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## **HUMAN RESOURCE DEVELOPMENT:**

Guidebook on Developing  
Income-Generating Services  
for Local Chambers

## **PARTICIPANT MANUAL**



## **Disclaimer**



This publication has been produced with the assistance of the German Federal Ministry of Economic Cooperation and Development (BMZ). The contents of this publication are the sole responsibility of the "K to 12 PLUS" project and can in no way be taken to reflect the views of the BMZ.

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## **Acknowledgment**

This guidebook was developed and designed by the Asia Society for Social Improvement and Sustainable Transformation (ASSIST).

ASSIST is a self-sustaining NGO focused on social improvement and sustainable transformation through capacity building and technical assistance in key sectors.

For more details visit us at:  
[www.assistasia.org](http://www.assistasia.org)

Manila, Philippines  
October 2018

# CONTENTS

- Training Course Outline .....**
- Presentation — Day 1 .....**
- Presentation — Day 2 .....**
- Trainer’s Profile .....**

# Training Course Outline

## Program Overview

This training course is designed to build capacity among local chambers and to equip them with the knowledge and tools they need so they can effectively identify and implement income-generating human resource development (HRD) services.

The training draws strongly from the newly developed guidebook and shall also provide in- depth information on how to effectively put the guidebook to use.

All participants who have successfully completed the training will receive certificates of completion at the end.

## Learning Objectives

At the end of the training, participants are expected to:

- Understand the Human Resource Development: Guidebook on Income-Generating Services for Local Chambers
- Use the guidebook effectively in identifying and implementing various HRD and training-related services to offer
- Know how to plan and mobilize a training service business

## Duration

2-day program

## Target Audience

- Local chambers
- Industry associations
- Business membership organizations (BMOs)

## **HUMAN RESOURCE DEVELOPMENT:**

Guidebook on Developing Income-Generating Services for Local Chambers

PARTICIPANT MANUAL

### **Program Structure and Outline**

The program is delivered using a combination of trainer-led lectures, workshops and exercises on practical implementation of the concepts discussed within the training. The topics presented below define the areas of focus under the program.

#### **Day 1 - AM Session: Introduction and the HRD Service Development Process (Steps 1-2)**

- Introduction
- Overview of the guidebook and the content
- Chambers' Role in HRD
- The HRD Service Development Process: Step 1. Conduct situational analysis
- The HRD Service Development Process: Step 2. Identify potential services

#### **Day 1 - PM Session: The HRD Service Development Process (Steps 3-4) and Training Events Management**

- The HRD Service Development Process: Step 3. Determine the feasibility of the service
- The HRD Service Development Process: Step 4. Create the action plan for implementation
- Introduction to Training Events Management
- Training Events Management: Identify the specific training needs
- Training Events Management: Create the budget plan

#### **Day 2 - AM Session: Training Events Management**

- Training Events Management: Make logistical arrangements
- Training Events Management: Develop training course outline
- Training Events Management: Develop training material
- Training Events Management: Market your training event

#### **Day 2 - PM Session: Training Events Management and Q&A**

- Training Events Management: During event preparation
- Training Events Management: Post-event activities
- Q&A

## HUMAN RESOURCE DEVELOPMENT:

Guidebook on Developing Income-Generating Services for Local Chambers  
DAY 1

# HUMAN RESOURCE DEVELOPMENT:

Guidebook on Developing  
Income-Generating Services  
for Local Chambers



NOTES

## House Rules

- Be punctual.
- As much as possible, avoid eating while the session is going on.
- Participants are allowed to receive and make phone calls during breaks (except for emergency cases).
- Please turn off your mobile phone or put it on silent mode. Answer your calls outside the Seminar room.
- In case of urgent matters requiring your presence, please do inform the facilitator / training staff before leaving.

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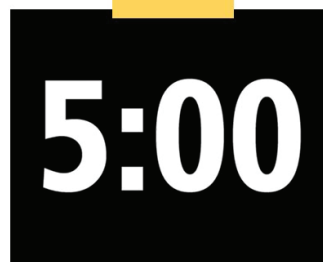
2

NOTES

## Participants' Introduction

Participants, kindly state the following:

- Name
- Designation and Chamber
- Experience with HRD
- Expectations



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3

NOTES

## Participants Introduction

Participants, kindly state the following:

- Name
- Designation and Chamber
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- Expectations

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01

## Overview of the Training

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## About the Training

This training course is designed to **build capacity among local chambers** and **equip them with the knowledge and tools** they need so they can **effectively identify and implement income-generating human resource development (HRD) services**.

The training draws strongly from the newly developed guidebook and shall also provide in-depth information on how to effectively put the guidebook to use.

NOTES

## HUMAN RESOURCE DEVELOPMENT:

Guidebook on Developing Income-Generating Services for Local Chambers

DAY 1

### Learning Objectives

The main objective of this training is to introduce the **Human Resource Development: Guidebook on Income-Generating Services for Local Chambers** to the key actors of local chambers.

At the end of the training, participants are expected to:

- Understand the guidebook
- Use the guidebook effectively in identifying and implementing various HRD and training-related services to offer
- Know how to plan and mobilize a training service business

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6

NOTES

### Day 01 Program

Time	Key Topics	Activity
9:00 am – 9:15 am	Registration	
9:15 am – 9:45 am	Introduction	
9:45 am – 10:00 am	Context Setting	Lecture
10:00 am – 10:15 am	Overview of the Guidebook	Lecture
10:15 am – 10:30 am	Chambers' Role in HRD	Lecture
10:30 am – 10:45 am	Question and Answer	Open Forum
10:45 am – 11:00 am	Coffee Break	

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7

NOTES

### Day 01 Program

Time	Key Topics	Activity
11:00 am – 11:30 am	HRD Service Development Process Step 1: <i>Conduct situational analysis</i>	Lecture
11:30 am – 11:45 am	Individual Exercise: SWOT Analysis	Workshop
11:45 am – 12:00 nn	Presentation of Output	Individual Presentation
12:00 nn – 1:00 pm	Lunch Break	
1:00 pm – 1:15 pm	Recap of Morning Session	Lecture
1:15 pm – 1:45 pm	HRD Service Development Process Step 2: <i>Identify potential services</i>	Lecture
1:45 pm – 2:15 pm	HRD Service Development Process Step 3: <i>Determine service feasibility</i>	Lecture

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8

NOTES



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Guidebook on Developing Income-Generating Services for Local Chambers

DAY 1

### Day 01 Program

Time	Key Topics	Activity
2:15 pm – 2:45 pm	Reflect, Act, Present	
2:45 pm – 3:00 pm	Coffee Break	
3:00 pm – 3:30 pm	HRD Service Development Process Step 4: <i>Create action plan for implementation</i>	Lecture
3:30 pm – 4:00 pm	Group Exercise: HRD Service Development Process Steps 1 to 4	Workshop
4:00 pm – 4:30 pm	Presentation of Output	Group Presentation
4:30 pm – 4:45 pm	Wrap Up	Lecture
5:00 pm onwards	Fellowship + Networking	

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9

NOTES

### Day 02 Program

Time	Key Topics	Activity
9:00 am – 9:10 am	Recap of Day 1	Lecture
9:10 am – 9:25 am	Introduction to Training Event Management	Lecture
9:25 am – 9:40 am	Training Events Management: <i>Identify the specific training needs</i>	Lecture Quick Q&A
9:40 am – 10:10 am	Training Events Management: <i>Create the budget plan</i>	Lecture Quick Q&A
10:10 am – 10:25 am	Group Exercise	Workshop
10:25 am – 10:40 am	Presentation of Output	Group Presentation
	Coffee Break	

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10

NOTES

### Day 02 Program

Time	Key Topics	Activity
10:40 am – 10:55 am	Training Events Management: <i>Make logistical arrangements</i>	Lecture Quick Q&A
10:55 am – 11:10 am	Training Events Management: <i>Develop training material</i>	Lecture Quick Q&A
11:10 am – 11:40 am	Training Events Management: <i>Market your training event</i>	Lecture Quick Q&A
11:40 am – 1:00 pm	Lunch Break	
1:00 pm – 1:15 pm	Recap of Morning Session	Workshop
1:15 pm – 1:45 pm	Training Events Management: <i>During event preparation</i>	Lecture Quick Q&A
1:45 pm – 2:15 pm	Training Events Management: <i>Post-event activities</i>	Lecture Quick Q&A

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11

NOTES

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Guidebook on Developing Income-Generating Services for Local Chambers

DAY 1

## Day 02 Program

Time	Key Topics	Activity
2:15 pm – 2:30 pm	Coffee Break	
2:30 pm – 4:00 pm	Group Activity: Training Events Management	Workshop
4:00 pm – 4:30 pm	Presentation of Output	Group Presentation
4:30 pm – 4:40 pm	Question and Answer	Open Forum
4:40 pm – 5:00 pm	Wrap Up Distribution of Certificates of Completion	

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12

NOTES

## Icons

To help you remember the ideas and thoughts presented in this training, we have used several graphic icons as informational signposts.

Following are the icons and the use that they signify:



Knowledge



Exercise



Tool



Key Approach



Tip

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13

NOTES

02

## Overview of the Guidebook

NOTES

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Guidebook on Developing Income-Generating Services for Local Chambers

DAY 1



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### Importance of the Guidebook



It can be utilized to help **identify and develop income-generating HRD services.**



It includes **assessment tools** for your current service portfolio and to enhance it where feasible.



It is intended to help chambers take a **more strategic and business-oriented approach** when identifying services and products.

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15

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### Intended Users



The guidebook was developed for **local chambers of commerce and industry**. Other users can also utilize this handbook (e.g. industry associations and other business membership organizations).

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16

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### How to use the Guidebook



#### Chambers' Role in Human Resource Development

This section identifies demand-driven HRD services in addition to your member companies' existing service portfolio.

This section provides 4 steps for the successful implementation of HRD in your chamber.



#### Training Events Management

This section is an elaborate how-to manual on organizing training events – one of the most common and effective HRD services.

This module contains “cheat sheets”, processes and corresponding templates to effectively manage training events.

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17

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DAY 1

03

## Chambers' Role in Human Resource Development

NOTES



## Role of Chambers in HRD



Local chambers are well-suited to address companies' HRD needs, particularly towards **building and retaining a skilled workforce**.



Chambers can **accelerate member companies' productivity and competitiveness** through high-quality programs.

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19

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## Role of Chambers in HRD



Chambers as **service providers and knowledge platforms** can help in membership development and expansion.



Offering fee-based services ensures **financial sustainability** to the chamber.

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20

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## The HRD Service Development Process



- 1**  
Conduct situational analysis
- 2**  
Identify potential services
- 3**  
Determine feasibility of the service
- 4**  
Create action plan for implementation

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## The HRD Service Development Process

### Step 01: Conduct situational analysis

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
## Conduct situational analysis

It is necessary to have a **clear understanding of your current position and capabilities** in the business environment. Therefore, it is essential to do a **Situational Analysis**.

The best way to accomplish that is to **use a collection of the most important methods** that exist out there for conducting situation analysis.

These methods will help you to arrange all the necessary data in the right order to **comprehend where you are as a chamber, to plan accordingly, and to base your decision-making on your analysis**.

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## PEST and SWOT Analysis

### PEST Analysis

- Considers: Political, economic, social, and technological factors
- Focuses on identifying the **external factors** that exist and affect your chamber and potential HRD services
- These external factors usually are **beyond your chamber's control** and sometimes present themselves as **threats**

### SWOT Analysis

- Considers: Strengths, weaknesses, opportunities, and threats
- Focuses on identifying **both internal and external factors** that may affect your chamber
- Effective for identifying issues, for strategic planning, and for decision making.

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24

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## Sample PEST Analysis

### Political

- Government, rules and regulations, tax reforms, legal issues, etc.

### Social

- Demographics, lifestyle, educational attainments, culture, etc.

### Economic

- Inflation, economic growth, interest rates, unemployment rate, economic policies, etc.

### Technological

- Research & development spending, innovation, internet, tech facilities, etc.

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25

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## Sample SWOT Analysis

### Strengths

- Membership base covering various industries in need to be compliant with existing rules

### Opportunities

- New rules and regulations require skills or knowledge upgrade like tax reform and continuous professional development

### Weaknesses

- Lack of in-house capacity to address knowledge gap

### Threats

- Competition offering training faster, cheaper, in a more convenient format

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26

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Guidebook on Developing Income-Generating Services for Local Chambers  
DAY 1



### Individual Exercise (15 mins)

1. Develop a SWOT Analysis matrix to identify the strengths, opportunities, weaknesses, and threats of your local chamber or an HRD service you're currently offering.
2. Come up with strategies to **enhance** your strengths, **overcome** weaknesses, **realize** opportunities, and **mitigate** threats.

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27

NOTES

05

## The HRD Service Development Process

### Step 02: Identify potential services

28

NOTES



### Identify potential services

The **needs of your customers should be a priority** when designing your chamber's new products or services. Taking these into account ensures that your services are relevant to your customer groups.

**Only a relevant service is sustainable;** hence, it requires a thorough Needs Analysis.

The Needs Analysis **uncovered actual industry demands specific** to a particular group. Backed with the situational analysis, both are effective tools for effectively responding to industry needs.

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29

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**HUMAN RESOURCE DEVELOPMENT:**



## Training Needs Assessment (TNA)



**ABC CHAMBER OF COMMERCE AND INDUSTRY  
TRAINING NEEDS ASSESSMENT SURVEY**

This survey intends to help your local chamber understand your business needs and how it can serve you better. All information will be kept confidential.

**GENERAL PROFILE**

Registered Business Name: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Business Address: \_\_\_\_\_  
 City/Municipality: \_\_\_\_\_ Province: \_\_\_\_\_  
 Region: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
 Telephone Number: \_\_\_\_\_ Fax Number: \_\_\_\_\_  
 Email Address: \_\_\_\_\_ Website: \_\_\_\_\_

**PRIMARY CONTACT PERSON**

Name: \_\_\_\_\_ Title: \_\_\_\_\_ First Name: \_\_\_\_\_ MI: \_\_\_\_\_ Surname: \_\_\_\_\_  
 Designation: \_\_\_\_\_  
 Email Address: \_\_\_\_\_  
 Contact Number: \_\_\_\_\_  
 Signature: \_\_\_\_\_

**COMPANY INFORMATION**

Form of Organization (corporation / partnership / single proprietorship): \_\_\_\_\_  
 Year Established: \_\_\_\_\_  
 Number of Employees: \_\_\_\_\_  
 Description of product / service: \_\_\_\_\_  
 Description of production processes / primary activity: \_\_\_\_\_


Is your company to produce your product to find:  
 training?  
 training provider or school / university / partnership program, name of agency?  
 which employee level (new-hires, experienced, etc.)?  
 is to attend external workshops / seminars, training provider etc.)?  
 which employee level (new-hires, experienced, etc.)?  
 benefit from seminars and training?  
 Legal: \_\_\_\_\_  
 Customer Service: \_\_\_\_\_  
 Manufacturing / Production / Supply: \_\_\_\_\_  
 Business Planning: \_\_\_\_\_  
 Other (please specify): \_\_\_\_\_  
 State why (e.g. new staff, new rules, etc.)  
 can be covered by a training program?

**Training Needs Assessment (TNA)** is the tool that can help in **determining if a training need exists** and, if it does, **what kind of training is required to fill the gap.**

30

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## Why do a TNA?

A TNA provides information on the **training and skills development requirements** of all key actors of your member companies. It is one of the key steps in preparing a training plan and will provide you with information on which to base your training plan. By doing TNA, it enables you to:

- Identify the gap between the current and required levels of knowledge, skills, and attitude;
- Identify what the general content of the training should be;
- Form the foundation of a training plan;
- Provide a baseline for the evaluation of a training plan;
- Ensure that appropriate and relevant training is delivered; and
- Maximize use of scarce resources.

31

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NOTES



## Diversify your service portfolio!



Industry-Academe Linkage



Training Course and Seminar



Assessment and Certification



Recruiting Support



Legal Services

32


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DAY 1



## Industry-Academe Linkage

**Dual Education and Training (DET)**


Addresses skills mismatch & promotes youth employability

Pursuing innovative solutions for curriculum development and enhancement, guided work immersion in the K-12 framework, and meaningful on-the-job training

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33

NOTES



## Dual Education and Training (DET)

Schools & College

Government, Industry, & Commercial Sector

**Theory**  
Technology College

**Practice**  
Structured Training


**Work**  
Coordinated Delivery

**Degree** + **Certificate/ License**




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34

NOTES



## Industry-Academe Linkage

-   
**1**  
Conduct industry skills-need assessment through chamber consultations
-   
**2**  
Curriculum development/enhancement to include the needed skills identified by the companies
-   
**3**  
Industry immersion period where students will learn and hone industry-specific skills

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35

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## Training Courses and Seminars

Based on industry demand identified through a skills-need analysis, training courses and seminars are **designed to re-skill or up-skill employees of member companies.**

Chambers can help facilitate from training needs analysis to training preparation and delivery, up to training evaluation and other post-event activities.

Through assessment, the productivity of the training can be evaluated. Besides the in-company training efforts, chambers can offer **training for assessors** which teaches the principles of fair and un-biased assessment, and the different modes of assessment and grading.

NOTES



## Assessment and Certification



A chamber can organize an independent skills and knowledge assessment to conclude a training period.



Chamber can issue certificates attesting gained competences based on pre-defined standards.

NOTES



## Recruiting Support

### Problem

Fast turnover of employees  
Finding, selecting, hiring and training new employees is a taxing job for HR managers.

### Solution

Recruiting support can be your next HRD service.

### Suggestion

Job Fairs  
Competency Profiling

NOTES



## Legal Services



Chambers are capable of administering legal services related to human resources and labor once hiring and recruitment is in motion.



Governed by law and standards, companies are obliged to abide by certain regulations, standards and procedures in the event of a conflict.

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39


NOTES

06

## The HRD Service Development Process

### Step 3: Determine the feasibility of the service

NOTES



## Feasibility of HRD services

A **Feasibility Study** looks at the **viability of an idea** with an emphasis on identifying potential problems. The study attempts to answer two main questions: **Will the idea work? Should you proceed with it?**

Chambers already offering HRD services must **assess their current portfolio before introducing a new venture**. Hence, chambers should not try to initiate too many HRD services at once.

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41

NOTES



NOTES

## What to Study and Conclude?

Things to be studied:

- The present organizational system of the Chamber (including the existing HRD service/s);
- Problems with the current services;
- Possible alternative HRD service/s;
- Advantages and disadvantages of the alternative/s



**Feasibility  
of the HRD  
service**

42

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## Why is a Feasibility Study important?

The information you gather and present in your feasibility study will help you:

- Identify all the things you need to make your service work;
- Pinpoint logistical and other business-related problems and solutions;
- Develop marketing strategies to present your chamber/service is worth considering as an investment; and
- Serve as a solid foundation for developing your business plan

43

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NOTES



## Four Areas of Feasibility



**1**

**OPERATIONAL**  
Feasibility



**2**

**ECONOMIC**  
Feasibility



**3**

**TECHNICAL**  
Feasibility



**4**

**SCHEDULING**  
Feasibility

44

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## Areas of Feasibility

### 1 Operational Feasibility

This assessment involves undertaking a study to analyze and determine whether—and how well—the chamber’s needs can be met by the HRD service.

### 2 Economic Feasibility

This assessment typically involves a cost/benefits analysis of the HRD service, helping chambers determine the viability and benefits associated with the service.

45

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NOTES



## Areas of Feasibility

### 3 Technical Feasibility

This assessment focuses on the chamber’s technical resources. It helps chambers determine if resources meet capacity and if the technical team can convert ideas into working systems.

### 4 Scheduling Feasibility

This assessment includes constraints on the service/project working timeline and whether they could be reasonably met.

46

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NOTES



## Feasibility Study

**ABC CHAMBER OF COMMERCE AND INDUSTRY  
FEASIBILITY STUDY**

**HRD SERVICE:** \_\_\_\_\_

**I. Executive summary**  
*The executive summary is a high-level overview of the feasibility study. It provides the salient points from each section in the document.*

**II. Description of the HRD service**  
*This section describes, in detail, the HRD service the chamber intends to implement. It defines what it wants to achieve through the service, its target group, and the activities entailed. It provides the rationale to roll out the service.*

**III. Definition of target market**  
*This section describes, in detail, anticipated customers of the HRD service. It should answer the questions: Why is the service relevant for those customers? How was this knowledge gained (e.g. through the training needs survey)? Is there a critical number of customers for this service? Are the customers willing to pay for the service?*

**IV. Budget**  
*The budget includes all projected expenses to be made for the preparation and implementation of the service. It includes costs for materials, professional fees for external resource persons, transportation, venue, rentals, among others.*

**V. Timeline**  
*This timeline sets target dates for meeting major milestones and the timeframes for implementation.*

**VI. Recommendations**

A Feasibility Study brings clarity to the proposed undertaking by:

- stating the clear objective of the new service;
- summarizing the findings from the situational analysis and needs assessment; and
- stating the proposed budget and return on investment.

47

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## Components of a Feasibility Study

### 1 Business Description

This describes the product or services to be offered.

### 2 Market Feasibility

This includes a description of the industry, the current market, anticipated future market potential, competition, sales projections, and potential partners.

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48

NOTES



## Components of a Feasibility Study

### 3 Technical Feasibility

This details how you will deliver your product or service, including issues of materials, labor, transportation, where your business will be located and the technology needed.

### 4 Financial Feasibility

This is where you project how much startup capital you will need and examine potential sources of capital, and returns on investment.

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49

NOTES



## Components of a Feasibility Study

### 5 Organizational Feasibility

This examines the legal and corporate structure of the business. You can also include professional background information about the founders of the business and what skills they can contribute to the business.

### 6 Conclusion

This discusses how you envision the business succeeding. The conclusions of the feasibility study should outline in depth the various scenarios examined and the implications, strengths and weaknesses of each.

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50

NOTES

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Guidebook on Developing Income-Generating Services for Local Chambers  
DAY 1



# Feasibility Matrix

**ABC CHAMBER OF COMMERCE AND INDUSTRY**  
**FEASIBILITY MATRIX**

The feasibility matrix helps determine a service's feasibility based on a score. A total score ranging from 32-40 indicates that the chamber is in a good position to implement the service. If the total score is between 8-24, implementing the proposed service is less feasible and requires improvement in its planning stage.

**INSTRUCTIONS:** Read each item carefully and check the corresponding boxes based on your knowledge and information. At the end, add up the ratings. Please be guided by the rating system.

RATING	
5 Strongly Agree	1 Disagree
4 Agree	2 Strongly Disagree
3 Neutral	

CRITERIA	RATING				
	5	4	3	2	1
1. The service can be rolled out in its complete form with the available manpower.					
2. There is low competition in the market for the new service.					
3. The service fulfills the needs of the members.					
4. There is no need for further knowledge acquisition on developing and rolling out the new service.					
5. There is no need for further capital expenditures on developing and rolling out the new service.					
<b>TOTAL</b>					

A **Feasibility Matrix** is a supplementary tool to the Feasibility Study.

It provides a quantitative assessment of the feasibility of the service based on a scoring system.

51

NOTES

07

## The HRD Service Development Process

### Step 4: Create an action plan for implementation

NOTES



# Create an Action Plan for Implementation

When developing your action plan:

- **Articulate your sustainability goal**—setting specific, measurable, and verifiable metrics.
- **Identify linkages among resources, activities, and outcomes**—as well as gaps or disconnects that need to be addressed—through your analysis of institutional context.
- **Tie your plan directly into the goals and metrics** you established and select strategies that help you change particular groups' behavior to achieve those goals.
- When you start developing your action plan, **use several proven strategies** for effecting institutional change, tailored for your context of rules, roles and tools.

55

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# HUMAN RESOURCE DEVELOPMENT:

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DAY 1



## Action Plan

ABC CHAMBER OF COMMERCE AND INDUSTRY ACTION PLAN				
GOAL #1				
Main Objective:	Detailed Action Items	Responsible Person(s)	Resources	Time Frame
Step 1				
Step 2				
Step 3				
Step 4				

GOAL #2				
Main Objective:	Detailed Action Items	Responsible Person(s)	Resources	Time Frame
Step 1				
Step 2				
Step 3				
Step 4				

An **Action Plan** is a **blueprint** for the actual implementation.

It answers the question, **“how will this work?”**.

The action plan is prepared based on the findings from the feasibility study and assumes that the service will achieve its cost-covering targets and address the needs previously identified by their members.

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54

NOTES



## Group Exercise (30 mins)

1. Imagine you and your groupmates work in the same chamber. Identify an HRD service you can develop and offer to your member companies.
2. Complete Steps 1-4 of the HRD Service Development Process with your groupmates.

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56

NOTES

## Wrap-Up

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57

NOTES



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DAY 1

NOTES



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58

NOTES

## Acknowledgment

This guidebook was developed and designed by the Asia Society for Social Improvement and Sustainable Transformation (ASSIST).

ASSIST is a self-sustaining NGO focused on social improvement and sustainable transformation through capacity building and technical assistance in key sectors.

For more details visit us at:  
[www.assistasia.org](http://www.assistasia.org)

Manila, Philippines  
October 2018

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59

# TRAINING EVENTS MANAGEMENT MODULE

A comprehensive walkthrough of managing a training event from pre-event preparation to the actual implementation to post-event activities.



NOTES

## 01 Pre-Event Preparation

## 02 During Event Preparation

## 03 Post- Event Activities

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2

NOTES

01

# Pre-Event Preparation

NOTES

01

## Pre-Event Preparation

### A. Identify the specific training needs

NOTES

## TOOL: Training Needs Assessment

This enables you to identify priority areas based on the assessment.

*How do you define TRAINING?*

NOTES

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5

## TOOL: SWOT Analysis

This helps weigh options on utilizing in-house resources, outsourcing and pursuing partnerships by identifying:

**S**trengths

**W**eaknesses

**O**pportunities

**T**hreats

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6

## TOOL: SWOT Analysis

The SWOT Analysis must cover

1. Competitor Pricing
2. In-House Capabilities

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7

NOTES

01

## Pre-Event Preparation

### B. Create the Budget Plan

NOTES

## TOOL: Training Budget Plan

The **Training Budget Plan** helps the organization to calculate the costs of organizing and conducting a training event.

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9

NOTES

**HUMAN RESOURCE DEVELOPMENT:**

Training Events Management Module  
DAY 2

# TOOL: Training Budget Plan

ABC CHAMBER OF COMMERCE AND INDUSTRY [COURSE TITLE] TRAINING BUDGET PLAN					
Item	Unit	No. of Units	Cost per Unit	Total Costs	Remarks
<b>1. Fixed Costs</b>					
Admin and Logistics					
Venue	lump sum				
Projector	per piece				
Speakers	per piece				
Laptop	per piece				
Travel	per trip				
Trainer					
Trainer professional fee	lump sum				
Trainers	per piece				
Materials	per piece				
<b>2. Variable Costs</b>					
Marketing collateral	lump sum				
Design and development	lump sum				
Communication expenses	lump sum				
Telephone internet					
Operation Costs					
Continental development	lump sum				
Online & Database	lump sum				
<b>SUBTOTAL FIXED COSTS</b>					
<b>SUBTOTAL VARIABLE COSTS</b>					
<b>TOTAL</b>					

This determines the following:

- Costs of organizing and facilitating the Training
- Course fee

NOTES

10

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# TOOL: Breakeven Calculator

The **Breakeven Calculator** is a tool that can be used to determine how many units are needed to be sold in order to recover the costs.

NOTES

11

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# Breakeven Calculator

ABC CHAMBER OF COMMERCE AND INDUSTRY [COURSE TITLE] BREAKEVEN CALCULATOR					
Item	Unit	No. of Units	Cost per Unit	Total Costs	Remarks
<b>1. Fixed Costs</b>					
Admin and Logistics					
Venue	lump sum				
Projector	per piece				
Speakers	per piece				
Laptop	per piece				
Travel	per trip				
Trainer					
Trainer professional fee	lump sum				
Trainers	per piece				
Materials	per piece				
<b>2. Variable Costs</b>					
Marketing collateral	lump sum				
Design and development	lump sum				
Communication expenses	lump sum				
Telephone internet					
Operation Costs					
Continental development	lump sum				
Online & Database	lump sum				
<b>SUBTOTAL FIXED COSTS (FC)</b>					
<b>SUBTOTAL VARIABLE COSTS (VC)</b>					
<b>CONSIDERATIONS IN DETERMINING THE RIGHT COURSE FEE:</b>					
1. Use the Breakeven Calculator					
2. Benchmarking and Market Research					
3. Strategic Management Decision					
4. Feasibility using a) in-house resources; and b) outsourcing					
<b>BREAKEVEN COMPUTATION</b>					
FC/VC					
No. of units needed to breakeven					

This determines the following:

- Number of units needed to be sold in order to recover the costs
- Target number of participants for the training

**Considerations in determining the right course fee:**

1. Use the Breakeven Calculator
2. Benchmarking and Market Research
3. Strategic Management Decision
4. Feasibility using a) in-house resources; and b) outsourcing

NOTES

12

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## Tips to lower costs

1. In-house vs. External Trainer
2. Electronic Copies vs. Printouts
3. In-Kind Sponsorships

01

## Pre-Event Preparation

### C. Make logistical arrangements

## Make Logistical Arrangements



Training Date



Training Venue



Training Material and  
Equipment

NOTES



## Training Date

- **Timing** is everything.
- Avoid conflict in schedules/activities.

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15

NOTES



## Training Venue

This can take the largest portion of the budget.

Considerations in choosing a venue:

- ✓ Spatial requirement based on:
  - Format of the training
  - Expected number of participants
- ✓ Duration of the Training
- ✓ Location and Accessibility
- ✓ Price
- ✓ Availability on the Training dates
- ✓ Accommodation (if necessary)

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16

NOTES



## Training Venue

Gather at least 3 quotations to compare venue options. Have them pencil booked and once a final decision is made, confirm booking to the venue partner.

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17



## Training Material & Equipment

Create a list of the following:

1. Materials and equipment (audio and visual) necessary to conduct the training;
2. Requirements and transportation needs to deliver training materials and/or the trainer to the venue; and
3. Food and beverages provider.

**Always confirm the inclusions to the venue provider.**

NOTES

01

## Pre-Event Preparation

### D. Develop training course outline

NOTES

## Develop a Training Course Outline (TCO)

Successful trainings transpire from good resource persons.

- If external trainers are engaged in the training, the Trainer Interview Form helps assess his/her qualifications.

NOTES



## TOOL: Training Course Outline (TCO)

The TCO provides more details to the training agenda which can be broken down on a daily basis (for multiple-day sessions).

It defines the benefits that the target participants can gain, which make it a valuable part of the marketing process.

## TOOL: Training Course Outline (TCO)

This works as a guide to identify the content of the training. It must include the following:



**Learning Objectives**  
This can be identified from the training needs analysis



**Target Audience**  
This can already be identified during the feasibility study



**Duration of the Training**

## Trainer Interview Form

ARC CHAMBER OF COMMERCE AND INDUSTRY COURSE TITLE TRAINER INTERVIEW FORM	
Trainer Name: _____	Date of Interview: _____
Areas of Expertise/Specialisation Skills	
_____	
_____	
_____	
Strengths	
_____	
_____	
Areas of Opportunities	
_____	
_____	
_____	
<small>Under each section the interviewer should give the candidate a numerical rating and write job specific comments in the space provided below. The numerical system is based on the following: 5 - Exceptional 4 - Above average 3 - Average 2 - Satisfactory 1 - Unsatisfactory</small>	
<b>Operational and Situational Questions</b> <ul style="list-style-type: none"> <li>How would you deal with an employee who doesn't think your training session is worthwhile?</li> <li>People learn at different rates and with varying speeds. How would you ensure everyone in your program develops their skills?</li> <li>How would you conclude a training session?</li> <li>How would you deal with an employee who doesn't think your training session is worthwhile?</li> </ul>	<b>Basic General Questions</b> <ul style="list-style-type: none"> <li>What methodologies do you use in training?</li> <li>What subject do you teach more often?</li> <li>Give me an example of how you use technology in your job. What e-learning software do you prefer?</li> <li>How do you keep up with news and trends in employee training?</li> <li>How would you deal with an employee who doesn't think your training session is worthwhile?</li> <li>How would you use the ADDIE (Analyze, Design, Develop, Deliver, Evaluate) model?</li> <li>Do you have experience in writing a course?</li> <li>Are you certified as a trainer? If yes, what is your certification/ certifying body?</li> </ul>
Rating: _____ Comments: _____ _____ _____	Rating: _____ Comments: _____ _____ _____

ABC CHAMBER OF COMMERCE AND INDUSTRY  
(COURSE TITLE)  
TRAINING COURSE OUTLINE

**Program Overview**

- I. Learning Objectives  
*(Objective of the course for the Participants. 5 bulleted points)*
- II. Benefits  
*(Benefits of the course for the Participants. 5 bulleted points)*
- III. Target Audience  
*(4 or 5 varied participant types)*
- IV. Duration  
*(Number of training days)*
- V. Training Agenda

**Day 1**

- Topic 1
- Topic 2
- Topic 3
- Topic 4

**Day 2**

- Topic 5
- Topic 6
- Topic 7
- Topic 8

**Day 3**

- Topic 9
- Topic 10
- Topic 11
- Topic 12

# Training Course Outline

01

## Pre-Event Preparation

### D. Develop training course outline

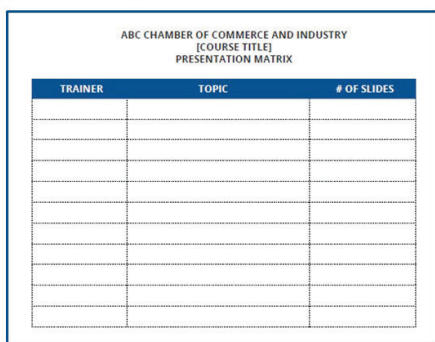
## Develop Training Materials

**TOOLS:**

1. Presentation Matrix
2. Training Materials Checklist

## 01. Presentation Matrix

Helps trainers to structure their presentations within a given timeframe.



The image shows a template for a presentation matrix. At the top, it reads "ABC CHAMBER OF COMMERCE AND INDUSTRY [COURSE TITLE] PRESENTATION MATRIX". Below this is a table with three columns: "TRAINER", "TOPIC", and "# OF SLIDES". The table has 10 rows, with the first row being a header and the remaining 9 rows being empty for data entry.

TRAINER	TOPIC	# OF SLIDES

## Presentation Matrix Template

## 02. Training Materials Checklist

This ensures that all materials and equipment needed by the trainer in the facilitation of the training are taken note of and provided.

The materials to be used must be patterned after the learning objectives.

ABC CHAMBER OF COMMERCE AND INDUSTRY  
[COURSE TITLE]  
TRAINING MATERIALS CHECKLIST

Date of training: \_\_\_\_\_  
Venue: \_\_\_\_\_  
Trainer: \_\_\_\_\_  
Number of participants: \_\_\_\_\_

- Trainer's presentation materials (e.g. slideshow presentation, video)
- Trainer's script
- Trainer's modules
- Registration list
- Name tags
- Sheets of paper/notepads
- Pens
- Flipchart/whiteboard
- Markers
- Laptop
- Projector
- Speakers
- Certificates
- Post-training evaluation forms

## Training Materials Checklist Template

## 02. Training Materials Checklist

Training materials function as tools to effectively relay training contents to the participants, as well as, support their learning process.

**Points to remember:**

- Objectives the training must be **SMART** (Specific, Measurable, Attainable, Realistic and Time-bounded).
- Evaluations and critical thinking modules aids comprehension.
- Hand-outs are essential to help participants focus on the discussion rather than taking notes.
- Provide access to electronic copies of presentations.

## Market Your Training Event

**TOOLS:**

1. Marketing Collateral
2. Online Registration Form
3. Electronic Direct Mailer

These tools must be sent at least 1 month before the training date to ensure that the participants will include the training in their schedule.

# 01. Marketing Collateral

This is patterned after the Training Course Outline.

It must indicate the following information:



Topic of Training



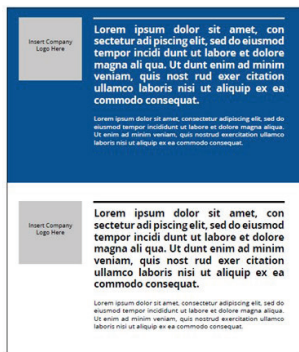
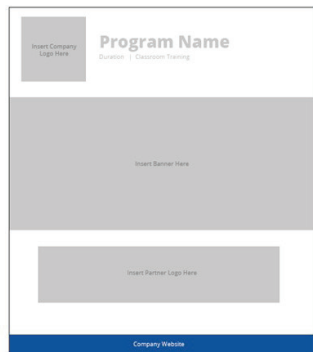
Venue



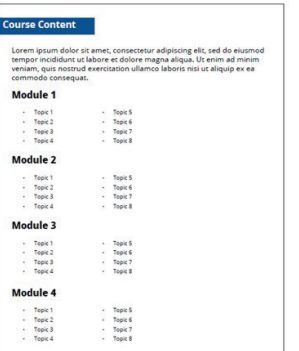
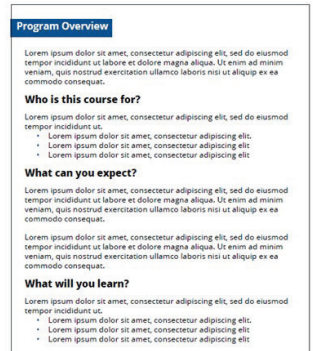
Final Date & Time of Event



Trainer/s



# Marketing Collateral Template



# Marketing Collateral Template

## 02. Online Registration Form

Send out registration forms to interested or target participants either via email as Online Registration Forms or as hard copies to member companies.

**Course Title**  
Date of training course

**INSTRUCTIONS**

For organizations or companies with multiple representatives, please ask each participant to individually accomplish this online registration form.

To register and reserve your slot, follow these easy steps:

1. Accomplish this online registration form.
2. Deposit your payment to \_\_\_\_\_ bank account.  
Please write your full name and event title on the deposit slip.
3. Email a photo of deposit slip to \_\_\_\_\_.

**REGISTRATION**

Name of Participant: \_\_\_\_\_  
Company Name/Organization: \_\_\_\_\_  
Contact Number: \_\_\_\_\_  
Company Email Address: \_\_\_\_\_  
Personal Email Address: \_\_\_\_\_  
Office Address: \_\_\_\_\_

**Official Receipt Info**

1. Name to be written on the script: \_\_\_\_\_
2. TIN Number: \_\_\_\_\_
3. Address: \_\_\_\_\_

**PAYMENT PROCESS**

Step 1: Deposit Cash or Check to \_\_\_\_\_ Account.  
(Indicate bank deposit name)

Step 2: Validation Payment  
After depositing your payment, please send a copy of the deposit slip to \_\_\_\_\_.  
Make sure you've filled out the correct information on the name, TIN and address to be written on the receipt on this online registration form.

Step 3: Issuance of official receipt.  
Claim your official receipt on the day of the program.  
(Indicate consultation process here)

Note: Any basic changes must be paid by participant.  
(Indicate consultation process here)

Thank you so much and we look forward to seeing you soon!

**THE SECRETARIAT**  
ABC CHAMBER OF COMMERCE AND INDUSTRY

## Online Registration Form Template

## 02. Online Registration Form

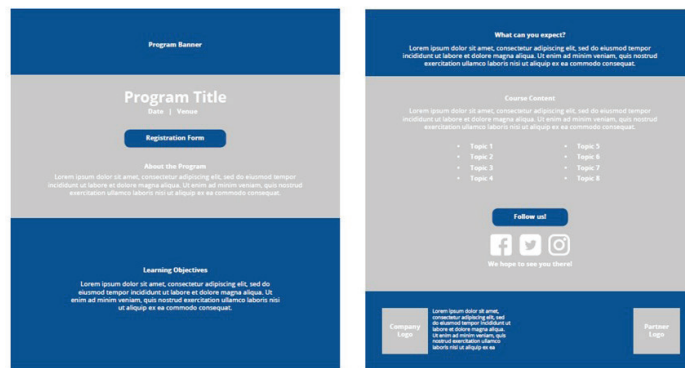
Points to remember:

1. Include the number of slots available for the training and a disclaimer, that the course shall only be conducted when the minimum number of participants is met.
2. Inform the participants that they shall receive a confirmation email once the minimum number of participants has registered.
3. Follow up on unresponsive member companies on their RSVP response at least once a week.

### 03. Electronic Direct Mailer

Marketing collaterals can be released via social media or email blasts using Electronic Direct Mailers.

NOTES



### Electronic Direct Mailer Template

NOTES

02

## During Event Preparation

NOTES

# HUMAN RESOURCE DEVELOPMENT:

Training Events Management Module  
DAY 2

## 01

Check the Venue and Seat Plan of the participants. Banners and registration desk at the venue with the **Attendance Sheet**, training materials and fishbowl (for business cards) must be set up adjacent to the training venue.

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39

NOTES

ABC CHAMBER OF COMMERCE AND INDUSTRY  
[COURSE TITLE]  
ATTENDANCE SHEET

Title of Training	Venue					
Trainer	Date					
NOTE: Please write your name LEGIBLY as you want it to appear on your certificate.						
No.	Name	Company Name	Designation	Contact Numbers	Email Address	Signature
1						
2						
3						
4						
5						
6						
7						
8						
9						

## Attendance Sheet Template

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40

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## 02

Ensure transportation arrangements for training materials and the trainer/s are carried out.

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41

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**HUMAN RESOURCE DEVELOPMENT:**

Training Events Management Module

DAY 2

**03**

Welcome the participants and usher them to the registration desk for attendance.

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42

NOTES

**04**

Coordinate the food and refreshment serving times and preferences to the venue staff.

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43

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**05**

Photos and videos must be taken in the entire duration of the event for documentation.

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44

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# HUMAN RESOURCE DEVELOPMENT:

Training Events Management Module  
DAY 2

## 06

At the end of the training, distribute the Training Feedback Form to the participants and collect them after filling out.

NOTES

### ABC CHAMBER OF COMMERCE AND INDUSTRY [COURSE TITLE] TRAINING FEEDBACK FORM

Dear learner,  
Thank you for attending our training. Name of chamber is dedicated in providing the best learning experience. Your feedback is important to us. Please help us measure the quality of our recent workshop and improve the next by answering the feedback form.

Personal Information	Trainer Name	Company	Training Venue/Date	Birthdate
I hereby declare that I generally agree all strongly agree				

COURSE	1	2	3	4	5
How relevant content meet your expectation?					
How do you experience the speed or rate at which the training was presented?					
Can you participate 100% the course material in your daily work condition?					
Will the training affect your ability to perform your job from today on?					
How would you rate the hour and duration of the training?					

PROCESS OF TRAINING	1	2	3	4	5
The training material was appropriate for the position					
How relevant material used during the training activities were effective?					
Practical application of training were done and accurately assessed?					
Trainer's knowledge, experience & expertise were good?					
Trainer's communication skills were good?					

STRUCTURE OF TRAINING	1	2	3	4	5
The usefulness of the information received in training					
The structure of the training content					
The pace of the training session					
The consistency of the training schedule					
The usefulness of the training material					
Was the training appropriate for your level of experience?					

ABOUT THE TRAINER	1	2	3	4	5
The trainer is knowledgeable about the subject matter					
The facilitator explained the concepts clearly and in an understandable way					
The facilitator was able to answer the question of the participants					
How would you rate the facilitator skills overall?					

VENUE & FOOD	1	2	3	4	5
The venue is convenient and well equipped in meeting the needs training in training					
The food and refreshment were of high quality					
The training room and facilities were conducive for training and the trainer was easy to reach					
The training room and facilities had satisfactory audio-visual equipment / services					

REMARKS
What training would be of interest to you to enhance your performance?

VENUE & FOOD	1	2	3	4	5
How would you rate the training overall?					

Signature \_\_\_\_\_ By signing, I am giving \_\_\_\_\_ the permission to publish my testimonial directly, without charge.

## Training Feedback Form Template

NOTES

## 07

Once the session has been concluded, express gratitude to the participants for attending the training and the trainer for facilitating the training. Hand out certificates of accomplishment/ certificates of attendance to the participants.

NOTES

**08**

At the end of the event, make sure to gather and pack away all the collaterals, materials used.

NOTES

**03**

## Post-Event Activities

NOTES

## Post-Event Activities

**TOOLS:**

1. Training Feedback Form Tally
2. Training Evaluation Report
3. Partner Database
4. Trainer Database

NOTES

## 01. Training Feedback Form Tally

Analysis of the Training Feedback Form is necessary to **evaluate the adequacy of the training design, delivery methodology and training content.**

This tool determines if the objectives are met from the participants' perspective.

Dear Trainee,  
Thank you for attending our training. (Name of company) is dedicated in providing the best learning experience. Your feedback is important to us. Please help us measure the quality of our recent activities and improve the next by answering this feedback form.

**A. COURSE**

	Count	Percentage
Did the course content meet your expectations?		
How did you experience the speed or pace at which the training was presented?		
Can you practically apply the course material to your daily work situation?		
Will the course affect your ability to perform your job from now on?		
How would you rate the focus and structure of the course?		

**B. METHODS OF TRAINING**

	Count	Percentage
Training materials and references for my position?		
Methodological methods used during the session considered were effective?		
Presented training materials were clearly and accurately written?		
Presented enough material? (quantity)?		

## Training Feedback Form Tally Template

## 02. Training Evaluation Form

This is prepared based on the findings from the analysis of the Training Feedback Form.

It enables the organizer to initiate corrective actions for future programs.

**HUMAN RESOURCE DEVELOPMENT:**

Training Events Management Module  
DAY 2

NOTES

Performance indicators	Tabulated figures				
	1	2	3	4	5
<b>A. COURSE</b>					
Did the course content meet your expectations?					
How did you experience the speed or rate at which the training was presented?					
Can you practically apply the course material to your daily work situations?					
Will the course affect your ability to perform your job from now on?					
How would you rate the focus and structure of the course?					
<b>B. PROCESS OF TRAINING</b>					
The training received was adequate for my position					
Instructional methods used during the session/ activities were effective					
The proposed training materials were clearly and accurately written					
I received enough resources / materials					
The supplies were provided in a timely manner					
<b>C. STRUCTURE OF TRAINING</b>					
The information received in training was useful					
The training sessions were well-structured					
The training sessions were well-paced					
The appropriateness of the training schedule					
The training materials were useful					
The training was appropriate for my level of experience					
<b>D. FACILITATOR'S SKILLS</b>					
The facilitator is knowledgeable on the subject matter					
The facilitator explained the concepts clearly and in an understandable way					
The facilitator was able to answer the questions of the participants					
How would you rate their facilitation skills overall?					
<b>E. VENUE &amp; FOOD</b>					
The hotel and _____ staff were hospitable in meeting the needs during the training					
The food and refreshments were of high quality					
The training room and facilities were conducive for training and the location was easy to find					
The training room and facilities had satisfactory audio-visual equipment / service					

# Training Evaluation Form Template

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54

NOTES

## 03. Partner Database

ABC CHAMBER OF COMMERCE AND INDUSTRY [COURSE TITLE] PARTNER DATABASE					
Name of Partner	Contact Person	Position of Contact	Location of Partner	Points of Interest	Remarks

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55

NOTES

## 04. Trainer Database

ABC CHAMBER OF COMMERCE AND INDUSTRY [COURSE TITLE] TRAINER DATABASE									
Trainer's Name	Location	Contact Number	Key Topics	Classifications/Qualifications	Accreditation	Man-day Rate (Php)	Trainer's Email ID	Status	Remarks

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56

## Wrap-Up

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57

NOTES

## Project Partners



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57

NOTES

## Acknowledgment

This guidebook was developed and designed by the Asia Society for Social Improvement and Sustainable Transformation (ASSIST).

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For more details visit us at:  
[www.assistasia.org](http://www.assistasia.org)

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October 2018

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58

NOTES

## **HUMAN RESOURCE DEVELOPMENT:**

Guidebook on Developing Income-Generating Services for Local Chambers

PARTICIPANT MANUAL

# **Trainer Profile**

## **Sreenivas Narayanan** **Group Managing Director, ASSIST Asia**

Sreeni Narayanan is the Founder and Group Managing Director of Asia Society for Social Improvement and Sustainable Transformation (ASSIST), an innovative and capacity-building international non-government organization (NGO) that promotes sustainable practices to partner development organizations.

A Chemical Engineer by profession with an MBA from the Asian Institute of Management tucked under his belt, he has led ASSIST in managing projects in over 20 countries across Asia and maintaining offices in four – the Philippines, its headquarters; India; Vietnam; and, Cambodia.

Alongside these development partnerships, he has led organization's Social Actions projects, which are all internally conceptualized and independently managed by ASSIST with the aim of challenging conventional thinking, sparking positive change, and building enduring cooperation for progress in areas such as education, technology, human rights, environment, among others.

He is also behind ASSIST's other social ventures, which include Impact Magazine (formerly 'AsianNGO Magazine'), a first-of-its-kind mixed media magazine that aims to provide NGOs opportunities to find funds, partners and relevant learning resources for better organizational and program management.







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## **HUMAN RESOURCE DEVELOPMENT:**

# Guidebook on Developing Income-Generating Services for Local Chambers

