



# **Bar Bending & Concreting Level II**

## **Learning Guide - 64**

**Unit of Competence: - Develop Business Practice**

**Module Title: - Developing business practice**

**LG Code: EIS BBC2 M16 L03 -LG-64**

**TTLM Code: EIS BBC2 TTLM 1019v1**

### **L0 3: Implement business Development plan**



## Instruction Sheet

## Learning Guide #- 64

This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics –

- Obtaining physical and human resources to implement business operation.
- Establishing operational unit to support and coordinate business operation.
- Understanding and discussing simulations on the development plan
- Understanding and discussing Implementation manual
- Marketing the business operation is undertaken.
- Developing and implementing monitoring process for managing operation.
- Maintaining Legal documents and keeping relevant records to ensure validity and accessibility.
- Negotiating and securing contractual procurement rights for goods and services in accordance with the business plan.
- Identifying options for leasing/ownership of business premises and Undertaking contractual arrangements in accordance with the business plan.

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, **you will be able to –**

- Understand how the physical and human resources are obtained for business operation.
- Establish an Operational unit that support and coordinate business operation.
- Understand and discuss simulations on the development plan
- Discuss and discuss an implementation manual.
- Undertaking marketing of a business operation.
- Develop and implement monitoring process for managing operation.
- Maintain, keep and update Legal and relevant documents to ensure validity and accessibility.
- Negotiate and secure contractual procurement rights for goods and services including **contracts with relevant people** in accordance with the business plan.
- Identify and complete contractual arrangements for leasing/ownership of business premises in accordance with the business plan.



### Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described in number 3 to 7.
3. Read the information written in the “Information Sheets 1”. Try to understand what are being discussed. Ask your teacher for assistance if you have a hard time understanding them.
4. Accomplish the “Self-check 1” **in page 5**.
5. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-check 1).
6. If you earned a satisfactory evaluation proceed to “Information Sheet 2”. However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #1.
7. Submit your accomplished Self-check. This will form part of your training portfolio.



Information Sheet-1	Obtaining physical and human resources to implement business operation
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### 1.1 Obtain physical resources for business operation

- A business should obtain among other resources physical resources to conduct its day to day activities smoothly. They may include
  - ✓ **Premises:** include any building or structure, any land and any means of transport.  
Neither the building nor the structure nor the means of transport need to be standing on land owned by the same person, they may be anywhere.
  - ✓ **Machineries:**
  - ✓ **Consumables :** these are goods that are used up within a year or less and consumed as a result of business operation

### 1.2 Obtain human resources for business operation

- Human resources refer to all the workers who are participated in the day tp day activities of the business.
- In obtaining a human resource of any kind, the following steps should be followed in the right sequence
  - ✓ **Hiring:** the process of getting the right employees from the labor market.
  - ✓ **Orientation of employees:** it is the process of giving the appropriate information of job for the new employee.
  - ✓ **Placing:** it is the process of giving job description, showing the place and conditions in which the new employee will work and helping the new employee start his/her job.



<b>Self-Check -1</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

**Short Answer Questions**

1. What is a premise?
2. What are consumables?
3. What do we mean by placing of employees?

**Note: Satisfactory rating - 3 points**

**Unsatisfactory - below 3 points**

**Answer Sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_



<b>Information Sheet-2</b>	<b>Establishing operational unit to support and coordinate business operation.</b>
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## 2.1 Departmentalization

- **Departmentalization** is the process of by which jobs are grouped together.
- Every organization will have its own specific way of classifying and grouping work activities; i.e., each organization will have its own departmentalization.

## 2.2 Importance of departmentalization

- Some of the common importance of departmentalization are
  - ✓ Growth and expansion
  - ✓ Fixing responsibility
  - ✓ Better customer service
  - ✓ Management development
  - ✓ Optimum utilization of resources
  - ✓ Facilitates better control

## 2.3 Types of departmentalization

The five common forms of departmentalization are

- Functional departmentalization (based up on functions in the business)
- Product departmentalization (based up on the products/services of the business)
- Geographical departmentalization (based up on the geographical distribution of the business)
- Process departmentalization (based up on the process of the business)
- Customer departmentalization (based on the nature/types of business operation)

## 2.4 Factors for choosing an appropriate departmentalization

The eight main factors to be considered while choosing a basis of departmentalization

- Work and Process
- Specialization
- Capabilities of Workers
- Technology
- Competitors' Approach
- Co-Ordination and Control
- Environment
- Optimum Utilization of Resources
-



<b>Self-Check -2</b>	<b>Multiple Choice</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. One of the followings is not a factor for choosing appropriate departmentalization
  - A. Environment
  - B. Specialization
  - C. Technology
  - D. Marketing
2. Departmentalization is a process of combining all activities of a business into one
  - A. True
  - B. False

**Short Answer Questions**

1. Mention at least three importance of departmentalization. (3 points)

**Note: Satisfactory rating - 5 points**

**Unsatisfactory - below 5 points**

**Answer Sheet**

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Score = \_\_\_\_\_

Rating: \_\_\_\_\_



<b>Information Sheet-3</b>	<b>Understanding and discussing simulations on the development plan</b>
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### 3.1 Development Plan

- **The development plan** is the main public statement of planning policies for the local community.
- It sets out the land use, amenity and development objectives and policies of the planning authority, for a 6 year period.
- The plan consists of a written statement of objectives and a map or series of maps.

### 3.2 Objectives of a development plan

- The development plan includes objectives for:
  - ✓ development and renewal of obsolete areas;
  - ✓ preserving, improving and extending amenities;
  - ✓ provision of water supplies and sewerage services, waste recovery and disposal facilities;
  - ✓ zoning of areas for residential, commercial, industrial, agricultural etc. purposes;
  - ✓ provision of accommodation for travelers;
  - ✓ Provision of services for the community (e.g. Creches).

### 3.3 Who prepare the development plan?

- The making, reviewing and varying of the plan is a function reserved for the elected members (i.e. councilors) of the planning authority.
- It is their duty to adopt the plan with the technical help of their officials (the Manager, planners, engineers etc.), and following extensive public consultation.





<b>Self-Check -3</b>	<b>Multiple Choice</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. A manager of one business can prepare a development plan
  - A. True
  - B. False

**Short Answer Questions**

1. What is a developmental plan?
2. Mention at least two objectives of a development plan. (2 points)

**Note: Satisfactory rating - 4 points**

**Unsatisfactory - below 4 points**

**Answer Sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_



<b>Information Sheet-4</b>	<b>Understanding and discussing Implementation manual</b>
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#### 4.1 Implementation manual

- An implementation manual should be prepared for each functional unit of the organization to facilitate tailor-made operation throughout the organization.
- The implementation manual consists of steps and procedures of performing a task and description of duties and responsibilities of personnel accomplishing the tasks.
- A **Project Implementation Manual (PIM)** is a comprehensive guide for the development, implementation and closure of the projects within the time frame of a project.

#### 4.2. Preparation of an implementation manual

- The contents of an implementation manual include the followings
  - ✓ Overview of the whole activities of the business
  - ✓ Short explanation about the implementation manual
  - ✓ Training and development of employees
  - ✓ Institutional safety climate
  - ✓ Preparing an action plan
  - ✓ Implementation process
  - ✓ Evaluation and feedback on implementation



<b>Self-Check -4</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

**Short Answer Questions**

1. What is implementation manual?
2. Mention at least 4 points to be included in an implementation manual

**Note:** Satisfactory rating - 5 points

**Unsatisfactory - below 5 points**

**Answer Sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_



<b>Information Sheet-5</b>	<b>Marketing the business operation is undertaken</b>
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### **5.1 Marketing a business operation**

- Marketing a business operation is convincing stakeholders and all the business contacts as much as possible by giving clear and adequate information in order to work with the business.

### **5.2 Purpose of marketing a business operation**

- The purpose of marketing a business operation is to make the stakeholders and all other individuals and businesses work with the business concerned thereby
  - ✓ Increase Profit
  - ✓ Increase production
  - ✓ Increase customers
  - ✓ Increase the confidence of suppliers, customers, etc

**Self-Check -2****Multiple Choice**

**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Increase the confidence of suppliers may not be the purpose of marketing business operation  
A. True  
B. False

**Short Answer Questions**

1. What do we mean by marketing of business operation?

**Note: Satisfactory rating - 2 points**

**Unsatisfactory - below 2 points**

**Answer Sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_



Information Sheet-6	Developing and implementing monitoring process for managing operation.
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## 6.1 Monitoring and evaluation (M&E) definition

- **Monitoring and evaluation (M&E)** should be an essential element of every program, providing a way to assess the progress of the program in achieving its goals and objectives and informing key stakeholders and program designers about the results.
- **Monitoring and evaluation (M&E)** work to be successful and provide useful results; it must be incorporated into the program at the design stage.

## 6.2 Key Elements of a Monitoring and Evaluation Work Plan

- **The scope of the monitoring and evaluation**—Specifying program goals and developing a conceptual framework that integrates the inputs, activities, outputs, outcomes, and impact and establishes realistic expectations for what monitoring and evaluation can produce.
- **The methodological approach**— Determining monitoring and evaluation methods, including identification of outcome indicators, data source, and plans for data analysis.
- **The implementation plan**—Delineating activities, roles, responsibilities, and a timetable for identified activities with realistic expectations of when data will be analyzed and results will be available.
- **A plan for disseminating and using the results**—Determining who will translate the results into terms understandable to program designers, managers, and decision-makers; how findings will be shared and used (e.g., written papers, oral presentations, program materials, community and stakeholder feedback sessions); and the implications for future monitoring and evaluation.

## 6.3 Assessment of a monitoring and evaluation (M&E) process

At the time when a Monitoring and Evaluation Work Plan is implemented, it should be assessed by asking the following questions

- Are the evaluation activities progressing as planned?
- Are the evaluation questions being answered sufficiently? Are other data needed to answer these questions? How can such data be obtained?
- Should the evaluation questions be re-framed? Have other evaluation questions arisen that should be incorporated into the plan?
- Are there any methodological or evaluation design issues that need to be addressed?  
Are there any practical or political factors that need to be considered?



- Are any changes in the plan needed at this time? How will these changes be made? Who will implement them?
- Are appropriate staff and funding still available to complete the evaluation plan?
- How are findings from the evaluation activities being used and disseminated? Should anything be done to enhance their application to programs?

#### **6.4 Monitoring and Evaluation (M&E) Work Plan Template Contents**

- Introduction
- Goals and Objectives of Country Program
- Monitoring and Evaluation Questions
- Illustrative Monitoring and Evaluation Questions
- Methodology
  - ✓ Monitoring
  - ✓ Evaluation
  - ✓ Research
- Monitoring Quality of Services
- Special Studies
  - ✓ Data Flow
- Management Information System and Data Feedback
- Management Information System Cycle
- Implementation
- Evaluation Matrix and Proposed Timeline
- Follow-Up System on Reporting Requirements
- Data Dissemination and Use
- Process Monitoring Tools



<b>Self-Check -6</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

**Short Answer Questions**

1. What is monitoring and evaluation (M&E)?
2. What are the Key Elements of a Monitoring and Evaluation Work Plan? (4 points)

**Note: Satisfactory rating - 5 points**

**Unsatisfactory - below 5 points**

**Answer Sheet**

Score = _____
Rating: _____

Name: \_\_\_\_\_

Date: \_\_\_\_\_





Information Sheet-7	Maintaining Legal documents and keeping relevant records to ensure validity and accessibility.
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## 7.1 Legal documents

- **Legal document** is a document that states some contractual relationship or grants some right legal instrument, official document, and instrument. document, papers, written document - writing that provides information (**especially information of an official nature**)
- Generally, a **document** is **legal** if its creator intends for it to be enforceable in a court of law.
- In order for a **document** to be **legal**, it must also adhere to the laws of the jurisdiction where it will be enforced, properly signed, witnessed and.

## 7.2 Document Storage

- Document Storage is just that—a place to store documents, usually organized into folders. Your computer's hard drive is one example of a document storage.
- Document storage is a place to save documents to retrieve later and potentially share with others, nothing more, and nothing less.
- Nothing *happens* to these documents while they're in storage, and the users can't do anything with the documents apart from viewing and editing them.
- Validity of record means the state of being acceptable according to the law
- Accessibility of record indicates how much it is easier for its ultimate user to retrieve it any time in any condition.

## 7.3 Principles of Record Keeping

- The overall principles of record-keeping, whether you are writing by hand or making entries to electronic systems, can be summed up by saying that anything you write or enter must be
  - ✓ honest,
  - ✓ accurate and
  - ✓ non-offensive and
  - ✓ Must not disclose patient confidentiality



- More specifically, to be effective in record keeping, , you should always try to ensure that you:
  - ✓ handwrite legibly and key-in competently to computer systems
  - ✓ sign all your entries
  - ✓ make sure your entries are dated and timed as close to the actual time of the events as possible
  - ✓ record events accurately and clearly – remember that the patient/client may wish to see the record at some point, so make sure you write in language that he or she will understand
  - ✓ focus on facts, not speculation
  - ✓ avoid unnecessary abbreviations
  - ✓ record and quote anything the client has said that you think might be significant
  - ✓ do not change or alter anything someone else has written
  - ✓ if you do need to amend something you have written, make sure you draw a clear line through it and sign and date the changes
  - ✓ Never write anything about a patient/client or colleague that is insulting or derogatory.

**Self-Check -7****Multiple Choice**

**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. One of the followings is not the overall principles of record keeping
  - A. It should be honest
  - B. It should be accurate
  - C. It should disclose client confidentiality
  - D. It should not be offensive

**Short Answer Questions**

1. What is a legal document?
2. What do we mean by validity of a document?
3. What do we mean by accessibility of a document?

**Note:** Satisfactory rating - 4 points

Unsatisfactory - below 4 points

**Answer Sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_



Information Sheet-8	<b>Negotiating and securing contractual procurement rights for goods and services in accordance with the business plan.</b>
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## 8.1 Negotiation

- **Negotiation** is a way to resolve conflicts or disagreements or divide resources among two or more parties, carried out willingly by free choice.
- The two sides make contact for suggestions and counter suggestions and in this manner communication takes place between the parties.
- Each side employs its own tactics in an effort to reach maximum results.

## 8.2 Stages in negotiation

- ✓ preparation,
- ✓ presentation and justification,
- ✓ bargaining,
- ✓ offers and counter-offers, using various tactics, and
- ✓ Choosing an option or agreement.

## 8.3. Elements of effective Negotiation

- **Relationship** (Am I Prepared To Deal With The Relationship?)
- **Communication** (Am I Ready To Listen And Talk Effectively? Creating A Learning Conversation)
- **Options** (What Are The Possible Agreements Or Bits Of An Agreement?)
- **Alternatives** (What Will I Do If We Do Not Agree?)
- **Legitimacy** (What Criteria Will I Use To Persuade Each Of Us That We Are Not Being Ripped Off?)
- **Commitment** (What Commitments Should I Seek Or Make?)
- **Conclusion** (What Is A Good Outcome?)

## 8.4 Contractual procurement right for goods and services

- A **procurement contract** is an agreement in which a buyer agrees to acquire goods or services from a seller in exchange for consideration. Most of these contracts are written agreements that specify each party's obligations in relation to the transaction.
- Generally, **procurement contract** includes business provisions, detailed price lists, payment information, and other legal terms and conditions applicable to the transaction.

**Self-Check -8****Multiple Choice**

**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Negotiation should always be made between two parties

A. True

B. False

**Short Answer Questions**

1. What are the five stages of negotiation? (5 points)

2. What is a procurement contract?

**Note:** Satisfactory rating - 7 points

Unsatisfactory - below 7 points

**Answer Sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_



Information Sheet-9	Identifying options for leasing/ownership of business premises and Undertaking contractual arrangements in accordance with the business plan.
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### 9.1 Options for ownership of business premises

- A business may have the option of ownership of premises for its operation through purchasing an existing business premises, constructing its own business premises or through **franchising**.
- **Franchising**: is a system of marketing goods and/or services and/or technology, which is based upon a close and ongoing collaboration between legally, and financially separate and independent undertakings, the **franchisor** and its individual **franchisees**.
- In this condition,
  - ✓ The franchisor grants its individual franchisees the right, and imposes the obligation, to conduct a business in accordance with the franchisor's concept.
  - ✓ The right entitles and compels the individual franchisee, in exchange for a direct or indirect financial consideration, to use the franchisor's trade name, and/or trade mark and/or service mark, know-how(\*), business and technical methods, procedural system, and other industrial and/or intellectual property rights.

### 9.2 Options for leasing business premises

- **A lease** is a contract outlining the terms under which one party agrees to rent property owned by another party.
- A lease guarantees the **lessee**, the renter, to use of an asset and guarantees the **lessor**, the property owner, regular payments from the lessee for a specified number of months or years.
- Both the lessee and the lessor face consequences if they fail to uphold the terms of the contract.



<b>Self-Check -2</b>	<b>Multiple Choice</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. A lease is the same as that of purchase.
  - A. True
  - B. False

**Short Answer Questions**

1. What is franchising?
2. What are the three ways of owning a business?

**Note:** Satisfactory rating - 3 points

**Unsatisfactory - below 3 points**

**Answer Sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_



## Operation Sheet 1

## Developing a monitoring and evaluation (M&E) work plan

The seven steps to developing a monitoring and evaluation work plan

**Step 1:** Identify Program Goals and Objectives

**Step 2:** Determine Monitoring and Evaluation Questions, Indicators, and Their Feasibility

**Step 3:** Determine Monitoring and Evaluation Methodology—Monitoring the Process and Evaluating the Effects

**Step 4:** Resolve Implementation Issues: Who Will Conduct Monitoring and Evaluation?  
How Will Existing Monitoring and Evaluation Results and Past Findings Be Used?

**Step 5:** Identify Internal and External Monitoring and Evaluation Resources and Capacity

**Step 6:** Develop the Monitoring and Evaluation Work Plan Matrix and Timeline

**Step 7:** Develop Plan to Disseminate and Use Evaluation Findings





## List of Reference Materials

### 1. BOOKS

- **Negotiation Theory and Practice:** Tanya Alfredson, John Hopkins University, Baltimore, Maryland, USA and Azeta Cungu, Agricultural Policy Support Service, Policy Assistance and Resource Mobilization Division, FAO, Rome, Italy.
- **Administrative/Implementation Manual:** Copyright © 2016, Self-Management Resource Center, LLC, **Self-Management Resource Center** 711 Colorado Avenue Palo Alto, CA 94303 (650) 242-8040, USA.
- **Negotiation Topic Gateway Series No. 25:** Alexa Michael and Technical Information Service, march 2007 **The Chartered Institute of Management Accountants** 26 Chapter Street London SW1P 4NP United Kingdom.
- **IMPLEMENTATION MANUAL MARCH 2009**National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention Centers for Disease Control and Prevention 1600 Clifton Road, MS E-37 Atlanta, GA 30333, USA.
- **PACFA Draft Guidelines on Client Records – December 2014** , Australia.
- **Keeping and accessing documents, records and registers**© 2015 Justice Connect at PO Box 16013, Collins Street West, Melbourne 8007, Australia.
- **Leasing business premises:** A commercial and practical guide Small Business Development Corporation @ 2014, Australia.
- Armstrong, Brandice J. "Couple Takes Unique Approach to Commercial Property Leasing." *Journal Record*. 18 January 2006.
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- Steingold, Fred S. *Legal Guide for Starting & Running a Small Business*. Nolo Press, 1997.



- Best Practice Guidance on Information and Records Management: University of strathclyd Glasgow, Scotland April 2012.
- Nierenberg, Gerard, Fundamentals of Negotiation
- James Ware and Louis B. Barnes, "Managing Interpersonal Conflict," HBR, 1978.
- Fisher, Roger and William Ury, "Getting to Yes"
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- Pruitt, D. G. "Strategic Choice in Negotiation," American Behavioral Scientist 27 (November-December 1983): 167-194.
- 6. Lax, D. A. and J. K. Sebenius, The Manager as Negotiator, (New York: Free Press, 1986).
- Savage, G. T., J. D. Blair, and R. L. Sorenson, "Consider both the relationships and substance when negotiating strategically," Academy of Management Executive 3(1) (1989): 40.
- Professor E. Wertheim: Negotiations and Resolving Conflicts: An Overview College of Business Administration North eastern University
- **Professor Gavin Kennedy BA, MSc, PhD, FCInstM: Negotiation Heriot-watt university** Edinburgh EH14 4AS United Kingdom © Gavin Kennedy 1991, 1998, 2001, 2002.
- **United Nations Procurement Manual July 2013** □ Copyright the United Nations
- **Project Implementation Manual United Nations Belarus Minsk, March 2007.**

## 1- WEB ADDRESSES (PUTTING LINKS)

- [www.fao.org/easypol](http://www.fao.org/easypol)
- [www.selfmanagementresource.com](http://www.selfmanagementresource.com)
- [www.cimaglobal.com](http://www.cimaglobal.com)
- [http://www.austlii.edu.au/au/legis/cth/consol\\_act/ea199580/](http://www.austlii.edu.au/au/legis/cth/consol_act/ea199580/)
- <http://www.health.nsw.gov.au/phact/Pages/code-of-conduct.aspx>
- [http://www.nhmrc.gov.au/\\_files\\_nhmrc/publications/attachments/nh53.pdf](http://www.nhmrc.gov.au/_files_nhmrc/publications/attachments/nh53.pdf)
- <http://www.jep.upol.cz/Instructions-for-Authors.php>
- [www.nfplaw.org.au](http://www.nfplaw.org.au)
- [www.strath.ac.uk/foi/recordsmanagement](http://www.strath.ac.uk/foi/recordsmanagement)
- <http://www.strath.ac.uk/rkes/>
- <http://www.nationalarchives.gov.uk/information-management/projects-and-work/digital-preservation.htm>
- <http://www.jiscinfonet.ac.uk/partnerships/records-retention-he/managing-research-records>
- <http://www.jiscinfonet.ac.uk/partnerships/records-retention-he/hei-rrs-pla>
- <http://www.cba.neu.edu/~ewertheim/>
- [www.ebsglobal.net](http://www.ebsglobal.net)



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