

# **Report**

*Training course on Strategy Development,  
Management & Development of Business Association*

*Designed and delivered by OCD, VCCI and GTZ*

**Hanoi, March 2008**

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## 1. Course content development

Aiming for sustainable development of the Business Associations in the 4 pilot provinces after phasing out GTZ's programs, GTZ proposed to organize a training course that provides the participants with the knowledge about Business Associations. This includes how to assess the performance of the Association, how to develop an Association's strategy, the way to organize their services and their PR work. In addition, as a product of this course GTZ would like to create a training manual for the organization of similar training course that are to be held by other institutions in the future.

This is the first time GTZ has hold one-week training course focusing on the Business Association. Several mini-meetings and discussions were conducted with the participation of the GTZ, the *Vietnam Chamber of Commerce & Industry (VCCI)* and trainers from *Organizational Capacity Development (OCD)*. The first meeting between OCD and GTZ included a discussion about the training course objective, and the design of the course content with the participating of Ms Doris Becker- GTZ Chief Technical Advisor, SMEDP Advisor Mr. Le Duy Binh and OCD's senior consultant and Training coordinator. Then, OCD consultants developed the course outline based on the first agreement with SME. The second meeting prior to the training was organized between Mr. Le Duy Binh (GTZ SMEDP) Advisor, the OCD senior consultant and Training coordinator, and the Manager of VCCI Legal Department to develop the specific course's outline. The third preparatory meeting aimed at integrating international experiences from Ramon Bruesseler, *Advisor to the Board of Lao National Chamber of Commerce and Industry (integrated expert of German Development Cooperation)*. The last discussion was to revise and finalize the course content.

## 2. Evaluation from the trainers' perspectives

### 2.1. Course's evaluation from trainers' perspectives

27 representatives of Business Associations from Hung Yen, Quang Nam, Dak Lak, and An Giang provinces participated in the training course

In general, the one-week training course on Strategy Development, Management & Development of Business Association for Business Association's Executive in four provinces met the training course's primary objectives. Because the training course's content was quite new to almost all of the participants, the participants were interested in the course content. They evaluated the training course's content as very useful and mentioned that it is highly applicable to their work.

Most of the participants, especially the participants who are working for Vietnamese Association of Small and Medium Enterprises (VINASME), would like to use the course content as a reference material in preparing their 2009 training plans.

### 2.2 Participants evaluation from trainer's perspective

The participants took part in the training course with a lot of enthusiasm, discussed a lot about the training course's cases and exercises and learnt a lot. To analyze the associations' direction through development of its strategy, services, and public relation activities is the best thing, the participants realized.

The following table reflects the trainer's evaluation of each participant.

No	Full Name	Organization	Assessment
1	Đặng Đình Quân	Hungyen Biz Association	Good, Have an aptitude for leadership
2	Đồng Thị Thanh Thủy	Hungyen Biz Association	Good
3	Đào Ngọc Nam	Hungyen Biz Association	Quite good, very enthusiasm in discussion
4	Trần Trung Kiên	Hungyen Biz Association	Quite good
5	Chu Văn Triệu	Hungyen Biz Association	Quite good
6	Nguyễn Văn Hanh	Hungyen Biz Association	Quite good
7	Phạm Minh Loan	Hungyen Biz Association	Quite good
8	Nguyễn Thị Ngọc Điều	Angiang Biz Association	Very good Very enthusiasm in discussion, have new ideas
9	Nguyễn Thị Bích Truyền	Angiang Biz Association	Good
10	Nguyễn Thị Ngọc Lý	Angiang Biz Association	Good
11	Lê Trung Dũng	Angiang Fishery Association	Very good Very enthusiasm in discussion, contributing useful ideas
12	Bùi Thị Phương Phi	AG Woman business association	Good
13	Nguyễn Quốc Toàn	AG Young Biz Club	Very good Enthusiasm in discussion and doing team exercises
14	Bùi Thị Dung	AG Young Biz Club	Good
15	Võ Thị Kim Cương	VCCI Can Tho	Very good A Studious participant Very good at discussion and exercises
16	Lê Hoàng Ngân	VCCI Can Tho	Very good A Studious participant Very good at discussion and exercises
17	Lê Hoàng Cơ	Daklak Biz Association	Very good, focus on the discussion
18	Lê Đình Hiền	Daklak Biz Association	Very good, Very enthusiasm in discussion and doing exercises

19	Lương Văn Lục	Daklak Biz Association	Very good, Very enthusiasm in discussion and doing exercises Have a long term vision and try his best to learn
20	Phạm Chí Ta	Daklak Tourism Association	Very good, Very enthusiasm in discussion and team exercises
21	Hòang Ngọc Gia Khánh	Daklak Tourism Association	Very good
22	Nguyễn Xuân Thủy	Daklak Tourism Association	Very good
23	Bùi Thành Vinh	Quang Nam Young biz association	Very good, He is hard working and has ability to work independently
24	Trịnh Thị Tường	Quang Nam Tourism Association	Spent too little time on learning
25	Tỷ Trương Kim Nhật	Quang Nam Tourism Association	Spent too little time on learning
26	Đinh Thị Phương	VINASME	Spent too little time on learning
27	Trần Văn Tuyền	VINASME	Spend too little time on learning, but Contributed some good ideas

### 3. Course Evaluation from participants' perspectives

#### 3.1. Evaluation of training course's content, material and support activities

In order to evaluate the participants' perception of the training course, a course evaluation was designed by the trainers and filled in individually by the trainees. *(Please see Appendix 1: Training Evaluation and Results)*

The participants highly appreciated the course's preparation in term of its content, material, teaching team and teaching method. They expressed their special interest in the field trip to the Hanoi Union of Associations of Industry and Commerce (HUAIC), because they received lots of useful information in how to improve the association's services, what is a good association structure, how to create the association's source of revenue, etc.

- **Content**

In general, the participants highly valued the training course's content in terms of its usefulness and applicability as well as being suitable for Business Association's Executives. Over 80% of all participants rated the course as very good. The specific results can be seen in the Appendix 1.

- **Materials**

The participants' opinions focused around the good way of preparing and arranging the material. According to the participants the materials were interesting, useful, specific and attractive. The material seems to be particularly useful for Business Association Executives because of its case studies and exercises which are closely related to the Business Association's current situation. Several participants also acknowledged the professional presentation of the materials.

- **Other work related to the course**

In general, other work related to the course met the course requirement. The training course location was suitable and reasonable. However, there were several complaints about the logistic support for arriving participants as they were not received in person on the first day of the course and it was difficult for persons coming to Hanoi for the first time to orientate themselves. Nearly 80% of all participants evaluated the support services as good, 10% of them met the course requirement, 5% of them were quite good, remaining people complained about the support activities.

### 3.2. *Evaluation of the trainers*

- **Teaching team**

Almost all the participants were very pleased and highly appreciated all teachers, but especially Ms Nguyen Quynh Chi. All trainers presented clearly and convincingly, the participants said. The teaching team showed enthusiasm and wide knowledge and was able to persuade the participants to focus on the lecture. In addition, the teachers were highly appreciated because they provided a lot of interesting, practical exercises and cases that can help the participants to build an associations strategy, conduct public relation activities and improve the association's services.

- **Training Method**

Experimental learning and learning centered training methodology was applied throughout the course. The trainers played the role of facilitators that introduce the main content of the topics, guide participants and create an environment and the adequate situations for the participants to discuss and find solutions based on their own experience and reasoning.

Almost all participants evaluated the training method as fit for the trainees and better than the traditional training methods. The new training method combined with the trainers' presentation skills helped the participants to internalize the training content. However, several participants expressed the wish to get more chances to practice more case studies and do more exercises regarding the association's strategy.

## 4. Comments for training course improvement.

### 4.1. *From Trainers' Perspectives*

From OCD specialist' point of view; the next course will be even more effective if the following points will be taken into consideration:

- For a one-week training course, it should only include two or three modules to help the participants easily catch the course's content.
- The number of trainers for that course should not exceed 3 people to help the participants to follow the course, because different people have different teaching style.
- It is better to design a basic training course of 2-3 days and then offer special additional modules. The training course should be divided into two kinds of course.
  - One kind of course focuses on general topic such as *General introduction to the management of Business Associations*. Maximum for each course is 3 days. This subject can be covered through an online training that is implemented by OCD. The online training project is supported by Global Competitiveness Facility (GCF) that improves SMEs competitive capacities.
  - Two days for each of the following additional modules of *Management Skills for Association Executive, Overall Strategic Development, Policy Advocacy for Business Association, Service Development* because the participants need more time for practice.
- In addition, it is a good idea train sector associations of the same sector such as seafood producers, tourism together as they can engage more intensively in experience exchange.

#### 4.2. From the participant's Perspectives

According to the participants the following aspects of the training should be improved:

- **Trainers**
  - The trainers should provide more questions to encourage the participants' thinking, especially the trainer in charge of policy advocacy subject.
  - If there are enough opinions for each case, the trainers should cut off and change to other cases.
  - The trainers should provide more good and bad practices of Vietnamese and international associations as lessons learnt.
  - The teachers should spend more time on practice rather than teaching.
- **GTZ**
  - GTZ should hold more similar course that is for the association's leaders.
  - GTZ should hold the field trip at the middle of the course.
  - GTZ should cooperate with VCCI and OCD to hold the similar courses in provinces (not possible because of phasing out of SMEDP).
- **Training content**
  - The training content should focus more on skills to manage the association.
  - The policy advocacy is not very useful for small Business Associations.
  - The "Strategy" and "Leadership skills" subjects should receive a higher priority.

#### ***4.3 From GTZ SMEDP Perspective***

This training course was designed on the basis of a demand from the provincial level which was supported by a study on business associations in SMEDP provinces. The idea was to develop a comprehensive concept and the necessary training materials so other institutions engaged in the support to business associations can later on avail themselves of this input.

The main conclusions by GTZ SMEDP are:

- The course contents are adequate and applicable to the reality of business associations in Viet Nam. However the mix of participants should not be too heterogeneous in order to assure a good information flow and working atmosphere.
- The training methodology based on experimental learning, but using the cases of the specific business associations which are participating, is adequate for this kind of training.
- The cooperation with VCCI legal department proved helpful to establish the framework for the participants in which business associations operate in Vietnam.
- The input of the international expert focusing on international practices of advocacy seemed a bit far from the reality of most provincial business associations which are presently still struggling to find their general orientation and role in society.
- The vast range of topics covered during the course made it difficult to allocate sufficient time to each specific topic and cover it adequately with case studies and practical examples. Therefore it might be better to split the training in two: a) A general part (3 days) focussing on the framework for business associations, the assessment of their performance and the strategy development b) specific modules on topics such as advocacy/public private dialogue, service development, membership recruitment / management, PR etc. which then should also be attended by the staff responsible for the respective topic.
- A “field visit” to a more experienced Business Association is useful. It should not take place during the WS and time to process the information obtained and reflect about it during the course should be allocated.
- While on-line training or consulting can be useful to complement the direct training experience it seems doubtful that it can replace e.g. the introductory training on Business Associations as suggested by OCD, as there is not the same possibility of direct exchange between participants and no experimental learning methods can be applied. Besides, on-line training is still new with Vietnamese, and especially with local associations, who are not only still facing with limited working facilities, but lacking knowledge and skills on internet applications.

The material / training manual developed for the 5-day-training course has been handed over to VCCI, OCD and VINASME and they are free to use or alter them for trainings they might conduct in the future. The material is also available on the SMEDP website: [www.sme-gtz.org.vn](http://www.sme-gtz.org.vn).



## 5. APPENDIX 1: Evaluation Format & Results

<b>Course Name:</b> Strategy Development, Management & Development of Business Association
<b>Time and Place:</b> Ha noi, 02-06, March, 2009
<b>Student's Name:</b> (Not necessary)
<b>Working position:</b>

Please answer the following questions as correctly as you can!	Strongly Disagree	Disagree	No idea	Agree	Results
<b>Training Content</b>					
The content of the course is useful for my work.	1	2 3	4	5 6	<b>5.6</b>
Time for the training course is compatible with the course material	1	2 3	4	5 6	<b>5.4</b>
The training course provided lot of new information	1	2 3	4	5 6	<b>5.6</b>
The steps in the course were implemented suitably.	1	2 3	4	5 6	<b>5.4</b>
My objectives were well met.	1	2 3	4	5 6	<b>5.4</b>
I would like to introduce this course to other people	1	2 3	4	5 6	<b>5.5</b>
<i>General Comments:</i>					
<b>Which in the following contents are compatible with the Business Association needs</b>					<b>Results</b>
Overall of the Business Associations	1	2 3	4	5 6	<b>5.1</b>
Assessment of the Association's activities	1	2 3	4	5 6	<b>5.4</b>
Overall Strategic Development	1	2 3	4	5 6	<b>5.7</b>
Business Associations in Policy Advocacy, Public Private Dialogue	1	2 3	4	5 6	<b>5.4</b>
Service development for Business association	1	2 3	4	5 6	<b>5.7</b>
Management Skills for Association Executive	1	2 3	4	5 6	<b>5.7</b>
Public Relations for BA	1	2 3	4	5 6	<b>5.6</b>
<i>General Comments</i>					
<b>Materials</b>					<b>Results</b>

Materials helped to understand clearly the topic of the course.	1	2	3	4	5	6	<b>5.6</b>
Material is very useful for my work	1	2	3	4	5	6	<b>5.5</b>
<i>General Comments:</i>							
<b>Training method</b>							<b>Results</b>
Training method was suitable.	1	2	3	4	5	6	<b>5.6</b>
Practice time was suitable.	1	2	3	4	5	6	<b>5.3</b>
<i>General Comments:</i>							
<b>Other work related to the course</b>							<b>Results</b>
I feel pleased with the location of the course.	1	2	3	4	5	6	<b>5.5</b>
I feel pleased with the services (refreshment, cleaning, class-room).	1	2	3	4	5	6	<b>5.4</b>
<i>General Comments:</i>							

<b>Comment on trainer: Mr. Ramon Bruesseler</b>							<b>Results</b>
Trainers have excellent knowledge about the topics.	1	2	3	4	5	6	<b>5.7</b>
Trainers were enthusiastic with students.	1	2	3	4	5	6	<b>5.7</b>
Trainers answered my questions correctly.	1	2	3	4	5	6	<b>5.3</b>
The presentation of the trainer was clear.	1	2	3	4	5	6	<b>5.7</b>
The preparation of the trainer for the course was thorough.	1	2	3	4	5	6	<b>5.7</b>
Trainers encouraged class discussions.	1	2	3	4	5	6	<b>5.5</b>
<i>General Comments:</i>							
<b>Comment on trainer: Mr. Tran Huu Huynh</b>							<b>Results</b>

Trainers have excellent knowledge about the topics.	1	2	3	4	5	6	<b>5.7</b>
Trainers were enthusiastic with students.	1	2	3	4	5	6	<b>5.5</b>
Trainers answered my questions correctly.	1	2	3	4	5	6	<b>5.3</b>
The presentation of the trainer was clear.	1	2	3	4	5	6	<b>5.5</b>
The preparation of the trainer for the course was thorough.	1	2	3	4	5	6	<b>5.5</b>
Trainers encouraged class discussions.	1	2	3	4	5	6	<b>5.3</b>
<i>Average score</i>							<b>5.5</b>
<i>General Comments:</i>							
<b>Comment on trainer: Mr. Đâu Anh Tuan</b>							<b>Results</b>
Trainers have excellent knowledge about the topics.	1	2	3	4	5	6	<b>5.5</b>
Trainers were enthusiastic with students.	1	2	3	4	5	6	<b>5.5</b>
Trainers answered my questions correctly.	1	2	3	4	5	6	<b>5.2</b>
The presentation of the trainer was clear.	1	2	3	4	5	6	<b>5.5</b>
The preparation of the trainer for the course was thorough.	1	2	3	4	5	6	<b>5.6</b>
Trainers encouraged class discussions.	1	2	3	4	5	6	<b>5.2</b>
<i>Average score</i>							<b>5.4</b>
<i>General Comments:</i>							
<b>Comment on trainer: Ms. Nguyen Thi Thu Trang</b>							<b>Results</b>
Trainers have excellent knowledge about the topics.	1	2	3	4	5	6	<b>5.4</b>
Trainers were enthusiastic with students.	1	2	3	4	5	6	<b>5.4</b>
Trainers answered my questions correctly.	1	2	3	4	5	6	<b>5.0</b>
The presentation of the trainer was clear.	1	2	3	4	5	6	<b>5.1</b>
The preparation of the trainer for the course was	1	2	3	4	5	6	<b>5.2</b>

thorough.						
Trainers encouraged class discussions.	1	2	3	4	5	6
<i>Average score</i>						<b>5.0</b>
<i>General Comments:</i>						
<b>Comment on trainer: Mr Tang Van Khanh</b>						<b>Results</b>
Trainers have excellent knowledge about the topics.	1	2	3	4	5	6
Trainers were enthusiastic with students.	1	2	3	4	5	6
Trainers answered my questions correctly.	1	2	3	4	5	6
The presentation of the trainer was clear.	1	2	3	4	5	6
The preparation of the trainer for the course was thorough.	1	2	3	4	5	6
Trainers encouraged class discussions.	1	2	3	4	5	6
<i>Average score</i>						<b>5.7</b>
<i>General Comments:</i>						
<b>Comment on trainer: Ms Nguyen Quynh Chi</b>						<b>Results</b>
Trainers have excellent knowledge about the topics.	1	2	3	4	5	6
Trainers were enthusiastic with students.	1	2	3	4	5	6
Trainers answered my questions correctly.	1	2	3	4	5	6
The presentation of the trainer was clear.	1	2	3	4	5	6
The preparation of the trainer for the course was thorough.	1	2	3	4	5	6
Trainers encouraged class discussions.	1	2	3	4	5	6
<i>Average score</i>						<b>5.6</b>
<i>General Comments:</i>						
<b>Comment on trainer: Ms Nguyen Quynh Chi</b>						<b>Results</b>
Trainers have excellent knowledge about the topics.	1	2	3	4	5	6
Trainers were enthusiastic with students.	1	2	3	4	5	6
Trainers answered my questions correctly.	1	2	3	4	5	6
The presentation of the trainer was clear.	1	2	3	4	5	6
The preparation of the trainer for the course was thorough.	1	2	3	4	5	6
Trainers encouraged class discussions.	1	2	3	4	5	6
<i>Average score</i>						<b>5.5</b>
<i>General Comments:</i>						
<b>Comment on trainer: Ms Nguyen Quynh Chi</b>						<b>Results</b>
Trainers have excellent knowledge about the topics.	1	2	3	4	5	6
Trainers were enthusiastic with students.	1	2	3	4	5	6
Trainers answered my questions correctly.	1	2	3	4	5	6
The presentation of the trainer was clear.	1	2	3	4	5	6
The preparation of the trainer for the course was thorough.	1	2	3	4	5	6
Trainers encouraged class discussions.	1	2	3	4	5	6
<i>Average score</i>						<b>5.62</b>
<i>General Comments:</i>						
<b>Comment on trainer: Ms Nguyen Quynh Chi</b>						<b>Results</b>
Trainers have excellent knowledge about the topics.	1	2	3	4	5	6
Trainers were enthusiastic with students.	1	2	3	4	5	6
Trainers answered my questions correctly.	1	2	3	4	5	6
The presentation of the trainer was clear.	1	2	3	4	5	6
The preparation of the trainer for the course was thorough.	1	2	3	4	5	6
Trainers encouraged class discussions.	1	2	3	4	5	6
<i>Average score</i>						<b>5.8</b>
<i>General Comments:</i>						
<b>Comment on trainer: Ms Nguyen Quynh Chi</b>						<b>Results</b>
Trainers have excellent knowledge about the topics.	1	2	3	4	5	6
Trainers were enthusiastic with students.	1	2	3	4	5	6
Trainers answered my questions correctly.	1	2	3	4	5	6
The presentation of the trainer was clear.	1	2	3	4	5	6
The preparation of the trainer for the course was thorough.	1	2	3	4	5	6
Trainers encouraged class discussions.	1	2	3	4	5	6
<i>Average score</i>						<b>5.8</b>
<i>General Comments:</i>						
<b>Comment on trainer: Ms Nguyen Quynh Chi</b>						<b>Results</b>
Trainers have excellent knowledge about the topics.	1	2	3	4	5	6
Trainers were enthusiastic with students.	1	2	3	4	5	6
Trainers answered my questions correctly.	1	2	3	4	5	6
The presentation of the trainer was clear.	1	2	3	4	5	6
The preparation of the trainer for the course was thorough.	1	2	3	4	5	6
Trainers encouraged class discussions.	1	2	3	4	5	6
<i>Average score</i>						<b>5.9</b>
<i>General Comments:</i>						

Additional Comments on the course:

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Overall Evaluation (improvements and suggestions):

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*Thank you very much!*