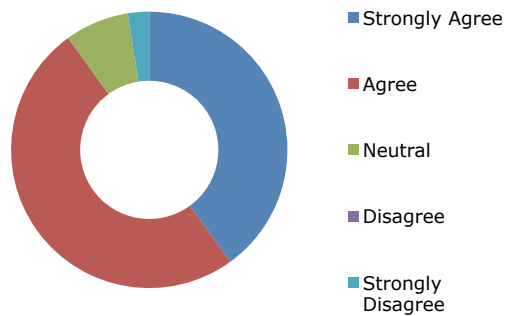
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).
The trainer(s)/facilitator(s) was (were) effective at:



Presenting information



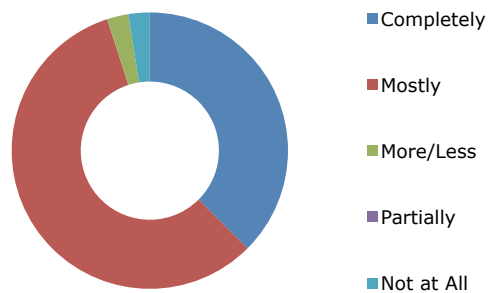
Responding to questions of participations



Stimulating participant involvement

APPLICABILITY OF AFTER ACTION REVIEW AND PRACTIAL EXERCISES:

The assessment of learning included After Action Reviews and Practical Exercises:

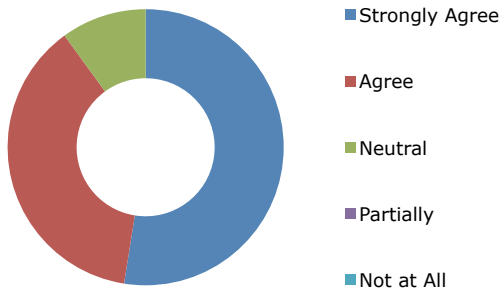


How useful was (were) the method(s) in helping you to achieve the learning objectives?

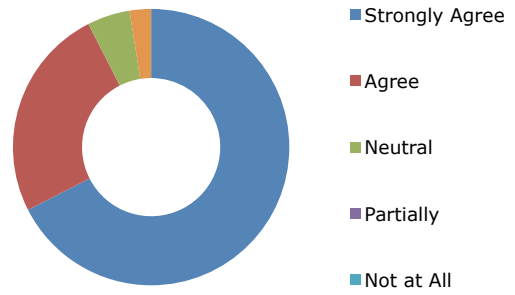


OVERALL SATISFICTION OF THE EVENT:

Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1):



Overall, the workshop was very useful



I will recommend this workshop to a colleague

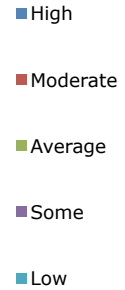
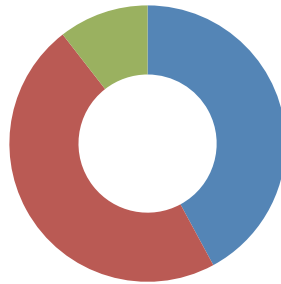
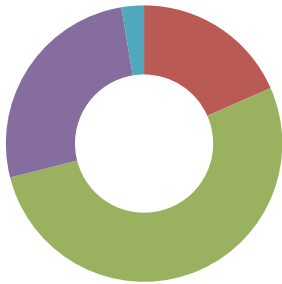


PARTICIPANT SELF-ASSESSMENT QUESTIONNAIRE

LEVEL OF KNOWLEDGE, SKILL, AND COMPETENCIES IN RELATION TO EACH LEARNING OBJECTIVE BEFORE AND AFTER THE TRAINING:

Please rate the following statements using the numerical scale from high (5) to low (1):

(I) Have a better understanding of the key elements of SME Development.

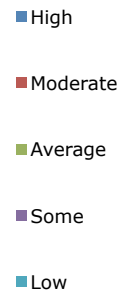
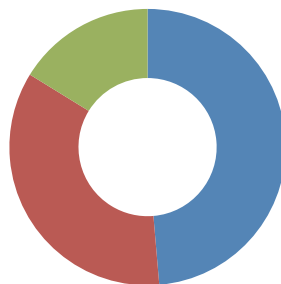
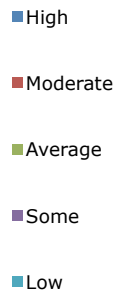
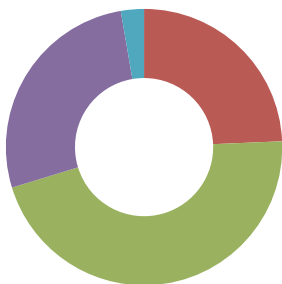


Rate your skill before the programme

Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):

(II) Outline methods and case studies for the real world implementation of SME projects.

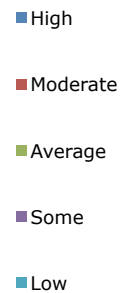
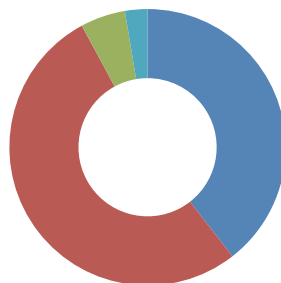
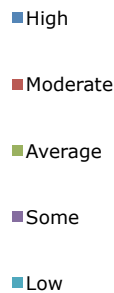
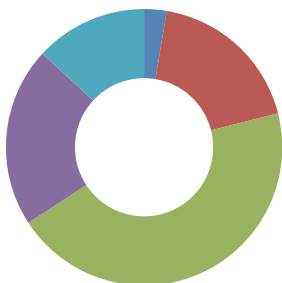


Rate you skill before the programme

Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):

(III) Examine opportunities and challenges for SME in Afghanistan.

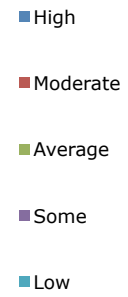
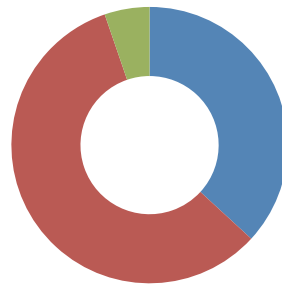
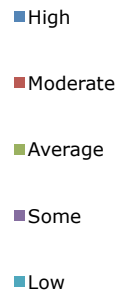
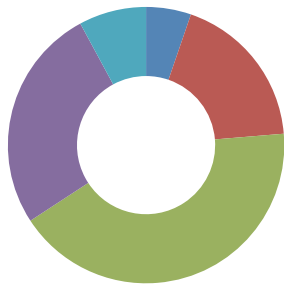


Rate you skill before the programme

Rate your skill after the programme



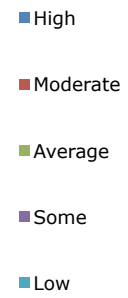
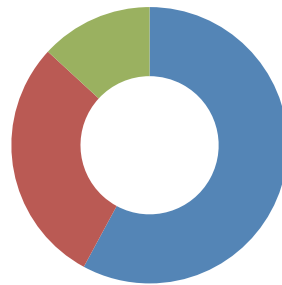
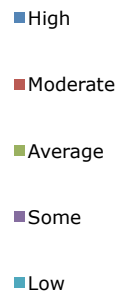
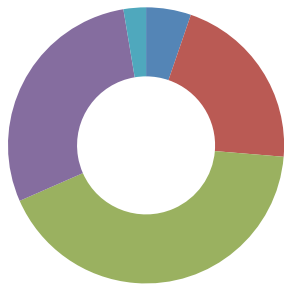
Please rate the following statements using the numerical scale from high (5) to low (1):
 (IV) Have a better understanding of stakeholder analysis and integration.



Rate you skill before the programme

Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):
 (V) Outline processes for action plan development.



Rate you skill before the programme

Rate your skill after the programme



■ **Annex Two: Participant List**

NAME	TITLE
Ministry of Commerce and Industries	
Sadrudin Sahar	Deputy Minister for Administration and Finance
Ahmad Zia Said Khaili	SME Director
Fazila Azizi	Head of SME Department
Fayeqa Javid	Head of Gender Department
Fazel Rahman Omid	Market Development Specialist and head of Carpet Sector
Ahmad Shekib Popal	Head of Agri – Business Sector
Shafiqullah	National Capacity Development Advisor
Mohd Iqbal Barez	PSD Technical Assistant
Noor Agha	Market Development Specialist
Najibullah Sediqi	International Trade Communication Officer
Sher Mohammad Jamizada	Administrative Deputy Minister
Ministry of Economy	
Sohaila Barakzai	Director: Agriculture
Abdullah Zahir Amin	Director: Social Service
Abdul Baaes	Director: Badghees Province
Abdul Naser Asuadi	Director: Herat Province
Mohammad Rahim	Director: Kandahar Province
Abdullah Naweed	Director: Bamyán Province
Bahauaddin	Director: Ghoor Province
Hamidullah Malyar	Provincial Development Director
Rahim Sher Del	Capacity Development Adviser



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Instituto de las Naciones Unidas para Formación Profesional e Investigaciones
Учебный и научно-исследовательский институт
Организации Объединенных Наций
معهد الأمم المتحدة للتدريب والبحث
联合国训练研究所

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