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INTERNATIONAL TRADE CENTRE (UNCTAD/WTO)

FINAL REPORT ON PROJECT PAK/7517E,  
SECOND PHASE OF TRAINING

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I COURSE EVALUATIONS
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## 1. INTRODUCTION

This is a report to the International Training Centre (ITC) following the second phase delivery of the *Successful Services Exporting* training course to officers of the Export Promotion Bureau of Pakistan (EPB) and to private sector services providers and representatives of Industry Associations.

Rowan McClean, a management consultant based in Melbourne, Australia, facilitated the course. He was assisted by Mr. Yusuf Hussain, a Pakistani national with considerable overseas experience in services who currently lives in Islamabad. ITC staff in Pakistan, Mr. Arif Khan and Mr. Usman Khan, attended some parts of the course in both Karachi and Lahore.

## 2. PROJECT TERMS OF REFERENCE

### 2.1 Project Purpose

The purposes of phase two of the project were to raise awareness of the future importance of services exports to Pakistan and to train and engage EPB officers, Association officials and service providers to work towards growth for the sector.

There was both an educational aspect and a strategic aspect to the work. A national strategy will be developed early in 2006 and the training program has involved discussions that will be sound input to strategy development.

### 2.2 Specific Consultant Duties

The duties involved conducting refresher training for EPB officials in ITC's *Successful Services Exporting* Program in Karachi for one day and then in both Karachi and Lahore with EPB officer assistance, one day's training for Industry Associations and two day's training for exporters.

## 3. THE SECOND PHASE OF THE PROGRAM: FURTHER OBSERVATIONS

### 3.1 Purpose

As mentioned above, the purposes of the second phase of the *Successful Services Exporting* program were awareness, education and engagement with three target audiences: government officers, industry associations and services exporters.

### 3.2 Locations and Attendees

Programs were scheduled and held in Karachi and Lahore, and local ITC staff attracted high quality participants. Only about 50% of invitees attended, but the calibre and spread of people was impressive.

The venues chosen were quite satisfactory, although there was considerable noise from building works in Lahore on Day One that a change of venue on Day Two overcame.

### 3.3 Program Structure

Day One in Karachi was scheduled for EPB officers, to refresh the modules covered in June and to introduce two new modules since written by Mr. Yusuf Hussain.

In Pakistan, leading services providers generally act as voluntary office bearers of Associations. In recognition of this, Pakistan ITC staff invited a mix of participants in both categories to days 2, 3 and 4 in Karachi and for all three days in Lahore. This was a sensible decision.

The implication of the change, though, was that services providers were thereby expected to attend an extra day of the course than the ITC model called for. Most of the services providers are from small businesses requiring their attention and, from discussion, three consecutive days of training would have been too much of a commitment for them. The formal training was therefore reduced by one day with the consultants making themselves available for individual or group discussions on the final day. In Karachi, additional time was spent with EPB on the final day and, in Lahore, the international consultant spent the final day with some individual service providers.

If recommended presentation times for all modules were followed, the material would require a full week to present. As had been done in June, the now 22 modules were prioritized (with participant involvement) and more time spent on those modules considered to be of most potential value to the participants. The balance between content delivery and participation is challenging under these circumstances, especially as most participants in Pakistan come very late to each training day. The trainers were satisfied with the pace and participation achieved on most occasions.

### 3.4 Content

Since the first training in June, significant changes have been made to the materials by the international consultant (without further cost to ITC) to make them more consistent in appearance, use an easier to read font and to correct some typographical errors and anomalies. The overhead backgrounds were simplified so that they were able to be copied and electronically transferred more easily. The materials are not yet perfect, and lessons have been learned with each new delivery that will enable further improvements.

All materials were printed and collated in Pakistan this time, and the quality was quite satisfactory. Three different folders for each of the three target groups were prepared, with a CD containing all of the materials for all modules included in each folder. There were no overheads included on the CDs.

In future it would be preferable to retain the three separate folders, and to include a CD containing just the material for that set of modules and the overheads for them. Trainers' notes might also be left out of the Associations and Services Exporters folders, as their purpose is for the guidance of consultants and Government Officials who are delivering the modules.

The new modules prepared by Mr. Hussain were valuable, as most participants were not fully familiar with the approaches and models introduced and they were considered to be useful to many services firms.

The participants in both locations were, by and large, very senior people and the trainers agreed that, in some cases, the material was pitched too low for them. This was overcome by the introduction of a significant amount of material

(models, tools and processes) by both consultants, but particularly by the international consultant, which enabled more sophisticated thinking and discussion. Some attendees requested copies of the additional materials and they have since been supplied with them.

There is no question that the course as it stands is valuable for less sophisticated audiences, for use in lesser-developed countries and for new exporters. Both consultants agreed, though, that it would be useful for ITC to consider having both a basic course and an advanced course.

Based on their experience, they would be pleased to contribute to the development of a higher-level program. An advanced program would not alter the objectives or primary content of the course but rather add concepts to it. This is an excellent opportunity to enhance the intellectual property of ITC at very low cost.

On reflection, two other critical areas would be very useful to include as modules for services export:

- ~ “Cross-Cultural Management”, and
- ~ “Strategic Planning for Services Exporters”.

The international consultant presented supplementary material in both areas that were well-received and provoked valuable discussion, and he would be pleased to draft additional modules in these areas.

### **3.3 Design**

The three section modular approach is good and allows for flexibility in delivery to meet the needs of different audiences.

Double-siding the materials avoids bulky paperwork and is of no inconvenience to trainees or trainers. Three-ring binders would probably be a better option to prolong the life of the material by giving extra support to the pages.

### **3.4 EPB Officer Delivery**

In Karachi the consultants set up delivery of modules by senior EPB officers.

While the officers have considerable knowledge, their facilitation skills are not well developed and most of them do not have the depth of practical experience or natural adaptability in training situations to engage an audience. Presentation styles are generally formal and uninspiring.

Following discussions early in the Karachi program with the ITC Pakistan representative, most of the modules were then presented by the consultants. They presented all of the modules in Lahore. Feedback was excellent and some high-powered attendees were highly complimentary of the learning and the value they had received.

Having EPB officers reach a point where they could present the material satisfactorily was an objective of the program and it has not been achieved as yet. It is a problem that needs to be addressed.

Possible solutions are to provide presentation skills training to those officers best equipped to play this role, have them focus on less sophisticated

audiences such as new or potential exporters and/or for EPB to hire one or more specialist trainers whose skills better equip them for the task.

Another possibility is that ITC could target local management consultants who work with exporters and train them to deliver the program to services exporters.

#### **4. ADMINISTRATION**

##### **4.1 Course Preparation**

Again, Ms. Linda Schmid of ITC Geneva, with assistance from other areas of ITC and the UN, co-ordinated the arrangements for the second stage of program in Pakistan. Because the international consultant had previous experience, and health and security checks were still valid, there were considerably reduced needs for interaction between him and ITC.

##### **4.2 Evaluation**

The participants were asked to complete the forms developed for the previous training by the international consultant. The results for Karachi and Lahore are shown as Appendix I. It is gratifying that the course has been seen again as being of considerable value on all dimensions by almost all participants.

One key question asked related to whether people would do anything differently as a result of the learning when they return to work. Pleasingly, responses in Karachi showed that 88% of people would and, in Lahore, 82% would.

Separate individual feedback expressing high levels of satisfaction with the course has been provided to Ms. Schmid.

#### **5. CONCLUSION**

This has been a successful implementation from the perspective of the high-calibre attendees, ITC and the consultants. ITC attracted attendees of impressive calibre to both locations.

The combined experience of Messrs. McClean and Hussain has proven to be valuable as a complementary dimension to the materials themselves.

The one disappointment has been the training performance of most EPB officers to date. A strategy is required, as the need for continuing reliance on external delivery resources is undesirable.



**Rowan McClean**  
**September 20th, 2005**

#### **Disclaimer**

Information and advice contained in this report is provided in good faith and reflects the considered professional judgement of the consultant, but Rowan McClean will not be responsible to any person who relies on the information or advice for any inaccuracies or omissions contained therein.

## APPENDIX I ~ COURSE EVALUATIONS

### KARACHI

#### Training Evaluation: Export Promotion Board

Successful Services Exporting - International Trade Centre

Karachi September 6, 2005



#### Participant Feedback

	Fully Agree	Strongly Agree	Agree	Disagree	Strongly Disagree
Today the course achieved its stated objectives	47%	35%	18%		
Information was presented logically and clearly	47%	47%	6%		
Information was interesting and valuable	35%	47%	18%		
There was an appropriate level of participation	30%	35%	29%	6%	
I will do some things differently at work after today's sessions	29%	41%	18%	12%	
Given the time constraints, the pace was satisfactory	35%	47%	12%	6%	
The style of the presenters encouraged learning	59%	35%	6%		
	40.3%	41.2%	15.1%	3.4%	0%

### LAHORE

**Training Evaluation: Export Promotion Board**

Successful Services Exporting - International Trade Centre

Lahore September 12, 2005

Course Section Name: Service Exporters and Associations



	Fully Agree	Strongly Agree	Agree	Disagree	Strongly Disagree
Today the course achieved its stated objectives	12%	18%	65%	5%	0
Information was presented logically and clearly	24%	29%	41%	6%	0
Information was interesting and valuable	18%	35%	47%	0	0
There was an appropriate level of participation	12%	24%	41%	23%	0
I will do some things differently at work after today's sessions	12%	41%	29%	12%	6%
Given the time constraints, the pace was satisfactory	18%	30%	52%	0	0
The style of the presenter(s) encouraged learning	24%	41%	35%	0	0
	<b>17%</b>	<b>31%</b>	<b>45%</b>	<b>6%</b>	<b>1%</b>