

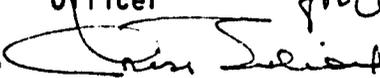
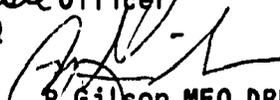
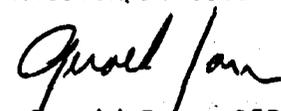
IDENTIFICATION DATA

<p>A. REPORTING A.I.D. UNIT: <u>USAID/HAITI, DRE/EVAL</u> (ES# 521-87-6)</p>	<p>B. EVALUATION WAS SCHEDULED <input checked="" type="checkbox"/> slipped <input type="checkbox"/> ad hoc <input type="checkbox"/> Eval. Plan Submission Date: FY <u>87</u> Q <u>4</u></p>												
<p>C. EVALUATION TIMING Interim <input checked="" type="checkbox"/> final <input type="checkbox"/> ex post <input type="checkbox"/> other <input type="checkbox"/></p>													
<p>D. ACTIVITY OR ACTIVITIES EVALUATED</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">Project #</th> <th style="width: 40%;">Project/Program Title (or Title & Date of evaluation report)</th> <th style="width: 15%;">First PROAG or equivalent (FY)</th> <th style="width: 10%;">Most Recent PACD (mo/yr)</th> <th style="width: 10%;">Planned LOP Cost ('000)</th> <th style="width: 15%;">Amount Obligated to Date ('000)</th> </tr> </thead> <tbody> <tr> <td>521-0183</td> <td>Management and Productivity Center (MPC)</td> <td>85</td> <td>9/90</td> <td>2,300</td> <td>2,000</td> </tr> </tbody> </table>		Project #	Project/Program Title (or Title & Date of evaluation report)	First PROAG or equivalent (FY)	Most Recent PACD (mo/yr)	Planned LOP Cost ('000)	Amount Obligated to Date ('000)	521-0183	Management and Productivity Center (MPC)	85	9/90	2,300	2,000
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521-0183	Management and Productivity Center (MPC)	85	9/90	2,300	2,000								

ACTIONS

E. ACTION DECISIONS APPROVED BY MISSION DIRECTOR	Action Office	Date Action to be Completed
Action(s) Required		
This generally positive end-of-year-one evaluation identified the following as required actions during the remaining life-of-project period:		
1) For the next three years, the MPC should concentrate on offering seminars - where it has expertise and a solid reputation for excellence - and avoid the temptation of developing other independent service projects or revenue sources. (See section L, page 6);	MPC	8/90
2) continue targeting large sized enterprises, but concentrate seminar subjects on critical issues having major performance impact on companies of all sizes. MPC should also build client performance auto-measurement instruments into its course materials (pp.1-2), (see section L, page 6);	MPC	8/88
3) make seminars modular to unify marketing impact and make internal management easier (p.2);	MPC	8/88
(Attach extra sheet if necessary)		

APPROVALS

F. DATE OF MISSION REVIEW OF EVALUATION : mo <u>8</u> day <u>26</u> yr <u>87</u>			
G. APPROVALS OF EVALUATION SUMMARY AND ACTION DECISIONS:			
	Project Officer	Grantee Evaluation Officer	Mission Director
Signature			
Typed Name	C. Juliard, OPED MPC	R. Gilson, MEO, DRE	Gerald Zarr, DIR
Date:	10/8/87	11/5/87	5 Nov. 1987

14

USAID/HAITI

CONTINUATION SHEET ("E" CONTINUED)
 ES #: 521-87-6

PAGE 2

ACTIONS REQUIRED	ACTION OFFICE	ACTION COMPLETION DATE
4) MPC needs to intensify marketing contacts with the smaller formal sector firms (less than 50 employees) and micro-enterprises (p.2);	MPC	8/88
5) consider seriously other organizations as co-sponsors of seminar offerings;	MPC	
6) add a Board Member who knows small enterprises and one from other major client sectors;	MPC Board	8/88
7) adopt a standard monthly and quarterly reporting format to keep the Board better informed and in a stronger position to support MPC (p.5);	MPC Accounting Westinghouse	1/88
8) accelerate efforts to localize operations to drive variable costs below revenues, offer standard seminars over a long time period, and eventually build a practice of consulting in seminar subject areas to participants who want customized help, by taking the following steps:		
(a) recruiting and training permanent, locally hired staff - especially a deputy director strong in marketing, with possibility of eventually taking on the job of MPC Director - to have a management team independent of Westinghouse in place by end of Year 3 (pp. 5-6); and	MPC	8/89
(b) maximizing use of locally recruited seminar leaders (p.8).	MPC	8/89
9) Lack of video materials (p.16)	MPC	8/89

ES #: 521-87-6

H. EVALUATION ABSTRACT (do not exceed the space provided)

The project aims at improving management and business skills and practices in Haiti by establishing the Management and Productivity Center (MPC) to provide training and related services to private sector enterprises. This evaluation assesses the quality and appropriateness of MPC's services during the first 18 months of operation. The major findings and conclusions are:

Program execution for management training has been effective and client satisfaction high, although Haiti's current economic and political crisis precludes seeing performance improvements in participating firms. Revenue from seminars is likely to cover variable costs, but only make a minor contribution to fixed costs.

The market for the major consulting product - loan project packaging - has turned out to be very limited. The original assumption that the Haitian Development Foundation (HDF) would provide a sufficient "captive" supply of micro-entrepreneurs is invalid, and workshop pricing, type and length of courses are only now becoming appropriate to the needs of this sector.

The following lessons were learned from the project implementation experience:

The evaluators underscored a fundamental development axiom that a project is based on certain political, economic and social assumptions which may change over time, and the need for flexibility to adjust to the new prevailing conditions to maximize the chances of success. It was also noted that in service oriented projects of this type project management is often tempted to offer a greater variety of services to its clientele, over and above the mandated core project services. For private sector projects with an objective of achieving substantial financial self-sufficiency, adding more services generally decreases, rather than increases, a project's potential of becoming self-sufficient, because each new service usually adds to the costs and complexity of the business or project. Such a path also tends to deflect management from its basic priority, which is increasing the volume of the basic services to the point where they become financially viable.

ABSTRACT

I. EVALUATION COSTS**1. Evaluation Team**

Name	Affiliation	Contract Number TDY Person days	OR Contract Cost TDY Cost (US\$)	OR Source of Funds
Bruce Tippit	TDI	27	\$32,212	Project
Cameron Smith	TDI	10		
Pierre Richard Quittere	Perspective	21		

2. Mission/Office Professional
Staff Person-Days (estimate) 15

3. Borrower/Grantee Professional
Staff Person-Days (estimate) 15

COSTS

34

A. I. D. EVALUATION SUMMARY PART II

ES #: 521-87-6

J. SUMMARY OF EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Mission/Office: USAID/HAITI, DRE/EVALDate this summary prepared: 9/87Title and Date of Full Evaluation Report: MPC First Year Evaluation, 7/31/871) Development Problem and Project Purpose

Previous Mission private sector projects before the MPC generally have focused on providing credit access to various business sectors to stimulate production, employment and income. This project addresses another fundamental constraint, which limits productivity: the dearth of adequately trained middle level managers and supervisors in the larger firms (upward of 50 employees). At the same time, the Mission has always been concerned that the small and micro-entrepreneurs have had no source of business training courses tailored to their specific needs, to assist them in effectively using financial and other resources obtained from the Haitian Development Foundation and other sources of assistance available in Haiti. The MPC project was therefore developed to improve management and business skills and practices in Haiti through the establishment and consolidation of a professional, high quality center to design and deliver management training and related services which are responsive to the needs of the private sector.

2) Evaluation Purpose and Methodology

This evaluation of the first 18 months of project operation took an overall look at the MPC's performance and the quality and appropriateness of services delivered. It was conducted during July-August 1987, despite disruptions in scheduling caused by intermittent general strikes and demonstrations. The evaluation included a sample of 64 clients, with a control group, drawn from the three trainee groups: top and middle management, supervisors and micro-entrepreneurs. Data were collected during July 14 - August 10, 1987 using structured questionnaires tailored to each trainee category.

3) Findings

The quality of training was judged to be superior, although the current difficult economic conditions limit the impact of the training. Use of foreign seminar leaders greatly contributed to the MPC's quality image. While MPC seminars and training programs are needed and accepted, increased offerings, more penetration of Haitian businesses, as well as continued development of a track record are necessary to consolidate the MPC as a long-term member of the business community.

The project designers had incorrectly assumed that there would be a captured micro-enterprise market through the HDF clientele, which would be large and remunerative enough for the MPC. In fact, only 51 micro-entrepreneurs have attended training courses to date, and fees had to be substantially reduced to attract them.

SUMMARY

d

ES #: 521-87-6

K. ATTACHMENTS

- 1) Evaluation report
- 2) Evaluation Scope of Work (See evaluation report, Annex A)

ATTACHMENTS

L. COMMENTS BY MISSION, AND/OR BORROWER/GRANTEE

Mission was generally pleased with the overall quality of the report and in depth analysis of the project. The scope of work and the AID evaluation reporting format were scrupulously followed. However, we did not find the "Democratization" section on page 24 very useful and would have preferred a more in-depth assessment of this issue.

With respect to evaluation No. E.1 (see page 1 of this report), MPC Management argues that the project was designed to be flexible during Phase I and that by mandate, they need to explore various management services income generating programs. If self-sufficiency is to be a dominant objective, they will need the flexibility to explore activities which may be tangential but not solely tied to seminar and workshop offerings.

With respect to recommendation E.2 (Page 7), we agree the MPC should find time ways to improve measuring client performance after services, but find the recommendation short of providing guidelines which differ then the type of auto-measurements presently used at the end of each offering.

MISSION COMMENTS ON FULL REPORT

S

TRADE & DEVELOPMENT INTERNATIONAL CORP.

TWELVE MONTH EVALUATION OF
THE MANAGEMENT AND PRODUCTIVITY CENTER

Bruce A. Tippet Pierre-Richard Quittère Cameron L. Smith

Final Report
September 1987

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TABLE OF CONTENTS

I- EXECUTIVE SUMMARY.....	i
A. Purpose of Evaluation.....	i
B. Project Description.....	i
C. Recommendations.....	i
1. Services Offered and Marketing.....	i
2. Organization.....	ii
3. Financial Support.....	iii
D. Major Findings.....	iv
E. Major Lessons Learned.....	v
F. Evaluation Methodology and Scope of Work.....	v
II. RECOMMENDATIONS.....	1
A. Evaluation Report Recommendations.....	1
1. Services Offered, and Marketing.....	1
2. Organization.....	4
B. Review and Implementation Status of Past Evaluation Recommendations.....	10
III- FINDINGS.....	11
A. Project Findings.....	11
1. Staffing.....	11
2. Program Planning.....	12
3. Program Execution.....	15
4. Material Used.....	16
5. Adaptability to Market Demands.....	18
6. Client Survey Summary.....	19
7. Contractor Performance - PFP and Westinghouse.....	22
8. Expenditure and Revenue.....	24
9. Service Fee Structure.....	24
B. Linkage between Project and Mission Strategy Objectives.....	24
C. Cross-Cutting Issues.....	25
1. Women in Development.....	25
2. Sustainability/Replicability.....	25
3. Environmental Impact.....	26
4. Privatization.....	26
5. Democratization.....	26

74

IV. LESSONS LEARNED.....	27
A. Using the Project Paper as a Plan, not a Straight Jacket.....	27
B. Concentration on Primary Business versus Expansion of Services:.....	29
C. Budget Size versus Income Potential.....	29
V. PROJECT DESCRIPTION.....	31
A. Development Problem.....	31
B. Project Goal and Purpose.....	31
C. Project Outputs and Inputs.....	32
1. Project Outputs.....	32
2. Project Inputs.....	33
D. Project Assumptions.....	33
1. For Achieving Goal:.....	33
2. For Achieving Purpose:.....	34
3. For Achieving Output:.....	34
4. For Providing Inputs:.....	34
VI. ANNEXES.....	35
A. Evaluation Scope of Work.....	1
B. Project Logical Framework.....	1
C. Client Survey.....	1
1. Objective.....	1
2. Scope of work.....	1
3. Methodology.....	1
4. Major findings and recommendations.....	2
5. Detailed results.....	10
6. Non-client results.....	14
7. Appendix : Questionnaires.....	19
D. Calculation of Market Potential.....	1
1. Top Managers in Top Companies.....	1
2. Supervisors in Top Companies.....	2
3. Top Management in Smaller Formal-sector Companies.....	2
4. Micro-Enterprises.....	2
E. Revenue and Expenditure Details.....	1
1. Revenues.....	1
2. Costs.....	3
3. Budget: years 2-5.....	6

I- EXECUTIVE SUMMARY

A. Purpose of Evaluation

This is a formal one-year evaluation of the Management and Productivity Center (MPC). The evaluation's purpose is to assess MPC's overall performance and to gauge the quality and appropriateness of its services. The evaluation will help determine the validity of MPC's original design in terms of its proposed institutional model and its capacity to adapt to changing market demands. The evaluation covers the services delivered by MPC during its first full year of operation and makes recommendations regarding program, budgetary and management alternatives in order to help MPC to achieve greater credibility and eventual management self-sufficiency.

B. Project Description

- MPC's main services are management-training seminars and workshops for top company managers, supervisors and micro-entrepreneurs. The center has also executed a few individual consulting assignments. The project paper (PP) was approved in January 1985. The micro-enterprise contractor, Partnership for Productivity (PfP), started work in the last quarter of 1985. The general contractor, Westinghouse, started in January 1986, with responsibility to set up MPC, manage its day-to-day operations (including overseeing PfP's activities) and administer its budget for three years. Westinghouse is responsible for progressively transferring management and operational responsibility to the local staff and board. MPC was established as a non-profit corporation in late 1985.

C. Recommendations

1. Services Offered and Marketing

MPC should concentrate on offering seminars and workshops to members of four target groups: top managers of medium and

large companies, supervisors in medium and large companies, top managers of smaller formal-sector firms (less than 50 employees and formally registered) and micro-entrepreneurs. Its originally-planned consulting service should comprise only a follow-on activity related to seminars. Seminar topics should concentrate on enduring management issues which have major, immediate performance impact on companies of all sizes. MPC should present these subjects in modules varying in length and level of sophistication.

MPC must expand its marketing efforts, which have been successful for the first two target groups, to cover the last two groups. Specifically, it should expand contacts, beyond the Haitian Development Foundation (HDF), to include private and voluntary organizations (PVO's) and other intermediaries (church and community and professional groups) having good contacts and influence over members of the last two groups; organize and use seminar alumni to bring in new clients and generate repeat business; organize a bare-bones small-business organization; and present seminars under the auspices of other organizations, including professional bodies. The role of advertising mass media should be to announce specific offerings and publicize results, not sell the general value of seminar attendance.

2. Organization

To help increase the emphasis on and effectiveness of marketing to small enterprises, MPC should add a board member who knows this sector; establish an advisory and contact network; concentrate on locally hiring a potential successor to the Director who is strong in marketing; and implement the original strategy of integrating, managerially and in course content the small-enterprise division into the rest of MPC.

To increase its management efficiency and effectiveness MPC should agree with the board on standard reporting formats; revise management accounts to fully reflect total project

- spending; postpone the presently-unoccupied position of management services director; initiate efforts to recruit an administration which will become independent of Westinghouse
- by the end of year 3; and maximize the use of locally-recruited seminar leaders.

There are no outstanding recommendations from previous formal or informal evaluations.

3. Financial Support

- To implement the recommended program and revised objectives
- AID's financial support for the MPC should be extended and
 - increased to \$3,149,000.⁰⁰ for year 2 through 5.

D. Major Findings

Staffing for management training has been continuous and effective. The present lack of management services (consulting) staff is justified. The small enterprise staff has sufficient time to greatly increase its marketing efforts. Program planning for management training has been effective. The demand for the major consulting product (loan project packaging) has turned out to be very limited. The original assumption that HDF would provide a sufficient, "captive" supply of micro-entrepreneurs is invalid, and -workshop pricing, type and length of courses is only now becoming appropriate to micros' needs.

Program execution for management training has been effective and client satisfaction high. There have been only five -consulting assignments. Despite only 40 HDF clients' participating, this represents half of all contacted, and satisfaction level is high. There is an opportunity to use video materials for seminars and a need to further cut the length of micro seminars. MPC has responded well to suggestions on seminars for top companies and supervisors, but it has not done so for small enterprises.

The client survey component of this evaluation yields generally positive results. About 615 individuals (yielding 758 participations) have taken courses, exceeding the year 1 plan. Satisfaction among all groups is high, although Haiti's present economic/political crisis precludes seeing performance improvements in participants' firms. Respondents have made useful suggestions for improving seminars.

Westinghouse performance, after a poor start is now good, (with PFP's less so. Year 1 top management turnover and providing more services than contracted raised Westinghouse spending from about \$400 thousand per year to \$600 thousand. Revenues are on target to date. For the first 16 months revenues totalled \$136 thousand, versus. a year 1 target \$76

thousand, and approximate 16 month projection of \$131 thousand.

As the PP anticipated, MPC strategies support those of USAID. About 25% of participants have been women, MPC seminar revenue is likely to cover variable costs but only make a minor contribution to fixed costs, and the project furthers the democratization of Haitian business.

E. Major Lessons Learned

Project experience teaches the need for flexibility in design and execution, given the changing political/economic climate and resulting business needs. As the environment deteriorates, objectives must shift from supporting expansion to preserving businesses and jobs, implying concentrating on a few proven services and getting the greatest effectiveness out of the project budget.

F. Evaluation Methodology and Scope of Work.

The evaluation focuses on two distinct areas, the first being institutional and the second related to MPC clients. In the second area a sample of three types of clients was interviewed: top and middle management, supervisors and micro-entrepreneurs, with separate questionnaires for each type.

The evaluation was carried out during July and early August 1987, in spite of disruptions in scheduling and attention from continuous general strikes and demonstrations. Bruce Tippett and Cameron Smith of Trade & Development International Corp., Needham, MA, were assisted by Pierre Richard Quittère of the Haitian firm, Perspectives.

The scope of work incorporated both evaluation of MPC after its first year of operations and specific recommendations for future program, financial, and management areas which can be incorporated into a program grant amendment. At the request of MPC and USAID, the major focus was on developing recommendations for future operations.

II. RECOMMENDATIONS

A. Evaluation Report Recommendations

1. Services Offered, and Marketing

- Concentrate on offering seminars, with consulting only as follow-on, related activity. Despite the projection (See Chapter V and Annex E) that MPC is unlikely to cover significantly more than variable costs by offering seminars (including workshops and training courses), the center should avoid the temptation of developing other independent service projects or revenue sources. Examples of such ideas are MBA-type courses, consulting services unrelated to seminar topics, executive search, agriculture consulting, -administering a feasibility-study fund, operating an -enterprise-incubation center and publishing "how-to" business books. Many of these services might well be consistent with MPC's purpose of establishing a capability to deliver services which will improve private sector management and entrepreneurial skills. However, MPC should, for the next two or three years, avoid developing and offering them. First, MPC has likely penetrated less than a quarter of its seminar market potential (see Annex D). This implies the major challenge of increasing seminar frequency from 2 per month to 1-2 per week. Second, political/economic conditions are deteriorating, making MPC's survival an achievement in -itself. Third, MPC's good business-community, and particularly alumni, image is based on seminars alone. As explained in the section below, continued success in giving seminars and proper contracting of presenters is likely to -lead naturally to a seminar-related follow-on consulting practice over the next few years. In particular, to help -resolve the question of providing project-packaging consulting to support Prominex, MPC can offer seminars on this subject. If they lead to requests for custom, indi-

vidual advice, then MPC will enter a limited consulting role in a natural way, supporting rather than conflicting with its emphasis on seminars.

- Continue targeting broad enterprise size range, but concentrate seminar subjects on enduring issues which have major performance impact on companies of all sizes. Each of the present target market segments contributes substantially to the total seminar market potential. Further, the project goal of broadening the management and entrepreneurial base implies targeting a broad range of business size and sophistication levels. As the client survey results indicate (Chapter II, section 6 and Annex C), MPC has chosen popular topics, although deteriorating business conditions mask any possible client performance improvements. MPC long-term marketing success and development impact depend on its services' actually leading to perceptible improvements (or decreased deterioration) in client performance. Therefore, MPC should weigh heavily such goals in selecting seminar topics, periodically prune its offerings of less effective seminars and build client performance auto-measurement instruments into its course materials.

- Make seminars modular. Potential clients from firms of all sizes are likely to agree much more on seminar topics than they are on financial and time availability, as well as initial skepticism. Also a relatively small number of topics, offered at a variety of seminar lengths and sophistication levels, unifies marketing impact and makes internal management easier. Thus, for example, MPC could offer seminars on management during times of crisis at unsophisticated, normal and sophisticated levels and in two-hour, one-day and three-day depths. Thus one topic generates nine related offerings.

- Offer seminars which are likely to have an immediate impact on business performance. As stated above, MPC's long term viability and impact depend on its ability to increase client business performance, despite the present crisis. Therefore,

it should concentrate on topics with immediate business impact, such as short-term financial and business planning, buying, selling, and topics related to personnel, tailored to the key market segments and the present crisis conditions.

- Continue and expand marketing contacts with high-potential intermediaries (especially PVO's) and larger potential clients. Several recommendations deal with increasing MPC's marketing impact. While MPC is doing an excellent job at contacting larger companies, improvement is necessary at convincingly, and economically reaching smaller (less than 50 - employee) formal-sector firms and micro-enterprises. Further, it is very likely that almost none of the latter (e.g. see Pragma study) and a minority of the former initially consider management training as very important. Finally, the relation between the number of such firms initially contacted (representing a fixed cost to MPC) and the average expected revenue or development impact is likely to be much lower than in the case of larger firms (see Annex E). Therefore a strategy of leveraging MPC's contacting reach and selling power is necessary. Until satisfied alumni reach significant numbers, MPC must identify and court intermediaries who (after being convinced themselves of the seminars' value) have the power and reach to convince "dependent" smaller enterprises (beneficiaries, customers, suppliers, etc.) that they should take at least a short, introductory seminar "because I said so".

- Organize and use alumni for bringing in more clients and generating repeat business. This recommendation has the same rationale as the last one. See the next two recommendations for ways to do this.

- Organize bare-bones small-business organization as marketing tool. Client research indicates interest in this strategy. It is important for MPC not to let this activity become a service offering in itself. In reality it is part of a marketing strategy, so from MPC's point of view it is more like a record club or sports boosters association than

it is like, for example, ADIH. Further, there is some experience (e.g. in Panama and India) of small-business organizations taking on political roles which, though perhaps valid for national development, could place MPC in deep water.

- Present seminar under auspices of other organizations including professional bodies. ADIH and MPC have worked well together to design seminars. The former is now interested (probably mostly to make itself attractive to new members) in MPC's presenting seminars under its auspices. Further, major opportunity groups in the smaller formal-sector market segment are professional businesses (law firms, private clinics, engineering firms, etc). Approaching such businesses by running seminars through professional organizations could benefit MPC, the organizations and the businesses.

- Do not use mass media to sell seminars but use media to publicize results. At least for larger firms, newspaper ads do a good job of notifying them of upcoming seminars. However, experience shows that mass media are not powerful enough to sell seminars to those not already convinced of their value (this is parallel to the marketing rule of thumb that advertising influences brand choice but not generic product-category use, i.e. it sells Marlboros over Winstons but not cigarettes). Strategies recommended above are likely to be more effective. However, MPC should encourage free publicity to build its general image and motivate its alumni. It should also encourage outside-funded and managed researchers (e.g. Ph.D. students) to produce journal articles on MPC's impact. MPC can use reprints to sell potential donors and sophisticated professionals.

2. Organization

- Add board member who knows small enterprises and ones from other major client sectors. Two major roles of board members in an organization without real stockholder interests are to

provide governance for management and to open doors for it. Both roles require, among other things, board understanding of the workings of each major target-client segment. The most pressing need now is for board knowledge of small enterprise (formal and informal sectors) needs, means of access and ability to independently judge MPC accomplishments in these segments. Recruiting a new member from the HDF board is a logical way to bring this ability to MPC's board. The board should also assure that, despite member turnover, it should always include expertise from other target segments.

- Set up advisory network, as originally planned, focused on penetrating key client segments. Presidents of successful marketing organizations have contacts who they can informally ask for help at important moments, such as evaluating operating managers' penetration of key segments or to help take the pulse of representative clients' needs. As stated above, board members can help at these times, but sometimes no board member has the specialized qualifications or contacts necessary or the president wants to fill his need without bringing the matter into the board's governance sphere. The PP planned for a formal advisory board, but this has not materialized. Setting up such a board might be very time consuming in the present crisis, give members the confused impression that they had governing powers or special privileges, and give MPC too much of a soft foundation appearance. However, the Director should continue his excellent efforts to establish an informal but effective network and be prepared to discuss with future evaluators the results of doing so.

- Agree with board on standard monthly and quarterly reporting formats and thus keep board better informed and in position to support MPC. As in more than one board representing joint Haitian and US interests, there appears to be uncertainty as to the proper line between governance of management's performance and actually managing the

organization. To some extent this is an irreconcilable difference between the Latin concept of the managing board and the Anglo-Saxon one of the board of governors. However, it is possible to reduce conflict and save time by management's proposing a standard reporting format, including a list of matters requiring board decisions when they arise.

- Revise payment and accounting procedures so that MPC local books (or at least management accounts) fully reflect total project spending. It is common for a firm's formal books of account to be divided among several subsidiaries, sometimes offshore ones which it is not convenient to consolidate onshore in full detail. However, effective managements, boards and lenders insist on figures which clearly reflect the firm's performance. Usually, tracking and projecting a few key figures is an important management tool. The MPC accountant should work with the Director to prepare a system to present such figures. Examples are variable cost per seminar vs revenue, total fixed costs including Westinghouse charges, cash position (dollars and gourdes) and accounts receivable ageing.

- Intensify efforts to recruit and train permanent, locally-hired staff, to meet goal of recruiting administration independent of Westinghouse by end of year 3. This is necessary to reduce MPC's very high fixed costs but, even more important, to give it permanence and integrate it more into the Haitian business scene. Progress after a rocky start has been good. The next recommendation addresses the most important remaining gap. MPC must realize, however, that even after it localizes administration, it will still need such offshore services as foreign seminar leader recruitment, development of some new or specialized material, access to training sources and specialized equipment purchasing. The use of a for-profit contractor, but with a much more limited contract than the present Westinghouse one, is recommended.

- Especially concentrate on locally-hired potential successor to Project Director but with major duties those of marketing manager, therefore also responsible for research and evaluation. Some other AID-financed institutions have had problems similar to those of MPC in finding qualified top management. Conversations with Haitian business people indicate that issues such as uncertain project life, the extent of management's freedom to act, application of expense regulations not appropriate to the private sector and perceived interference from outsiders who do not know Haiti - (but surely not evaluators!) - add to the already-difficult problems of strict class divisions, the attractions of more secure family businesses and a very small applicant pool. The Director and top USAID management should strive to verify these impressions and, if correct, attempt to position MPC in its recruitment efforts similarly to that of a private-sector joint venture between a multinational and local interests. For example, in such enterprises employment contracts do not usually have time limits but rather continue as long as the employee's performance is acceptable and the firm's performance allows it to continue existing in its present size and structure. Key required qualifications for the Deputy Director/marketing manager are:

- Potential for promotion to Director within two years (see Director Job Description).
- Immediately qualified to oversee and contribute to all MPC marketing activities:
 - Market research (sample and questionnaire preparation, interviewing members of all MPC target groups, use of databases, analysis, report preparation);
 - Preparation of Marketing-Plan section of MPC business plan;
 - Participation in decisions regarding MPC service mix and individual offerings (particularly in relation to potential client needs);

- Advertising, publicity and public relations (particularly ability to work with poorly-qualified professionals in these fields);
- Direct selling (proven experience in designing and participating in execution of service-selling);
- Evaluation (assessing success of marketing efforts through work with outside evaluators and market research, closing marketing activities loop).

- Develop contacts with key local entities (e.g. BID, university, USAID, largest firms) which know foreign seminar leaders who have successfully performed in Haïti. It is likely that over the next few years MPC will be able to reduce non-resident-led seminars to about 10% of the total (see Annex E). However the success of this small number of seminars will be very important; they will represent new topics and will appeal to influential top managers. Further, as stated above, MPC will want to reduce its dependence on its foreign managing contractor. For these reasons MPC should strengthen its ability to recruit foreign seminar leaders who have successful track records in Haïti or in other developing countries with similar problems. Informal contacts with institutions such as those mentioned above should yield candidates' names.

- Maximize use (e.g. 90%) of locally-recruited seminar leaders, if necessary using existing USAID or other funds for their training. As discussed in the last three recommendations, MPC needs to stick to and accelerate its present efforts to localize operations. This has little to do with ideas such as affirmative action but rather strategies of driving variable costs below revenues, being able to offer standard seminars over a long time period and eventually building a practice of consulting in seminar subject areas to participants who want customized help. However, in its use of local seminar leaders MPC should not be forced to compromise its seminar standards nor to use only

those few leaders who are now fully qualified (and thus very expensive, with little motivation to form long-term relationships with MPC). MPC should therefore seek outside sources of professional training funds, acting as an intermediary between those funders and promising locally-recruited consultants. The goal of 90% locally-recruited seminar leaders is aggressive. However, as Table 2 (Annex E) shows, seminars for top managers, the only target group requiring extensive use of foreign-recruited leaders, comprises only 20% of year 2-5 seminars. Further, locally-recruited leaders are likely to include some foreigners living in Haiti.

- Suspend the presently-unoccupied position of management services Director. As the first recommendation states, MPC should not try to set up a consulting practice independent of its seminar program. This means that no management services director is needed.

- Implement original strategy of integrating small-enterprise training into rest of MPC (managerially and in course content). As the third recommendation in the previous section states, seminar variation across target groups should be more in length and sophistication level than in theme. Further, MPC needs to extend its successful emphasis on marketing to cover smaller firms as well as larger ones. The short-term considerations which justified AID's contracting PFP separately from Westinghouse now belong to the past. As Annex D shows, the market potential for the top-firm manager and supervisor target groups is about the same as for the target groups of small formal- and informal-sector micro-enterprise firms. Also marketing problems and recommended strategies split roughly along these lines. Therefore MPC should split responsibility for the above two pairs of target groups between the present director of management training and the microbusiness director, making appropriate title changes. It would also be helpful to physically consolidate the two divisions, both to promote

uniformity of purpose and to efficiently use office space, support people, equipment while maintaining separate meeting rooms. Key required functions for the Small Enterprise Director are:

- Assess the strong and weak points of the division's present program and its contribution to total MPC's strategy setting and execution.
- Build capability and strong commitment to develop MPC business in the small formal/informal-sector business area.
- Define target-group needs and those of key intermediaries, including understanding and commitment to balanced coverage.
- Develop a business plan for division's carrying out relevant MPC and small-enterprise strategies.
- Develop specific training packages meeting target-group needs and supporting intermediary strategies.
- Market the program through intermediaries (e.g. PVO's, alumni, community leaders, business and professional associations, large suppliers and customers) reaching small business.
- Manage course delivery, including contracting outside leaders and supervising employees (also give parts of some courses).

B. Review and Implementation Status of Past Evaluation Recommendations

- No previous formal evaluations. AID financial analysis recommendations implemented. We are not aware of any outstanding issues from audits or evaluations.

III- FINDINGS

A. Project Findings

1. Staffing

a. Management Training

- Effective effort since beginning of project. One measure of effectiveness is to-date penetration by target market segment. Annex D estimates top management/top company potential as 400 attendees. Of the 432 to date from this group about one third represent multiple attendance. Therefore about 290 of the 400 near-term potential (73%) have attended. Similarly, assuming no multiple attendance, 254 of 700 potential top-company supervisors, 36%, have attended. This shows an excellent effort.

- Original PP approach combining Project Director and director for management training placed excessive responsibility on one person; splitting positions was successful. This is particularly true considering Haiti's crisis atmosphere in which MPC has been operating for almost its entire existence.

- Present management training director well qualified and effective. Discussions with her, results of the client survey and estimate of market penetration all bear this out.

- Support staffing good. Support staff now well developed to handle present and projected near-term volume of seminars.

b. Management Services

- Lack of staff justified because deterioration of economy has substantially reduced demand for loan packaging consulting. As recommended above, this position should be eliminated.

- Existing management training staff and instructors better positioned to sell and execute follow-up individual consulting work than a separate management services staff

would be. See the above recommendations. Note, however, that we cannot judge whether the specific seminar leaders used (both employees and outsiders) would be as effective in the quite different consulting environment as they have been in seminar leading.

c. Small Enterprise

- Present staff has sufficient time to greatly increase marketing efforts (not in original project design). The PP incorrectly assumed a micro-enterprise market "captured" though the HDF, which would be large and remunerative enough for MPC. In reality, there have been only 51 attendees to date and fees have had to be greatly reduced to attract them. Therefore it is clear that PP assumptions were wrong, but more important that present staff has had ample marketing time available but has not used it effectively: penetration is only .2% of potential, and smaller formal-sector firms have been largely ignored.

- Good potential for economically expanding capacity by using locally available instructors (as Management Training Division does), freeing present staff for marketing and course development. To remedy the above problems, present staff should concentrate on marketing, including developing course material which not only appeals to and is likely to benefit SSE's but which also appeals to powerful intermediaries. Fortunately, among former HDF trainers and people from other SSE-assistance PVO's, there is a small cadre of potential seminar/workshop leaders.

2. Program Planning

a. Management Training

- Considering difficult economic/political climate in last 18 months, MPC has done program planning well. See the client survey report and the above penetration figures for validation.

- Use of foreign seminar leaders has greatly contributed to MPC's quality image. The MPC designers' perception of the need, especially acute in Haïti, to convince top, opinion-leading business executives of seminar quality appears to have been correct and to have paid off quickly, for example in the number of supervisors allowed to attend courses. These top leaders probably judge quality by their experience with foreign seminars, so MPC's use of foreign seminar leaders probably contributed greatly to its present quality image.

- Top-down penetration strategy: broad reach of companies participating and deep penetration to supervisor level in a few firms. This strategy appears to have been successful so far, and to now give MPC the opportunity of broadening the number of firms using supervisor courses and deepening the penetration (including repeat business) with managers from firms which have already sent at least one manager.

- Realization that personal contact, not mass media, sell training, has come slowly. The Director has established an excellent program of personal contacts. However MPC's direct advertising efforts aimed at the micro sector have been less successful. It appears that management initially has over-estimated the power of advertising to sell the idea of training, vs. its valid use of informing people who are already convinced of specific offerings

b. Management Services

- Planned concentration on loan project packaging not executed; market extremely limited (lack of bankable projects and lack of banker sophistication). The Haïtian capital market is limited not so much in availability of funds as it is in the tendency of lenders or investors to look at project backers' personal assets and pedigrees rather than the merits of projects themselves. Further, the number of significant-sized (say assets over \$1 million) investment-grade projects appears to be limited and declining, to a great extent be-

cause of competition from countries with similar labor costs, larger internal markets and more stability. Smaller projects are limited in their abilities to pay up-front fees for the project packaging effort. Rather than attempt to sell such expertise as individual consulting assignments, it is better to give seminars on the subject and hand out detailed planning/packaging formats.

- Lack of management services Director (first one was promoted) blocked development of consulting product packages and their promotion. However, as mentioned above, this has probably been for the best.

- Strategy of subsidizing consulting services unrelated to training is questionable. MPC's financial reality (see annex E) is such that at least its fixed costs will almost certainly have to be subsidized for the foreseeable future. In this context, growth of the total Haitian consulting capacity and quality might be better served by MPC's minimizing its fixed costs by now having consultants on its staff, instead contracting local professionals for specific projects.

c. Small Enterprise

- Original project assumption of sufficient, captive clientele through HDF, incorrect. This was covered above.

- Original terms of relationship between MPC and HDF (in which two institutions did not work together to develop products) created bad feelings and limited penetration of potential client market which HDF represents. The important point now is not to focus on past problems but instead to take some of the steps recommended above (recruit a board member with knowledge of micro sector; develop products which help it and other SSE-assistance foundations as well as their clients).

- Product pricing, type and length of course not appropriate to client needs. At \$95 per 24 hours (\$32 per 8 hours) seminar revenue is below the approximate variable cost range of \$40-65 (see Annex E). On the other hand, previous prices

were so high that 75% of SSEs either financed them as part of loans, or were subsidized by third parties and both they and the HDF must have wondered when, if ever, improved business performance would pay back the fee plus interest. Conversations with micro-entrepreneurs indicate that many could be able to free up about \$25 for a seminar. If this were the price of a four-hour seminar, and pre-registration material (used to convince PVO's) indicated how new practices which the course taught would be likely to earn back this sum in a month or two, then the proposition could be saleable.

3. Program Execution

a. Management Training

- Course evaluation carried out regularly and reveals good to excellent client satisfaction. The client survey (see section 6 for details) substantiates these results.
- Detailed client suggestions also reveal satisfaction.
- Seminars have established MPC as respected but still not consolidated institution. The client survey and conversations with board members and a few outsiders indicate that MPC seminars and training programs are needed and accepted but that increased volume, penetration of Haitian businesses and a continued development of a track record are necessary to consolidate the MPC as a long-term member of the community.
- Early weakness in course logistics rectified. The lack of on-time delivery of course material was discussed above.

b. Management Services

- Number of assignments too low to establish reputation.
- Collection problems in two of five assignments. Two clients have still not paid after more than six months. They represent less than 20% of income, but 40% of a small pool of clients..
- Client satisfaction level The impact of MPC consulting services is not recorded in MPC files. Informal contacts

with the two clients which accounted for about 90% of consulting fee income, indicate they were satisfied with the services. These clients may not be a good indication of the local market because they include a USAID-financed Crafts Export Resources Center project and Imprimerie Deschamps, a MPC board member's firm. Staff comments and early collection problems indicate that most companies are inexperienced at hiring consultants and are reluctant to pay fees that will cover costs of consultants at or above the \$300.00/day set by the MPC.

c. Small Enterprise

- Half of potential clients contacted (all HDF) took courses. HDF contacts with about 100 SSEs resulted in 40 participants, an excellent but probably not sustainable ratio.
- Satisfaction level high (course material immediately applicable, at least informally, and increased sense of being business person). See the client survey summary (section 6) for an explanation.
- Only 51 clients to date, and as low as three per seminar.

4. Material Used

a. Management Training

- Written material generally good. Material for the supervisor course appears to be particularly good: brief, clearly states how each subject will improve participant performance, concentrates on material to be used in class. That for a foreign-led finance course, on the other hand, is virtually a textbook.
- Lack of video materials. If, as recommended, MPC limits its course themes, offering versions of differing length and sophistication, then the high fixed cost of video materials will begin to be justified. "Living" case studies and replays of role playing during seminars are two productive areas.

b. Management Services

- Need for lender-tested standard formats. Work in the consulting area was suspended prior to completing the process of setting up a formal department with standard procedures and forms. If the loan packaging market demand had materialized, MPC should have worked out a standard loan packaging format acceptable to local financing sources which could be used generally for loan packaging assistance.

c. Small Enterprise

- Despite condensing course from six weeks to four weeks, still need for shorter, self-contained modules. Shorter courses of two to six hours in seminar format covering specific subjects would appeal to a broader audience of small businessmen. The shorter format is consistent with this segment's ability to pay in small amounts (i.e. \$25.00/seminar). It also follows entrepreneur preference for short courses that don't commit much time outside business hours and their limited attention and comprehension span which are more appropriately focused on one specific business topic per course or seminar.

- Presentation in Creole of French material and use of participants' own experiences has significantly raised comprehension scores, even among near illiterates. Because this segment of businessmen learn more easily from real examples which can be provided by course participants and cases, interest and comprehension can be increased by limiting each modular course or seminar to one subject and increasing the time devoted to the subject to incorporate the participant or case examples to fully illustrate the subject.

- Written material too long. The written materials used in the course need to be broken down by subject area as separate courses and each course supplemented with cases more and examples. The course materials for each subject area can be easily repackaged for differing levels or special groups,

without trying to redesign the entire course in its present form.

5. Adaptability to Market Demands

a. Management Training

- Have responded well to suggestions for topical seminars (e.g. tax changes and labor relations) and originally-not-planned supervisor workshops. MPC needs to remain responsive, but it should make a particular effort to respond to needs which are enduring and shared by firms of many types.
- Worked well with industry associations and leaders.
- Not yet penetrated market segments where course demand not well articulated (lack of market research). In the case of smaller formal-sector firms, where market research must replace individual visits, owners are not familiar with and perhaps distrust training, MPC has not been successful.

b. Management Services

- Not replacing staff in this area is good idea in light of lack of demand and institution positioning.
- Demand for MPC consulting services more as follow-up to seminars than in separate consulting areas. This and the above finding have already been discussed.

c. Small Enterprise

- Have not effectively found out PVO needs for their clients. Early efforts to visit PVO's were not successful in identifying their clients' needs or mobilizing PVO's to provide training clients. The contacts with PVO intermediaries offering commissions for client referrals was unsuccessful as similar attempts have been in other countries.
- So far concentrated on HDF-type loan clients, as opposed to same size firm whose main need may be training, not credit. HDF, or any other effective lending institution, tries not to attract applicants which do not need loans or which would

rapidly reach training constraints if they received loans. Thus, if MPC depends uniquely on such institutions as intermediaries, it will not reach important segments of its potential market. Other types of PVO's and large customer or supplier firms might be better intermediaries. At least MPC should arrange with HDF and other lenders to recommend MPC courses to applicants which need training before or instead of credit.

- Lack of market research. We have given several examples of needed types of market research. The planned deputy director should in reality be the marketing manager and, as such, be in charge of a defined market research program for all target segments.

6. Client Survey Summary

a. Number served

TABLE 1
NUMBER OF TRAINING CLIENTS THROUGH JUNE 1987 (16 MONTHS) BY
JOB RESPONSIBILITY AND SEX

JOB RESPONSIBILITY	MEN	WOMEN	TOTAL
CEO's	96	15	111
Mid-level managers	219	102	321
Supervisors	209	45	254
Micro-Entrepreneurs	36	15	51
A.I.D. Employees	7	14	21
TOTAL	567	191	758

b. Trainee/Client Profile

- CEO's and Mid-level Managers. 57% of all attendees came from this category. Of the total 432, 27% are women. The majority of CEO's & managers have university level education and are from 27 to 50 years old. They came from medium to

32 ✓

large companies with over 50 employees primarily from the industrial sector, with less from commerce and only a few from the service sector.

- Supervisor. 33.5% of all attendees were supervisors. Of the total 254, 18% are women. The majority of supervisors have either a partial or complete high school education, and range from 20 to 45 years of age. They came from five large companies from the industrial sector.

- Micro Entrepreneurs. 6.7% of all attendees were micro entrepreneurs. Of the total 51, 29% are women. This group was split between those with primary school education, partial high school, and a few with college training. Ages ranged from 24 to 50. The majority of firms were micro industry, followed by commerce and only a few service enterprises.

- AID Employees. 3% of attendees, or 21 people came from USAID of which 2/3 is women, to audit the seminars and courses.

- Non-Clients. Those selected from each category are similar in profile to clients.

c. Usefulness of MPC's Services

- Satisfaction All the categories of clients say that MPC's services are useful. They have acquired new ideas, new knowledge in the fields of management, organization, productivity, accounting and social relations. They have witnessed some improvements in those fields that can be linked with the training provided by the MPC. Many clients recognize that in Haiti business was and still is a family heritage. According to them, MPC gives entrepreneurs, including new ones, a chance at better access to business opportunities and a better chance to successfully realize them. According to clients, this kind of opportunity is new in Haiti, particularly for micro-entrepreneurs. For example, most micro-entrepreneurs said that they did not know, before their contact with the MPC, whether or not their businesses were profitable. Now, they know how to keep records of their

earnings and expenses. In addition, they know how to take care of the clientele and the appearance of their shops. People are generally satisfied with the content of the courses, the schedule and the instruction method. For longer courses managers need more advance notice so they can arrange to attend.

- Hopes and Suggestions. CEO's, mid-level managers and supervisors would like to have more courses about labor relations, bank relations, time management, comparison of traditional haitian corporate values with those of modern corporations, and market research. Micro-entrepreneurs wish to have more courses on small-scale market research, sales methods and access to export information. There should be some training outside of Port-au-Prince. There is interest in longer follow-on courses, given at night, on topics such as labor relations. Present publicity channels (newspapers and radio) both reach large-company managers, but micro-entrepreneurs report that PVO or alumni contacts are more effective for them. All size levels favor formation of a "MPC club" Offering mailings, course discounts and occasional meetings (micro-enterprises only). Respondents could not specify dues expectations. Non clients expressed many of the same needs as clients.

d. Degree of Motivation/Productivity after contact with MPC

- Motivation. Has contact with MPC increased motivation? Yes, for most people. For example, the micro-entrepreneurs have a clear idea of their loss and profit. According to them, this has a direct effect on motivation. For some of the clients, the political/economic situation has hindered their use of their new knowledge to increase motivation.

- Productivity. Few clients have observed increased productivity. However, they think that productivity will certainly come when the political/economic situation is better.

- Employment. Stability or decrease. No one links this situation to MPC's services.

- Attitude changes. Most clients think that paternalism is a less valid work behavior than in the past. Managers and owners are more willing to delegate responsibility than before.

e. Non-client Perceptions

- Marketing to them. All categories were potentially interested in attending courses. Direct marketing to CEO and micro entrepreneurs was suggested.

7. Contractor Performance - PFP and Westinghouse

a. Realistic, detailed work plan and budget for year 1

- Spending and services exceeded plans in PP. Comparing years 1-3 contracted budget vs. that in the PP, contracted personnel costs are about the same: \$817 for direct labor, labor overhead and allowances vs. \$815 in the PP. The contract (\$1.2 million total) exceeds the latter's figure because of higher than planned contractor fee, travel and transportation and equipment. Actual spending has been on the order of \$600 thousand per year vs. the planned \$400 thousand, mainly because Westinghouse provided more service than contracted, such as returning the first Director on AID's orders and providing more course development and recruiting services.

b. Detailed marketing, promotional, communication component

- Not developed at outset for small business area; September 1986 plan still not fully executed. PFP has not developed or successfully executed a plan. This requires Director action.

- For management training successfully executed ad hoc plans. As stated above, it is impressive that MPC was able to respond so quickly and effectively to suggestions from large firms.

c. Operational plan for the research and evaluation component

- No stand-alone activity developed; but some post-seminar evaluation, and very recently a modest small enterprise client evaluation. In addition, MPC seems aware through informal contacts of larger-company needs. What is mainly lacking, then, is research into small formal- and informal-sector firms.

- Performance analysis system not developed until beginning of year 2. With the assistance of outside consultants, a Performance Evaluation Improvement Process was designed in early 1987 for monitoring and evaluating performance by quarters and planning for the next quarter. It is too early to judge whether management is effectively using the system. The second evaluation should monitor this.

d. Quality personnel; clear and detailed job descriptions

- Present key personnel impressive, but high turnover during year 1 retarded development and raised costs. The major management development program necessary is one to motivate and measure the success of the Small Enterprise Director's contacts with intermediary organizations.

- Job Descriptions. The present Director prepared these for all MPC personnel, except himself and Deputy Director, at the end of the first project year. The job descriptions concisely present the main functions of each staff member, who he/she reports to and the main barriers to be overcome in performing each job. The job descriptions for most positions were prepared after the positions were filled and do not outline the qualifications necessary to fill the position.

e. Appropriate management systems and procedures to expedite work and promote organizational efficiency

- Separate contracting of small enterprise division has blocked integration into MPC management system. The Westinghouse contract calls for the Director's "overseeing the local contractor charged with micro-business training",

36

and to develop "a plan to integrate the micro-business component into the operation of the center". This has not occurred to a satisfactory degree.

8. Expenditure and Revenue

- Personnel turnover main cause of overspending We have not conducted a financial analysis of MPC vs. budget, so this is only an impression from conversations with management and AID.

- Despite strong list of supporting consultants, contractor has overspent on finding seminar instructors. It appears that the Westinghouse initial list of consultants was not a practical source. Instead, it had to spend beyond contracted levels to find others.

<u>Revenues through June 1987 (16 months)</u>	<u>\$000's</u>	<u>%</u>
Management Training	70.0	51
Supervisor Training	44.3	33
Small Enterprise	11.1	8
Management Services	10.8	8
Total	136.2	100
Vs. year 1 target \$ 76.0		

9. Service Fee Structure

<u>Fee</u>	<u>Present Fee</u>	<u>Recommended</u>
Top management	\$125/12 hours	same
Supervisors	\$180/24 hours	same
Small Enterprise	\$95/24 hours	\$25/4 hours

The rationale for the latter recommendation has already been discussed.

B. Linkage between Project and Mission Strategy Objectives

The program meets USAID's strategy objectives to increase productivity, to create employment, and to use the private sector to spur economic development. The project directly

307

addresses one of Haiti's critical private development problems; the shortage of a trained and reliable human resource base, particularly at the mid-management level. Aside from providing training to managers and supervisors, an expected output is an improved social relationship between management and labor.

C. Cross-Cutting Issues

1. Women in Development

As reported in section A.6, 25% of participants have been women. Even though 29% of the micro-enterprise participants have been women, this percentage may rise as a higher proportion of women run SSE's than they do large business. As SSE penetration has nowhere to go but up, the total proportion of women benefiting from MPC's services should also rise.

2. Sustainability/Replicability

a. Going year cost and revenue structure (see Annex E).

- Fixed costs, including those now covered offshore but necessary for ongoing operations, and assuming that MPC leases needed seminar space : \$669,000 per year.

- Variable costs per standard one-day seminar, assuming 90% use of local seminar leaders, \$500 promotion cost and \$400 material cost per seminar: \$1258.00.

- Variable cost per participant, assuming average of 30 participants per seminar : \$42.00 per participant.

- Revenue, given the proportion of market potential in Annex D and fees as recommended above : \$59.00 per participant.

b. Implications of above structure.

- At 1000 participants per year, contribution to fixed costs \$17,000 (3%); at total market potential (2,300 participants) contribution \$39,000 (6%).

384

- Variable cost not covered if average seminar size below 21 participants.

- Implication is that at above cost and revenue structure there is little hope of covering a significant proportion of fixed costs unless bulk of MPC business could be standardized, repeatable short seminars, requiring much lower costs per seminar (particularly promotion and materials) than shown above.

3. Environmental Impact

- While participants' business may have an impact, MPC itself has none.

4. Privatization

- MPC strengthens private-sector management so might therefore support others' privatization efforts, but it would be hard to point to a specific effect.

5. Democratization

The client survey indicates a very strong response from micro-entrepreneurs that MPC makes them feel like real business people and reduces the hold of privileged classes on business. Middle managers in larger firms feel that MPC courses give them upward mobility.

IV. LESSONS LEARNED

Many of the specific lessons which might be discussed in this section are already covered in the Findings or Recommendations. The following are more general lessons which might benefit other donor-financed private sector projects.

A. Using the Project Paper as a Plan, not a Straight Jacket

From the time a project paper is written until implementation is initiated, major changes may - and often do - occur which require significant adjustments to increase the chances of success. All too often, project managers and donor personnel follow the project paper plan regardless of a changing situation. They should be encouraged to make alterations as the market and situation require, rather than waiting for external evaluators to suggest changes which alter directions established in the project paper. The PP is not a Bible. The following examples from the MPC Project Paper and current situation illustrate where needed changes were made in some cases not in others.

- Changing Political Climate. In contrast to Haïti's very stable, stagnant political situation under Duvalier, the present rocky, unpredictable climate during the transition from dictatorship to democracy has created a climate, priorities, and demands sometimes quite different from those taken for granted in the project paper. Business owners and top management are now more concerned with political issues that affect their survival, the future directions of the country, and the private sector. Under these conditions, demand for and interest in more traditional management training subjects may expand to include issues and subjects which are related to the uncertain business future as well as traditional management questions. These may include greater emphasis on labor relations, personnel, and generally

substituting for a paternalistic system more modern approaches to delegation and organization of employees and management, which the project has emphasized more than originally planned in response to the current context.

- Changing Economic Climate. The economic context foreseen in the project paper has also changed quite dramatically from a growing economy, with the potential of the CBI incentives, to a deteriorating economy with declining investment, reacting to political instability and uncertainty. This requires reprogramming to the extent the new economic conditions alter demand. For the MPC this included altering the mix of services (emphasize seminars and training and deemphasize consulting services, particularly for loan packaging for new projects or expansion), adapting to clients' increased price sensitivity with pricing strategies, and focusing on subject areas that are in demand during poor economic times. The MPC made many of the alterations required by the new economic circumstances.

- Project Impacts With substantial changes in the projected environment for a project such as MPC, it is likely that projected impacts will also change. For example, rather than net increases in employment, which may be expected in a growing economy, net decreases or no change in employment may occur in client firms in a stagnant or declining economic climate. Under these conditions positive employment impact may result from jobs maintained, rather than a net increase in number of jobs.

- Changing Operating Strategies to Reflect Current Conditions

According to the PP, the small business training division of the MPC was to receive its main clients from the HDF, which would make it a requirement for their borrowers to take the MPC's small business course. Because of this strategy, the small business division developed no effective marketing strategy for clients outside the HDF. When the HDF decided against the strategy of compulsory attendance for their

borrowers, and referred a much smaller number of trainees than projected, the MPC's small business division was slow to change and implement alternate marketing strategies.

B. Concentration on Primary Business versus Expansion of Services:

- Project management and donor personal often feel they should provide new services to clients rather than concentrate on the basic project services. For private sector projects with an objective of achieving substantial financial self-sufficiency, adding more services usually decreases rather than increases a project's potential of becoming self-sufficient. Each new service usually adds to the costs and the complexity of the business or project. It also tends to deflect management from its basic priority - that of increasing the volume of the basic services to the point where they become financially viable.

C. Budget Size versus Income Potential

- except for the income accrual mechanism, MPC is like many donor-financed private sector projects. The budget is guaranteed for the first few years regardless of the income generated, so that income loses its critical importance as a disciplining factor. The budget is organized so that many personnel are hired and expenses are incurred starting early in the project, rather than starting small and growing as income grows. As a result, the budget is very high in comparison to projected income for the first few years. This tends to lead management to be concerned primarily with "spending against budget" rather than achieving self-sufficiency. As a general rule, little analysis is done by management of these types of projects to figure out how project services can be organized and delivered to maximize income and minimize cost, as long as income is not perceived as critical to the project's survival. To partially offset

these negative tendencies, project management should have targets to meet for generating income and controlling costs.

V. PROJECT DESCRIPTION

A. Development Problem

The almost complete lack of adequately trained middle managers and supervisors is cited continually as a major barrier to increased productivity. Also increased delegation of authority to middle management will allow changes in worker organization to occur at a time when the political development of Haiti is exerting pressure on the traditions in the workplace. For such changes to occur at the management and worker levels in Haiti's medium and larger private sector companies, require the understanding, leadership, and financial support of company owners and top management. The small and micro-entrepreneurs have had very few sources of business training courses tailored to their specific needs, which assist them in effectively using financial and other resources obtained from the Haitian Development Foundation and other sources of assistance available in Haiti.

Therefore the MPC has developed a program of seminars, workshops and related services which covers all levels of management in larger firms - upper, middle, and supervisory - and owner-managers of small and micro-businesses.

B. Project Goal and Purpose

The overall goal of MPC is to improve management and business skills and practices in Haiti by providing training and related services to private sector enterprises so as to improve the management and entrepreneurial base and favorably impact employment, whether during growth or declining cycles of the economy. The more specific purpose of the project is to establish and consolidate a professional, high quality capability to design and deliver management training and related services which are responsive to the needs of the private sector. The design and delivery capability is located

within the MPC, which is becoming operational and institutionalized in two phases. The first phase covers the initial three years during which preliminary operations are being carried out, the viability of the Center verified under the management of an outside contractor and a permanent locally-recruited management team is hired and trained. The second phase covers years four and five during which the Center becomes consolidated under the direction of a permanent staff and preferred legal status (corporation or foundation), and the sources for longer-term financial operation are clarified, based upon the level of income versus expenditure reached during the second phase.

C. Project Outputs and Inputs

1. Project Outputs

In line with the original PP logical framework, major outputs are, first an ongoing series of multi-level management and motivational training seminars. These benefit top managers of top companies and supervisors of such firms. A second output is a similar series aimed at owners of smaller (less than 50 employee) formal-sector companies and micro-enterprises. More specifically, beginning in year 4 and continuing, annual target group participants will be: top managers in top companies, 400; supervisors in top companies, 700; top management in smaller formal-sector companies, 500; micro-entrepreneurs, 700. However, in contrast to the PP, MPC will not produce a consulting service independent of customizing some systems presented at seminars for a few companies participating in such seminars. More important than the above specific outputs is the high likelihood that the project will establish a permanent, unique, well-managed and highly-respected training center.

2. Project Inputs

Qualificative inputs are the same as in the PP: local-industry-responsive technical assistance through a foreign comprehensive contract, locale (recommended to be consolidated and expanded to include all employees under one roof and seminar meeting rooms), fee-paying clients (marshalled through a greatly expanded marketing program) and AID funding to cover the difference between income and costs. Table 2 in Annex E indicates that Grant funding needs for the balance of the project (years 2-5) will be about \$3,149, in contrast to the PP's original estimate of \$1,614 for the same period. At steady state, year 5 and onwards, annual contributions must be about \$585 (apart from the AID project monitor cost) to cover the 85% of fixed costs which seminar fees and membership dues do not cover after paying variable costs.

D. Project Assumptions

The project assumptions are commented upon below, based upon the experience of the first year of MPC operation.

1. For Achieving Goal:

- Better trained managers and entrepreneurs will generate new employment. This is true for a period when economic conditions are favorable for expansion, but during recessionary cycles such as the present one in Haiti, the best that can be expected is that trained managers will minimize the net employment declines.

- A top quality local private sector institution can develop the capacity to attract local participation, competing successfully with overseas facilities. The early response from the local private sector confirms this assumption.

2. For Achieving Purpose:

- Demand within the private sector to pay for and spend time for management training. This assumption has been confirmed by larger company managers and supervisor attendance.
- Need among entrepreneurs who require loans to get assistance in project preparation. This assumption has not been verified to date, first by lack of clients willing to pay for packaging service, then due to the MPC's suspension of this activity due to other priorities.
- Need among micro-entrepreneurs for upgrading of business skills, willingness to attend courses, and ability to pay for same. This assumption has proved to be incorrect, or overly optimistic. Micro-entrepreneurs' need for upgrading skills through training doesn't translate into spontaneous demand, willingness to attend courses without the suggestion of an outside agency such as HDF or FAF or ability to pay for same without outside financing. The product type, length and format, price, and sales channels must be altered - as recommended in this report - and tested, to further verify this assumption.

3. For Achieving Output:

- Entrepreneurs will acquire confidence in the project, accepting technical assistance from a private sector institution. This assumption appears correct, at least for larger companies, which have contracted supervision training and expressed interest in follow-up orientation/technical assistance from the MPC related to training areas.
- Managers and executives will support and pay for services of a local business responsive training center. This assumption is correct.

4. For Providing Inputs:

- Strong and expanding support of private sector for using -projects facilities. These assumptions have been verified for project training facilities for larger firms.

VI. ANNEXES

118

ANNEX A
EVALUATION SCOPE OF WORK

In order to carry out the evaluation , the proposed team will first establish an appropriate methodology approved by USAID and the client. It will review major project documents, quaterly reports, contracted sectorial reports, administrative manuals, interview members of the staff, Board of Directors and USAID personnel, and conduct a survey of clients and non-clients within MPC's targeted market to determine the Center's impact and effectiveness over the past year.

More specifically, the team will :

1. Review each division of the Center (Management Training, Management Services, Small Enterprise and project evaluation) and assess their performance in terms of staffing, program planning, program execution, material used and adaptability to market demands.
2. Measure the number of clients serviced to date, provide a trainee/client profile (i.e. place of employment, sex, areas of training, job responsibility) and interview a representative sample of MPC clients and, when appropriate, their supervisors, to determine the usefulness and degree of motivation/productivity after their contact with the MMPC. Most important will be to determine the extent to which the MPC's program has helped business to expand and thus generate new employment. The sample will include both micro-business which have not been and which have been clients of the Small Enterprise Division.
3. Review the consultation reports to measure their impact/effectiveness on clients, organization, or loan application.
4. Determine whether or not the contractor has fulfilled major contract requirements and to what extent the contractor was successful in developing :

- a realistic work plan and budget for year I.
- a realistic marketing, promotional, communication plan.
- an operational plan for the research and evaluation component.
- in hiring quality personnel and developing clear and detailed job-description.
- in establishing appropriate management systems and procedures to expedite work and promote organizational efficiency.

5. Measure revenue generated to date and comment on the appropriateness of the service fee structure.

6. Based on the information gathered in tasks 1-5, the team will assess the need to either expand or contract the amount of services recommended in the Project Paper and the services actually offered by the Center. If adjustments are proposed, a justification for modifying the scope and number of services must be included as well as recommendations for their budgetary implications.

7. Assess and advise maintaining the existing technical assistance format, whereby the contractor implements the project for the Board and AID. Problems have been identified in the area of financial management, where the accountant is responsible to the Center and AID, yet is hired and managed by the project contractor and performs some duties solely to the benefit of the project contractor.

Upon completion of documents and interviews, the findings of the Contractor along with recommendations, will be presented in the form of a draft evaluation report to MPC, Westinghouse, and USAID/Haiti and discussed before being put in the form of a final evaluation report.

The work defined herein will be completed in 5 weeks : 3 weeks for in-country information collection and analysis, one week for preparation and presentation of a draft report of findings and recommendations, and one week for final report production in Haiti. It is expected that a team of 3 persons will carry out the evaluation ; 2 consultant evaluators (one

designated as field team leader) conducting institutional evaluation and preparing the draft and final reports, and one local consultant as subcontractor who will help design and conduct the survey. Survey methodology and questionnaire will be approved by client and AID prior to its commencement. The team will consult on regular basis with USAID's Office of Private Enterprise Development and the Project Director. Although the draft and final reports may be prepared and presented in English, the consultant/evaluators must be sufficiently fluent in French to conduct field work in Haiti. It is understood that Bruce Tippet and Cameron Smith shall assume the position of field team leader and evaluator respectively and Pierre Richard Quittere will be the local subcontractor.

ANNEX B : PROJECT LOGICAL FRAMEWORK

Project Title and Number : Private Enterprise Management and Productivity Center
Total U.S. Funding: \$2.3 mil
From: FY Funds

Life of Project : 5 years
Date Prepared : 11/20/84

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEAN OF VERIFICATION	IMPORTANT ASSUMPTIONS																																				
Program or Sector Goal : The broader objective to which this project contributes : To improve business skills in order to stimulate employment increase productivity, and broaden the management and entrepreneurial base.	Measures of Goal Achievement : 1. Industrial firms with improved management systems. 2. Number of owner/managers who adopt delegation of responsibility practices. 3. New and expanded industrial firms.	1. Annual survey of user firms covering employment growth, changes in management attitudes changes in productivity. 2. Annual survey of lending institutions evaluating noted changes in quality of loan applications.	Assumptions for Achieving Goal Targets : 1. Better trained managers and entrepreneurs will generate new employment. 2. A top quality local private sector institution to attract local participation competing successfully with overseas facilities.																																				
Project Purpose : To establish a flexible private sector entity capable of delivering training and business services to managers and entrepreneurs.	Conditions that will indicate that purpose has been achieved : End of project status. 1. 3700 jobs created through upgraded management and business practices. 2. An annual increase in successful loan applications and micro-businesses. 3. An annual increase of 20% in user fees	1. Systematic follow through evaluation upon completion of each training/delivery of services cycle. 2. Project evaluation with emphasis on reduced dependence on exterior financing.	Assumptions for Achieving Purpose: 1. Demand within private sector to pay for and spend time for management training. 2. Need among entrepreneurs who require loans to get assistance in project preparation 3. Need among micro entrepreneurs for upgrading of business skills, willingness to attend courses and ability to pay the same.																																				
Outputs : - Project packaging services for entrepreneurs - Multi-level management and motivational training - Basic business skill training for micro-entrepreneurs.	Magnitude of outputs : 1. Training of approx. 500 executives, mid men. and sup. and 800 mic.-business clients 2. Technical assistance in project packaging to approximately 60 clients. 3. Establishments of well-managed highly respected training center	1. MPC client records 2. Evaluations 3. Semi-annual reports 4. Impact surveys	Assumptions for Achieving Output : 1. Entrepreneurs will acquire confidence in the project, accepting technical assistance from a private sector institution. 2. Managers and executives will support and pay for services of a local business-responsive training center.																																				
Inputs : - Industry responsive technical assistance - Locale - Fee paying clients - Total AID funding : \$2.3 mil	Implement. target (Tpe & Qty in '000) <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Yr1</th> <th>Yr2</th> <th>Yr3</th> <th>Yr4</th> <th>Yr5</th> </tr> </thead> <tbody> <tr> <td>TA</td> <td>394</td> <td>363</td> <td>383</td> <td>404</td> <td>261</td> </tr> <tr> <td>Operations</td> <td>292</td> <td>377</td> <td>381</td> <td>459</td> <td>480</td> </tr> <tr> <td>Income</td> <td>76</td> <td>219</td> <td>241</td> <td>300</td> <td>340</td> </tr> <tr> <td>Interest/ Contrib.</td> <td></td> <td></td> <td></td> <td>146</td> <td>200</td> </tr> <tr> <td>AID Grant</td> <td>686</td> <td>740</td> <td>764</td> <td>55</td> <td>55</td> </tr> </tbody> </table>		Yr1	Yr2	Yr3	Yr4	Yr5	TA	394	363	383	404	261	Operations	292	377	381	459	480	Income	76	219	241	300	340	Interest/ Contrib.				146	200	AID Grant	686	740	764	55	55	1. Regular AID reporting procedure 2. Special accounting and control procedure by core group. 3. Accountability of participant fees.	Assumptions for Providing Inputs : 1. Strong and expanding support of private sector to using project's facilities.
	Yr1	Yr2	Yr3	Yr4	Yr5																																		
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ANNEX C

SURVEY TO MEASURE THE SATISFACTION OF MPC'S CLIENTS

1. Objective

The objective of this survey is to evaluate the services delivered by the MPC during its first year of operation and to make recommendations regarding training programs (seminars, workshops, courses) in order to help it achieve greater credibility and eventual self-sufficiency.

2. Scope of work

More specifically, this survey of clients and non-clients (within MPC's targeted market) will:

- Measure the number of clients serviced to date;
- Provide a trainee/client profile (place of employment, areas of training, job responsibility);
- Determine the usefulness and degree of motivation/ productivity after clients' contact with the MPC.

3. Methodology

a. MPC's targeted market

The targeted groups include actual and potential attendees to training services (seminars, workshops, courses...) delivered by the MPC.

SB^x

b. Sampling

Given the short time available, the size of the sample was limited to 64 persons including micro-business clients who completed the Division of Small Enterprises' training cycle. The components of the sample are as follows :

TRAINING	SEMINARS		WORKSHOPS		COURSES FOR MICRO- ENTREPRENEURS	
	Clients	Non Clients	Clients	Non clients	Clients	Non clients
NUMBER OF PARTICIPANTS	16	6	16	6	15	5

Results concerning clients will be presented in parts 4 (Major findings and recommendations) and 5 (Detailed results) of this annex, whereas results concerning non-clients will be presented in part 6. (Non-client results).

c. Data collection

Data collection took place from July 14 to August 10, 1987. The instruments were structured questionnaires. There are three versions of those questionnaires which correspond to the different targeted groups (CEO's and mid-level managers, supervisors, micro-entrepreneurs). There is a copy of each kind of questionnaire at the end of this annex.

4. Major findings and recommendations

a. Major findings

1 Usefulness

- Most attendees think they have gained new insights through their contacts with the MPC and have witnessed some improvements in their enterprises or departments that they can link with what they learned. Their level of satisfaction is very high.

- Large and medium scale enterprises :

* CEO's and managers : They explain these new insights as follows :

. Relations between the enterprise and labor union : "I have improved my relations with the union since I attended the seminar." / "I could even help another company that had labor union problems"

. Time management : "I have learned to match my priorities with my time"

. Income Tax Law Reform : "Now we prepare our fiscal reports better".

* Supervisors : The most convincing attendees were the supervisors when they affirmed that they received new knowledge through the training delivered by the MPC. The improvements that they witnessed are the following : "I understand better the workers' problems, the absences for instance, and I succeed in solving them." / "I work less because the workers cooperate more." / "My relationship with my boss has improved so much that I expect a promotion soon." / Those kinds of statements were heard from most supervisors.

- Micro-entrepreneurs :

Seven micro-entrepreneurs out of fifteen affirmed that they witnessed an improvement in their enterprises. How ? Through a better working method : "Now I am more careful about my client and the appearance of my store." / "I better analyze my losses and profits" / "I can control my production" / "I am more aware of my errors". The other micro-entrepreneurs answered that, given the political and economic situation, they did not have any improvement. Nevertheless they said that they are more prepared to obtain an improvement

when the situation becomes better. Most important, they have the feeling that they have learned how to become real entrepreneurs. "Before," they said, "business in Haiti was a kind of family affair, including their training: when people wanted to become entrepreneurs, they did not know what to do." Now, according to the micro-entrepreneurs, one can find, from the MPC's Division of small scale enterprises, training which fits the specific needs of micro-enterprises, in the fields of accounting, organization, relations with the clientele, etc.

- Difference of perception between the supervisors and other attendees.

It is worth mentioning a difference of perception between supervisors and CEO's or middle level managers as to the impact of the training delivered by the MPC on the performance of the enterprises. As a matter of fact, it has been pretty difficult for CEO's and managers to establish a link between the achievements of their companies or departments and the CMP. On the contrary, 100% of the supervisors reported very significant improvements directly linked with the training that they attended. For instance, a supervisor from an enterprise that produces electronic components for export reported that he was able to increase his team's productivity by more than 50% (from about 800 to more than 1300 units per day) through the use of advice learned at a CMP workshop ("Human relations in the enterprise").

The cause of this difference of perception probably lies in the fact that, in the case of CEO's and managers, they tried to correlate the behavior of a

whole company or department with the training provided by the MPC. This is pretty hard because it is difficult to establish direct links. On the contrary, for the supervisors, it is a much more limited field, so the direct links are clearer.

2. Motivation/productivity after contact with MPC.

- Many attendees think that the training delivered by the MPC helped them increase motivation and productivity within their enterprises or departments. As a matter of fact, the above mentioned insights and improvements (4.1.1.) have a positive influence on motivation and productivity.

- Large and middle scale enterprises :

* CEO's and managers : Most CEO's and managers affirmed that they witnessed increased motivation within their enterprises after contact with MPC. According to them, this is due to an improvement of human relations. They also give other explanations.. Here are a few examples : "The seminar on Time Management let me plan my work better". / "We pay more attention to our employee's claims than in the past". As far as productivity is concerned, they expect it to increase, using what was learned from the seminars.

*Supervisors: All the supervisors answered that they could increase motivation and productivity within their groups. This increase in productivity may reach 50% or more. In addition, all of the supervisors affirmed that they feel more concerned about their work and their enterprises after attending MPC's workshops. They "understand better" their "real job functions".

-Micro-enterprises

Micro-entrepreneurs have witnessed increased motivation. As far as productivity is concerned, they feel better prepared to be more productive in the future, but were unable to measure increases in productivity so far.

b. Recommendations

1 Based on survey results

- **Usefulness.** Since the level of satisfaction is very high, the training delivered by the MPC must continue and be developed. This training really fits Haitian business needs.

- **Impact upon motivation.** The impact of the training delivered by the MPC is easier to identify and measure on attendees who have a **limited field of activity.** Therefore MPC should use different methods of evaluation and measurement of impact for each target group of attendees, depending on their functions in the enterprise.

- **Necessity of helping target groups identify their training needs.** Many attendees (most of them are supervisors or micro-entrepreneurs) do not know what they need. MPC should **always** offer them introductory seminars and multiple choices seminars to help them identify their training needs.

2 What comes from clients' suggestions

- **Fees:** According to clients, fees must be kept as low as possible, for the following reasons :

- Large and middle scale enterprises :

* **CEO's and managers :** CEO's tend to find seminars fees pretty high, because they often send many attendees. Some CEO's think that there should be fee reduction for the companies that send many attendees at the same time. As far as top and middle level managers are concerned, they think that the fees paid for training delivered by the MPC are normal. Nevertheless they would like them to be a little bit lower so that they could attend MPC's training when their enterprises do not pay for them. MPC should consider discounts for above cases.

* **Supervisors :** For the same reason, the supervisors would like the fees to be kept low. They would like to be able to pay for themselves when necessary. (They affirm that MPC's workshop on Human relations has proven useful even for their family life)

* Micro-enterprises :

Micro-entrepreneurs' sales are sometimes less than \$500.00 per month during some periods of the year. Fourteen out of fifteen micro-entrepreneurs suggested that the fees be kept under or at \$100.00 per cycle. When asked which is the most normal fee if we compare \$300.00, \$175.00 and \$95.00 for a 24-hour course, only one person suggested \$175.00. The other ones all chose \$95.00.

- **Schedule** : For the present clients sent by their companies, the present schedule is fine. Many managers and supervisors, however, would like to come for themselves. In order for them to come outside company time, training would have to be scheduled evenings and week-ends.

Large and middle scale enterprises

* CEO's and managers: The schedule used so far for most seminars (Friday all day and Saturday morning) seems acceptable to most CEO's and managers. Some suggested that the MPC should not choose month beginning and end. Others would like to have two full days instead of one day and a half.

*Supervisors: They are the most motivated attendees. They are satisfied with the schedule, but they think that the workshops are too short. They wish a modification in the schedule so that the duration of the workshop could be longer, without disturbing their work.

*Micro-enterprises:

For about one third the micro-entrepreneurs, the optimal duration per week should be 4 hours (2 x 2h). For another third, the optimal duration per week should be six hours (3 x 2h). For the rest of them, it should be 8 or 10 hours per week. As the best time to begin class, most micro-entrepreneurs suggest 6:00 p.m. A few suggest 5:00 or 5:30 p.m., or very early in the morning on week-day. Some would like to have courses on Sunday morning.

- **Content** (See 5.Sc.\$1.) : In addition, foreign experts should always be aware of the real problems

of Haitian enterprises and use examples from Haitian experience.

- **Teaching method** : The teaching method used by the MPC should be continued : most attendees found it excellent and they (CEO's, managers, supervisors and micro-entrepreneurs alike) think that the teaching method used by the MPC "has the right balance of theory and practice, helps attendees understand well, and that seminars, workshops and courses are neither too simple nor too complicated". There are a few suggestions, however. Here are some of them :

-Large and middle scale enterprise.

*CEO: and managers: Most CEO's and managers would like to have more examples, more simulations of real situations. They also suggest : sub-group work, exchange of experiences, use of French as training language. They also wish to receive written documentation before the seminars so that they can be prepared and be more receptive.

*Supervisors : The main suggestion is that Creole must be used as the training language for supervisors. But most supervisors had no suggestions.

- Micro-entrepreneurs : Half of them suggested that : a) the attendees should more often have the opportunity to do practical exercises and real examples; b) attendees with different levels and fields should be separated.

5. Detailed results

a. Number of clients serviced to date

TABLE 1
NUMBER OF TRAINING CLIENTS THROUGH JUNE 1987 (16 MONTHS)
BY JOB RESPONSIBILITY AND SEX

JOB RESPONSIBILITY	MEN	WOMEN	TOTAL
CEO's	96	15	111
Mid-level managers	219	102	321
Supervisors	209	45	254
Micro-Entrepreneurs	36	15	51
A.I.D. Employees	7	14	21
TOTAL	567	191	758

b. MPC's clients socio-professional profile

The attendees socio-demographic characteristics are the following:

- **Percentage of females are**
 - :.CEO' : 27%
 - . Sup. : 18%
 - . Micro-Entrepr. : 29%
 - . AID's employees : 67%
- **Ages**
 - :. CEO' : from 27 to 50.
 - . Sup. : from 20 to 45.
 - . Micr. : from 24 to 50.
- **Education**
 - . Most CEO's and managers have university level
 - . Sup. : from 5e to baccalauréat (from 8-year schooling to college)

- **Economic sectors** : Large scale ent.: Most : industries and commerce, a few : services
- : Micr. : Most : industries and commerce ; a few services

c. MPC's clients' problems and concerns

1 Their problems- The solutions they expect- Their first concerns

Large and middle scale enterprises

*CEO's and managers: According to CEO's : and managers, the most important fields for present and future training are :

- . Enterprises versus banks : their mutual relationship,
- . Time management,
- . Labor management,
- . Personnel evaluation,
- . Human relations within enterprises,
- . Comparison between true corporations and Haitian family corporations,
- . Communication within family corporations,
- . Haitian business laws,
- . How a Haitian female CEO or manager can match her professional and family lives.

In addition, CEO's and managers suggested that MPC's seminars subjects be repeated in more depth.

* Supervisors : A few supervisors suggested that the same subjects be repeated (Human relations and Practice of supervision). But most of them were unable to suggest any new subject.

634

- Micro-enterprises : According to micro-entrepreneurs, the most important field for them is access to information. There should be, they say, an institution that could a) tell them whom to ask when they have problems, b) inform them about market opportunities, c) explain to them how to export. For other micro-entrepreneurs, the first concern is financial control.

2. Level of satisfaction with existing services ; and new services needed (Technical assistance and other services).

Level of satisfaction with existing services

When asked : "To what extent the training delivered by the MPC has satisfied your most important needs and solved your main problems ?", most attendees answered "A LITTLE" or "COMPLETELY" instead of "NOT ENOUGH" or "NOT AT ALL".

- Large and middle scale enterprises

* CEO's and managers : Almost all CEO's and managers answered : "A LITTLE".

* Supervisors : Half of them answered : "COMPLETELY" and the other half : "A LITTLE".

- Micro-entrepreneurs

Eight out of fifteen micro-entrepreneurs answered : "COMPLETELY", and seven : "A LITTLE".

New services needed (Technical assistance)

According to MPC's clients, their needs for technical assistance and other new services are the following :

- Large and middle scale enterprises :

Market studies, Job description, Productivity audit, Assistance for implementing what is taught in seminars, Procedure manual preparation, Data processing system development.

- Micro-enterprises :

Financial report preparation, Market studies, Advertising, Access to information (Data bank), Accounting service.

d. MPC's marketing effort efficiency

What scale of enterprises is reached by what media. Clients' opinions about the best ways to reach them.

- Large and middle scale enterprises

* CEO's and managers : Most CEO's were directly informed by the MPC. Half of the managers were directly informed by the MPC and the other half were informed by their bosses. CEO's and managers also heard about seminars through radio, television and newspapers. Most CEO's and managers think that these means are quite efficient and do not suggest any other one. Some, however, think that everybody should be informed directly by the MPC.

*Supervisors : All the supervisors were informed and sent by their companies. According to them, this is normal. Some, however, would like to be informed directly by the MPC so that they could come when they are not sent by their companies.

- Micro-entrepreneurs

Thirteen out of fifteen micro-entrepreneurs were informed by the HFD. For about half of them, it was an obligation from the HFD if they wanted a loan. One micro-entrepreneur was informed by the CERC and the other one by a friend of his who already attended the course. No micro-entrepreneur was informed by radio, television or newspaper, and none of them was informed by the MPC. According to the micro-entrepreneurs, the best way to reach them is to use person-to-person contact : salespersons and/or alumni.

e. Interviewees' perception about the MPC

Clients perception about the MPC is very positive, and satisfaction is very high. MPC's professional prestige is so high that some attendees, even among CEO's, think the training delivered by the MPC should include non-business subjects. Every attendee is ready to join an "MPC Club" if one were to be formed.

6. Non-client results

Non-client results can comply with only the relevant parts of the scope of work of the client survey. The present results, therefore, will focus on the non-clients' needs and the the reasons why they never attended MPC's training.

a. Need for new insights

When asked if they sometimes feel they need new insights for their enterprises, the non-clients answered "YES". The principal fields of need are the following, for the different categories :

1. Large and middle scale enterprises

* CEO'S and managers : Non-client CEO's and managers' needs are the following : in-house training for supervisors, in-house training for all-level employees in order for them to master some methods and knowledge specific to the company. For the time being, they have to send their employees abroad for such training, which is very expensive and not efficient. Their other needs are the same as clients'.

* Supervisors : As for the supervisors, the non-clients do not know their needs. Some of them, would like to receive technical training in their professional fields.

2. Micro-entrepreneurs

The fields of need for the non-clients micro-entrepreneurs are not different from clients': marketing, accounting, whatever can help improve the performance of the enterprises.

b. MPC's marketing effort efficiency

1 Large and middle scale enterprises

* CEO'S and managers : Although the MPC's marketing efforts are very successful in reaching CEO's and managers, some enterprises (particularly among the State owned enterprises) are not on the mailing list. That is why some of them never come to MPC's training. Others were reached but did not have time to come and they are ready to come in the future.

* Supervisors : The non-client supervisors did not come because their companies did not send them. They would have come if they had had a chance.

2. Micro-entrepreneurs

Three out of five micro-entrepreneurs heard about MPC's training. Reasons for non-participation are

high fees and non-realization that this training addressed the specific needs of micro-entrepreneurs. According to non-clients micro-entrepreneurs, what can be done to help them come is to : a) reduce fees, b) help them realize that the training is worth the money, c) really reach them.

c. Non-clients' expectations about fees, schedule, content and teaching method.

Non-clients' expectations about fees, schedule, content and teaching method are not different from clients' opinions (See 4 Sb \$2.)

d. Profile

Non clients profile is similar to clients'.

e. Recommendations

The present recommendations concern exclusively MPC's marketing efforts efficiency, since the other results (non-clients' needs and concerns, their expectations about fees, contents, teaching methods, schedule) are almost the same as those presented for clients.

1 Large and middle scale enterprises

* CEO'S and managers : Although the MPC's marketing efforts are very successful in reaching CEO's and managers, some enterprises (particularly among the State owned enterprises) are not on the mailing list. MPC should add them so that all potential CEO's and managers can be reached.

* Supervisors : Since supervisors are sent by their companies, any new marketing effort must be directed to CEO's and managers to convince them of the necessity for training their supervisors. Once the latter have come to one workshop, some of them may come again for their own, but the first step has to be taken by the company.

2. Micro-entrepreneurs

As we already explained, it is very difficult to reach micro-entrepreneurs and make them realize what they can gain from MPC's courses. The recommendation concerning the client micro-entrepreneurs must be repeated for the non-clients : the most efficient way to reach them is by person-to-person contact : salespersons and alumni. MPC should implement its plan to use these means.

7. Appendix : Questionnaires

EVALUATION PAR SONDAGE D'OPINION
(CEO'S ET MIDDLE-LEVEL MANAGERS)

Bonjour, je m'appelle..... Nous faisons une évaluation des activités du CMP pour déterminer dans quel sens on pourrait les améliorer. Nous avons appris qu'il vous arrive de bénéficier des services du CMP. Est-ce exact ?

Auriez-vous quelques minutes pour participer à cette enquête ?

Q-1. Date de visite : _____ ()

Q-2. Cycle suivi : Du _____ Au : _____ ()

Q-3. Module : _____ ()

Q-4. A quelle entreprise appartenez-vous ? ()
1- Nom de l'entreprise ----- ()
2- Adresse de l'entreprise ()
Ville ----- ()
Rue et tél. -----

Q-5. Quelle est votre responsabilité au sein de l'entreprise ? ()
1. Propriétaire 3. Superviseur ()
2. Manager 4. Autres _____

Q-6. A quel secteur économique appartient l'entreprise ?
1. Agribusiness 4. Secteur des services ()
2. Commerce 5. Artisanat/Micro-entrepr. ()
3. Industrie ()

714

Q-7. Avez-vous l'impression d'avoir acquis de nouveaux horizons, de nouveaux points de vue... grâce à vos contacts avec le CMP ?

- | | | |
|--------|-----------------|-----|
| 1. Oui | 3. NSP | () |
| 2. Non | 4. Autres _____ | |

Q-8. A quels domaines appartiennent ces nouveaux horizons, ces nouveaux points de vue... ?

- | | | |
|-----------------|-----------------------|-----|
| 1. Management | 4. Rentabilité | () |
| 2. Organisation | 5. Relations sociales | () |
| 3. Productivité | 6. _____ | () |

Q-9. Auriez-vous observé une amélioration de votre entreprise que vous pouvez lier à ce qui vous a été offert ?

- | | | |
|--------|--------|-----|
| 1. Oui | 3. NSP | () |
| 2. Non | 4. | |

Q-10. Dans quels domaines se situent les améliorations observées ?

- | | | |
|-----------------|-----------------------|-----|
| 1. Management | 4. Rentabilité | () |
| 2. Organisation | 5. Relations sociales | () |
| 3. Productivité | 6. _____ | () |

Q-11. Quels sont les changements de comportement observés ?

1. Introduction de la participation dans les prises de décision
2. Introduction de la mobilité dans la composition de la main d'oeuvre
3. Délégation de responsabilité (par opposition à responsabilité rigide)
4. Baisse d'absentéisme ()
5. ()
6. ()

Q-12. Comment avez-vous appris l'existence des cours ?

()

1. Radio

4. Bouche à oreille ()

2. Télévision

5. Autre _____

3. Journaux

Q-13. Voyez-vous un meilleur moyen de contacter des gens comme vous pour ce genre d'activité ?

_____ ()

_____ ()

Q-14. Les premiers participants ont payé \$300.00 ; ensuite les frais de participation étaient réduits à \$175.00 ; et dorénavant les frais de participation sont fixés à \$95.00. D'après vous lequel de ces trois prix est le plus approprié ?

1. \$300.00

3. \$95.00 ()

2. \$175.00

4. Autres _____

Q-15. Quel prix proposeriez-vous et pour quel laps de temps ?

_____ ()

_____ ()

Q-16. Si le cours vous apporte ce qu'il faut, combien d'heures au maximum par semaine pourriez-vous y consacrer ?

_____ ()

Q-17. Si le cours vous apporte ce qu'il faut, combien de fois au maximum par semaine pourriez-vous y venir ?

1. Une fois

4. Autre _____

2. Deux fois ()

3. Trois fois

73^x

Q-18. A quel moment pouvez-vous venir ?

_____ ()

Q-19. Que préférez-vous, des cours théoriques ou des séances pratiques ? (Expliquer, illustrer)

- | | |
|----------------------|------------------------|
| 1. Cours théoriques | 3. Un mélange des deux |
| 2. Séances pratiques | 4. NSP |
| | 5. Autres _____ |
- ()
()

Q-20. Par exemple, ce contenu ne serait-il pas assez technique ou plutôt serait trop technique ?

- | | |
|------------------------|-------------------|
| 1. Pas assez technique | 3. Trop technique |
| 2. Juste ce qu'il faut | 4. NSP |
| | 5. Autres _____ |

Q-21. Dans quelle mesure ce contenu a couvert vos problèmes les plus importants, vos questions les plus importantes ?

- | | | |
|----------------|----------------|--------|
| 1. Tout à fait | 3. Pas assez | () |
| 2. Un peu | 4. Pas du tout | 5. NSP |
- ()

Q-22. Quels seraient les domaines les plus importants pour vous et que la CMP devrait couvrir ?

- | | | |
|-----------------|-----------------------|-----|
| 1. Management | 4. Rentabilité | () |
| 2. Organisation | 5. Relations sociales | () |
| 3. Productivité | 6. _____ | () |

Q-23. Quelle est votre première priorité ? En d'autres termes, si vous deviez choisir un seul cours (existant ou à proposer), quel serait-il ?

- | | | |
|-----------------|-----------------------|-----|
| 1. Management | 4. Rentabilité | () |
| 2. Organisation | 5. Relations sociales | () |
| 3. Productivité | 6. _____ | () |

Q-24. Est-ce que la méthode d'enseignement utilisée par le CMP dans ses cours vous a permis de bien comprendre, est tout juste satisfaisante, ou est impropre à l'enseignement ?

- | | | |
|------------------------------|----------|-----|
| 1. Permet de bien comprendre | 4. NSP | |
| 2. Juste satisfaisante, | 5. Autre | () |
| 3. Impropre à l'enseignement | | |

Q-25. Si vous avez quelques suggestions quant à la méthode d'enseignement, quelles seraient-elles ?

_____	()
_____	()

" Peut-être l'un des impacts, le plus important même, serait que les gens deviennent conscients de la nécessité des cours et en veulent davantage."

Q-26. Pensez-vous que ce serait une bonne idée de mettre de côté de l'argent pour la formation ?

- | | | |
|--------|-----------------|-----|
| 1. Oui | 3. NSP | () |
| 2. Non | 4. Autres _____ | |

Q-27. Avez-vous l'intention de prendre d'autres cours à l'avenir ?

- | | | |
|--------|--------|-----|
| 1. Oui | 3. NSP | () |
| 2. NON | | |

Q-28. Si oui, quels sont vos domaines d'intérêt ?

- | | | |
|-----------------|-----------------------|-----|
| 1. Management | 4. Rentabilité | () |
| 2. Organisation | 5. Relations sociales | () |
| 3. Productivité | 6. _____ | () |

754

Q-29. Pourquoi précisément ceux-là ?

()

()

Q-30. Seriez-vous prêt à conseiller à d'autres personnes à participer aux cours ?

1. Oui

3. NSP

()

2. Non

4. Autres _____

Q-31. Quels sont les domaines dans lesquels vous aimeriez recevoir une assistance de la part du CMP ?

1. Management

4. Rentabilité

()

2. Organisation

5. Relations sociales

()

3. Productivité

6. _____

()

Q-32. Quels sont les nouveaux domaines (services) que vous aimeriez voir développer par le CMP ?

()

()

Q-33. Pourquoi ?

()

()

Q-34. Pensez-vous que les cours offerts par le CMP vous ont aidé à augmenter la motivation et la productivité au sein de votre entreprise ?

1. Oui

3. NSP

()

2. Non

Q-35. Comment ?

- | | | |
|----|----|-----|
| 1. | 3. | () |
| 2. | | () |

Q-36. Quel est le nombre actuel (présent) d'employés dans votre entreprise ?

_____ ()

Q-37. Quel est le volume de vente annuel ou mensuel de cette entreprise ?

_____ ()

Q-38. Quelle est la variation, dans l'un ou l'autre sens, du nombre d'emplois dans votre entreprise depuis un an ?

_____ ()

Q-39. Quelle est la composition de ces emplois par catégorie de compétence et par appartenance socio-économique ?

_____ ()

_____ ()

Q-40. Quels sont les changements intervenus dans la nature ou la qualité des conditions de travail ?

- | | | |
|----|----------------------|-----|
| 1. | 4. | () |
| 2. | 5. Pas de changement | () |
| 3. | 6. NSP | |

774

Q-41. Pensez-vous que le paternalisme est comportement valable en Haïti ?

- | | | |
|--------|----------------|-----|
| 1. Oui | 3. NSP | () |
| 2. Non | 4. Autre _____ | |

Q-42. Si oui, pourquoi ?

()

Q-43. Pendant combien de temps pensez-vous que vous pouvez vous absenter de votre entreprise de façon ininterrompue sans risque pour la bonne marche de vos affaires ?

Q-44. Etes-vous intéressé-vous à appartenir à un club CMP dont les membres obtiendraient la gratuité de certains services, une réduction sur les frais d'autres services, l'abonnement gratuit à l'Entrepreneur, etc.

- | | | |
|--------|--------|-----|
| 1. Oui | 3. NSP | () |
| 2. Non | | |

Q-45. Sexe du répondant ?

- | | | |
|-------------|--|-----|
| 1. Masculin | | |
| 2. Féminin | | () |

Q-46. Age du répondant ?

- | | | |
|----------------|----------------|-----|
| 1. 18 à 24 ans | 3. 35 à 49 ans | |
| 2. 25 à 34 ans | 4. 50 et plus | () |

78

Q-47. Niveau de scolarité ?

- | | | |
|--------------------|------------------|-----|
| 1. Primaire | 4. Universitaire | |
| 2. Secondaire | 5. Autres | |
| 3. Professionnelle | | () |

Q-48. Profession (formation reçue) ?

- | | | |
|-------------------|---------------|-----|
| 1. Administration | 5. Autre..... | () |
| 2. Ingénieur | | |
| 3. Technicien | | |
| 4. Enseignant | | |

Q-49. Occupation secondaire (autre que dans l'entreprise) ?

- | | | |
|-------------------|--------------------|-----|
| 1. Administration | | |
| 2. Ingénieur | 5. Cadre supérieur | |
| 3. Technicien | 6. Mère de famille | |
| 4. Enseignant | 7. Autre..... | () |

Q-50. Depuis combien de temps êtes-vous dans les affaires ?

_____ ()

Q-51. Depuis combien de temps êtes-vous dans ce genre d'activités ?

_____ ()

Q-52. Depuis combien de temps cette entreprise existe-t-elle ?

()

Q-53. Lieu de résidence ?

1. Zone de Carrefour,
2. Centre-ville,
3. Pétion-ville, Bourdon, Delmas, La Plaine,
4. Kenskoff, Montagne Noire, Laboule, Thomassin, Bourdon, Turgeau.

()

**EVALUATION PAR SONDAGE D'OPINION
(SUPERVISEURS)**

Bonjour, je m'appelle..... Nous faisons une évaluation des activités du CMP pour déterminer dans quel sens on pourrait les améliorer. Nous avons appris qu'il vous arrive de bénéficier des services du CMP.

Auriez-vous quelques minutes pour participer à cette enquête ?

Q-1. Date de visite : _____ ()

Q-2. Cycle suivi : Du _____ Au : _____ ()

Q-3. Module : _____ ()

Q-4. A quelle entreprise appartenez-vous ? ()

1- Nom de l'entreprise ----- ()

2- Adresse de l'entreprise ()

Ville ----- ()

Rue et tél. -----

Q-5. Quelle est votre responsabilité au sein de l'entreprise ? ()

1. Propriétaire 3. Superviseur

2. Manager 4. Autres _____

Q-6. A quel secteur économique appartient l'entreprise ?

1. Agribusiness 4. Secteur des services

2. Commerce 5. Artisanat/Micro-entrepr.

3. Industrie ()

S/17

Q-13. Quels sont les changements de comportement observés ?

1. Introduction de la participation dans les prises de décision
2. Introduction de la mobilité dans la composition de la main d'oeuvre
3. Délégation de responsabilité (par opposition à responsabilité rigide)
4. Baisse d'absentéisme ()
- 5.----- ()
- 6.----- ()

Q-14. Si le cours vous apporte ce qu'il faut, combien d'heures au maximum par semaine pourriez-vous y consacrer ?

_____ ()

Q-15. Si le cours vous apporte ce qu'il faut, combien de fois au maximum par semaine pourriez-vous y venir ?

1. Une fois
2. Deux fois ()
3. Trois fois
4. Autre _____

Q-16. A quel moment pouvez-vous venir ?

_____ ()

Q-17. Que préférez-vous, des cours théoriques ou des séances pratiques ? (Expliquer, illustrer)

1. Cours théoriques
2. Séances pratiques
3. Un mélange des deux
4. NSP
5. Autres _____ ()

83^x

Q-18. Par exemple, ce contenu ne serait-il pas assez technique ou plutôt serait trop technique ?

- | | |
|------------------------|-------------------|
| 1. Pas assez technique | 3. Trop technique |
| 2. Juste ce qu'il faut | 4. NSP |
| | 5. Autres _____ |

Q-19. Dans quelle mesure ce contenu a couvert vos problèmes les plus importants, vos questions les plus importantes ?

- | | | |
|----------------|----------------|--------|
| 1. Tout à fait | 3. Pas assez | () |
| 2. Un peu | 4. Pas du tout | 5. NSP |
| | | () |

Q-20. Quels seraient les domaines les plus importants pour vous et que la CMP devrait couvrir ?

- | | | |
|-----------------|-----------------------|-----|
| 1. Management | 4. Rentabilité | () |
| 2. Organisation | 5. Relations sociales | () |
| 3. Productivité | 6. _____ | () |

Q-21. Quelle est votre première priorité ? En d'autres termes, si vous deviez choisir un seul cours (existant ou à proposer), quel serait-il ?

- | | | |
|-----------------|-----------------------|-----|
| 1. Management | 4. Rentabilité | () |
| 2. Organisation | 5. Relations sociales | () |
| 3. Productivité | 6. _____ | () |

Q-22. Est-ce que la méthode d'enseignement utilisée par le CMP dans ses cours vous a permis de bien comprendre, est tout juste satisfaisante, ou est impropre à l'enseignement ?

- | | | |
|------------------------------|----------|-----|
| 1. Permet de bien comprendre | 4. NSP | () |
| 2. Juste satisfaisante, | 5. Autre | () |
| 3. Impropre à l'enseignement | | |

Q-23. Si vous avez quelques suggestions quant à la méthode d'enseignement, quelles seraient-elles ?

- _____ ()
- _____ ()
- _____

" Peut-être l'un des impacts, le plus important même, serait que les gens deviennent conscients de la nécessité des cours et en veulent davantage."

Q-24. Almeriez-vous prendre d'autres cours à l'avenir ?

1. Oui 3. NSP ()
2. NON

Q-25. Si oui, quels sont vos domaines d'intérêt ?

1. Management 4. Rentabilité ()
2. Organisation 5. Relations sociales ()
3. Productivité 6. _____ ()

Q-26. Pourquoi précisément ceux-là ?

- _____
()

()

Q-27. Seriez-vous prêt à conseiller à d'autres personnes de participer aux cours ?

1. Oui 3. NSP ()
2. Non 4. Autres _____

Q-28. Pensez-vous que les cours offerts par le CMP vous ont aidé à augmenter la motivation et la productivité au sein de votre entreprise ?

1. Oui 3. NSP ()
2. Non

Q-29. Comment ?

1. 3. ()
2. ()

857

Q-30. Quels sont les changements intervenus dans la nature ou la qualité des conditions de travail ?

- | | | |
|----|----------------------|-----|
| 1. | 4. | () |
| 2. | 5. Pas de changement | () |
| 3. | 6. NSP | |

Q-31. Pensez-vous que le paternalisme est un comportement valable en Haïti ?

- | | | |
|--------|----------------|-----|
| 1. Oui | 3. NSP | () |
| 2. Non | 4. Autre _____ | |

Q-32. Si oui, pourquoi ?

Q-33. Pendant combien de temps pensez-vous que vous pouvez vous absenter de votre entreprise de façon ininterrompue sans risque pour la bonne marche de vos affaires ?

Q-34. Etes-vous intéressé-vous à appartenir à un club CMP dont les membres obtiendraient la gratuité de certains services, une réduction sur les frais d'autres services, l'abonnement gratuit à l'Entrepreneur, etc.

- | | | |
|--------|--------|-----|
| 1. Oui | 3. NSP | () |
| 2. Non | | |



Q-35. Sexe du répondant ?

- | | |
|-------------|-----|
| 1. Masculin | |
| 2. Féminin | () |

86

Q-36. Age du répondant ?

- | | | |
|----------------|----------------|-----|
| 1. 18 à 24 ans | 3. 35 à 49 ans | |
| 2. 25 à 34 ans | 4. 50 et plus | () |

Q-37. Niveau de scolarité ?

- | | | |
|--------------------|------------------|-----|
| 1. Primaire | 4. Universitaire | |
| 2. Secondaire | 5. Autres | |
| 3. Professionnelle | | () |

Q-38. Profession (formation reçue) ?

- | | | |
|-------------------|---------------|-----|
| 1. Administration | 5. Autre..... | () |
| 2. Ingénieur | | |
| 3. Technicien | | |
| 4. Enseignant | | |

Q-39. Occupation secondaire (autre que dans l'entreprise) ?

- | | | |
|-------------------|--------------------|-----|
| 1. Administration | | |
| 2. Ingénieur | 5. Cadre supérieur | |
| 3. Technicien | 6. Mère de famille | |
| 4. Enseignant | 7. Autre..... | () |

Q-40. Depuis combien de temps travaillez-vous ?

_____ ()

Q-41. Depuis combien de temps faites-vous ce genre de travail ?

_____ ()

89*

Q-42. Depuis combien de temps travaillez-vous dans cette entreprise ?

()

Q-43. Lieu de résidence ?

1. Zone de Carrefour,
2. Centre-ville,
3. Pétion-ville, Bourdon, Delmas, La Plaine,
4. Kenskoff, Montagne Noire, Laboule,
Thomassin, Bourdon, Turgeau.

()

**EVALUATION PAR SONDAGE D'OPINION
(MICRO-ENTREPRISES)**

Bonjour, je m'appelle..... Nous faisons une évaluation des activités de la DPE pour déterminer dans quel sens on pourrait les améliorer. Nous avons appris qu'il vous arrive de bénéficier des services de la DPE. Est-ce exact ?

Auriez-vous quelques minutes pour participer à cette enquête ?

.....

Q-1. Date de visite : _____ ()

Q-2. Cycle suivi : Du _____ Au : _____ ()

Q-3. Module : _____ ()

Q-4. A quelle entreprise appartenez-vous ? ()

1- Nom de l'entreprise ----- ()

2- Adresse de l'entreprise ()

Ville ----- ()

Rue et tél. -----

Q-5. Quelle est votre responsabilité au sein de l'entreprise ? ()

1. Propriétaire 3. Superviseur

2. Manager 4. Autres _____

Q-6. A quel secteur économique appartient l'entreprise ?

1. Agribusiness 4. Secteur des services

2. Commerce 5. Artisanat/Micro-entrepr. :

3. Industrie ()

89 x

Q-12. Comment avez-vous appris l'existence des cours ? ()

- | | | |
|---------------|---------------------|-----|
| 1. Radio | 4. Bouche à oreille | () |
| 2. Télévision | 5. Autre _____ | |
| 3. Journaux | | |

Q-13. Voyez-vous un meilleur moyen de contacter des gens comme vous pour ce genre d'activité ?

- _____ ()
- _____ ()
- _____ ()

Q-14. Les premiers participants ont payé \$300.00 ; ensuite les frais de participation étaient réduits à \$175.00 ; et dorénavant les frais de participation sont fixés à \$95.00. D'après vous lequel de ces trois prix est le plus approprié ? ()

- | | | |
|-------------|-----------------|-----|
| 1. \$300.00 | 3. \$95.00 | () |
| 2. \$175.00 | 4. Autres _____ | |

Q-15. Quel prix proposeriez-vous et pour quel laps de temps ?

- _____ ()
- _____ ()

Q-16. Si le cours vous apporte ce qu'il faut, combien d'heures au maximum par semaine pourriez-vous y consacrer ?

- _____ ()

Q-17. Si le cours vous apporte ce qu'il faut, combien de fois au maximum par semaine pourriez-vous y venir ?

- | | | |
|---------------|----------------|-----|
| 1. Une fois | 4. Autre _____ | |
| 2. Deux fois | | () |
| 3. Trois fois | | |

9/14

Q-18. A quel moment pouvez-vous venir ?

_____ ()

Q-19. Que préférez-vous, des cours théoriques ou des séances pratiques ? (Expliquer, illustrer)

- | | |
|----------------------|------------------------|
| 1. Cours théoriques | 3. Un mélange des deux |
| 2. Séances pratiques | 4. NSP |
| | 5. Autres _____ |
- ()
()

Q-20. Par exemple, ce contenu ne serait-il pas assez technique ou plutôt serait trop technique ?

- | | |
|------------------------|-------------------|
| 1. Pas assez technique | 3. Trop technique |
| 2. Juste ce qu'il faut | 4. NSP |
| | 5. Autres _____ |

Q-21. Dans quelle mesure ce contenu a couvert vos problèmes les plus importants, vos questions les plus importantes ?

- | | | |
|----------------|----------------|--------|
| 1. Tout à fait | 3. Pas assez | |
| 2. Un peu | 4. Pas du tout | 5. NSP |
- ()

Q-22. Quels seraient les domaines les plus importants pour vous et que la DPE devrait couvrir ?

- | | | |
|-----------------|-----------------------|-----|
| 1. Management | 4. Rentabilité | () |
| 2. Organisation | 5. Relations sociales | () |
| 3. Productivité | 6. _____ | () |

Q-23. Quelle est votre première priorité ? En d'autres termes, si vous deviez choisir un seul cours (existant ou à proposer), quel serait-il ?

- | | | |
|-----------------|-----------------------|-----|
| 1. Management | 4. Rentabilité | () |
| 2. Organisation | 5. Relations sociales | () |
| 3. Productivité | 6. _____ | () |

Q-24. Est-ce que la méthode d'enseignement utilisée par la DPE dans ses cours vous a permis de bien comprendre, est tout juste satisfaisante, ou est impropre à l'enseignement ?

- | | | |
|------------------------------|----------|-----|
| 1. Permet de bien comprendre | 4. NSP | |
| 2. Juste satisfaisante, | 5. Autre | () |
| 3. Impropre à l'enseignement | | |

Q-25. Si vous avez quelques suggestions quant à la méthode d'enseignement, quelles seraient-elles ?

_____	()
_____	()

" Peut-être l'un des impacts, le plus important même, serait que les gens deviennent conscients de la nécessité des cours et en veulent davantage."

Q-26. Pensez-vous que ce serait une bonne idée de mettre de côté de l'argent pour la formation ?

- | | | |
|--------|-----------------|-----|
| 1. Oui | 3. NSP | () |
| 2. Non | 4. Autres _____ | |

Q-27. Avez-vous l'intention de prendre d'autres cours à l'avenir ?

- | | | |
|--------|--------|-----|
| 1. Oui | 3. NSP | () |
| 2. NON | | |

Q-28. Si oui, quels sont vos domaines d'intérêt ?

- | | | |
|-----------------|-----------------------|-------|
| 1. Management | 4. Rentabilité | 9 { } |
| 2. Organisation | 5. Relations sociales | |
| 3. Productivité | 6. _____ | |
| | | |

x
93

Q-35. Comment ?

- | | | |
|----|----|-----|
| 1. | 3. | () |
| 2. | | () |

Q-36. Quel est le nombre actuel (présent) d'employés dans votre entreprise ?

_____ ()

Q-37. Quel est le volume de vente annuel ou mensuel de cette entreprise ?

_____ ()

Q-38. Quelle est la variation, dans l'un ou l'autre sens, du nombre d'emplois dans votre entreprise depuis un an ?

_____ ()

Q-39. Quelle est la composition de ces emplois par catégorie de compétence et par appartenance socio-économique ?

_____ ()

_____ ()

Q-40. Quels sont les changements intervenus dans la nature ou la qualité des conditions de travail ?

- | | | |
|----|----------------------|-----|
| 1. | 4. | () |
| 2. | 5. Pas de changement | () |
| 3. | 6. NSP | |

957

Q-41. Pensez-vous que le paternalisme est comportement valable en Haïti ?

- | | | |
|--------|----------------|-----|
| 1. Oui | 3. NSP | () |
| 2. Non | 4. Autre _____ | |

Q-42. Si oui, pourquoi ?

_____ ()

Q-43. Pendant combien de temps pensez-vous que vous pouvez vous absenter de votre entreprise de façon ininterrompue sans risque pour la bonne marche de vos affaires ?

Q-44. Etes-vous intéressé-vous à appartenir à un club DPE dont les membres obtiendraient la gratuité de certains services, une réduction sur les frais d'autres services, l'abonnement gratuit à l'Entrepreneur, etc.

- | | | |
|--------|--------|-----|
| 1. Oui | 3. NSP | () |
| 2. Non | _____ | |

Q-45. Sexe du répondant ?

- | | |
|-------------|-----|
| 1. Masculin | |
| 2. Féminin | () |

Q-46. Age du répondant ?

- | | | |
|----------------|----------------|-----|
| 1. 18 à 24 ans | 3. 35 à 49 ans | |
| 2. 25 à 34 ans | 4. 50 et plus | () |

Q-47. Niveau de scolarité ?

- | | | |
|--------------------|------------------|-----|
| 1. Primaire | 4. Universitaire | |
| 2. Secondaire | 5. Autres | |
| 3. Professionnelle | | () |

Q-48. Profession (formation reçue) ?

- | | | |
|-------------------|---------------|-----|
| 1. Administration | 5. Autre..... | () |
| 2. Ingénieur | | |
| 3. Technicien | | |
| 4. Enseignant | | |

Q-49. Occupation secondaire (autre que dans l'entreprise) ?

- | | | |
|-------------------|--------------------|-----|
| 1. Administration | | |
| 2. Ingénieur | 5. Cadre supérieur | |
| 3. Technicien | 6. Mère de famille | |
| 4. Enseignant | 7. Autre..... | () |

Q-50. Depuis combien de temps êtes-vous dans les affaires ?

_____ ()

Q-51. Depuis combien de temps êtes-vous dans ce genre d'activités ?

_____ ()

Q-52. Depuis combien de temps cette entreprise existe-t-elle ?

_____ ()

97 x

Q-53. Lieu de résidence ?

1. Zone de Carrefour,
2. Centre-ville,
3. Pétion-ville, Bourdon, Delmas, La Plaine,
4. Kenskoff, Montagne Noire, Laboule,
Thomassin, Bourdon, Turgeau.

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ANNEX D.
CALCULATION OF MARKET POTENTIAL
MANAGEMENT AND PRODUCTIVITY CENTER

Reliable figures for numbers and types of firms in each target segment are not available. MPC expects to receive soon figures based on national social security registrations. Elsewhere (e.g. Guatemala, Panama), these figures have not proved to be very reliable. However, they might be an improvement over the estimate below.

If MPC carries out the market research recommended in the body of this report, it will gradually improve its "feel" for the potential of each segment. MPC has a national mandate, so the segments below should be considered to represent the whole country. However, an underlying assumption is that clients will invest in seminars with the hope of earning back a multiple of this investment through improved firm performance, principally increased profits or cash flow.

Thus, the segments below exclude the public sector, non-profits, enterprises outside of the cash economy, and - in concept at least - any firm which is unlikely to generate at least about \$25 per month in discretionary cash flow.

Penetration figures represent, very roughly, reasonable expectations for the next 2-3 years. An assumption is that the figures represent the steady-state number of participants per year.

1. Top Managers in Top Companies

MPC has identified 800 managers in 300 companies, most of which have more than 50 employees each. A pre-PP Capital Consult study estimated that one-fourth to one-half of these companies might participate. On the assumption that each company sends three managers, then 225-450 managers might participate. Because of MPC's good relations, image and

ready means of communication with this segment, we might expect about 400 managers to participate.

2. Supervisors in Top Companies

A conservative estimate is that the 40,000 employees in the modern export-industry segment include about 2,000 supervisors. Already about 250 supervisors in only five big firms have participated. If MPC achieves the same 25-50% penetration as above, about 700 supervisors might participate.

3. Top Management in Smaller Formal-sector Companies

This segment includes professional businesses such as medical clinics and law firms, as well as individual educated people who plan to start businesses. However, the majority is traditional Haitian family-owned businesses where members of the owning family are key managers. There is some evidence from the Pragma Study that there might be 5000 formal-sector manufacturing and repair firms with less than 50 employees. In countries such as Haiti commerce would represent about the same number of firms.

On the conservative assumptions that only one manager - probably the owner - from each firm attends and that penetration is 5%, then about 500 managers would attend.

4. Micro-Enterprises

Current estimates are that there are about 20,000 such firms, with 1-10 employees, usually not legally registered, with the owner a poor person working alongside the employees instead of in a well-designed management role. Few of these owners would place investment in training as a high priority unless it led to other benefits such as loans or access to markets. Also, few generate discretionary cash flow (cash not absolutely required for the basic short-term needs of the business or the family) which reaches during any month more than about the \$25 which MPC might reasonably charge for a four-hour course. However, there are many PVO's,

sophisticated suppliers and customers which MPC might be able to sell on the idea of using their influence to induce some associated micro-entrepreneurs to take courses. Through such intermediaries MPC might achieve a 3-5% penetration of micro-entrepreneurs, yielding about 700 participants.

Total penetration might thus reach 2300 participants per year at steady state. As Table 1 shows, there have been 758 participations to date. On the assumption that about one-third of the CEO's and mid-level managers have participated twice, and other categories have attended one seminar, then 615 people have participated to date. This represents a very credible 25% penetration of the potential market.

ANNEX E
ACTUAL AND PROJECTED REVENUES AND EXPENSES
MANAGEMENT AND PRODUCTIVITY CENTER

Note : In this annex the distinction between dollar and gourde items is ignored. Figures stated \$XX.XX represent dollars; those stated \$XX are thousands of dollars.

1. Revenues

As chapter III, section A.8 shows, 92% of revenues to date (\$136) are from seminars or workshops for members of the target segments discussed in Annex D. Consulting (management services) revenues represents the balance. The following projections (revenues and costs) ignore this business. In reality, if MPC follows recommended strategies, it will generate consulting revenues as a result of some seminar participants' requiring (and being able to pay up-front for) customized help in installing systems which the seminars outline in general. If 10% of top management participants (40) each purchased \$2 worth of consulting services from MPC (that is through MPC employees who were seminar leaders or that the MPC markup on a larger bill for a contracted seminar leader's consulting services reached this amount), then a steady-state year's net consulting revenue would be \$80. As this represents a 14% contribution to MPC fixed costs (\$566), it may be ignored in this analysis but not forgotten in detailed planning.

An estimate of seminar revenue when penetration reaches the levels shown in Annex D is as follows:

a. Top managers in top companies

These seminars presently vary in price, with \$125.00 for 12 hours (\$83.00 for 8 hours) a rough average. We do not recommend changing fees or seminar length. Therefore, a year's revenue assuming (as until noted otherwise, holds for

the other segments below) one seminar per participant is: \$83.00 X 400 participants X 1 1/2 days = \$50. This amounts to an equivalent of 20 one-day seminars

b. Supervisors in top companies

The present charge is \$ 7.50 per hour for a 24-hour seminar, or \$60.00 for 8 hours. We do not recommend changing fees or seminar length. Therefore, a year's revenue is: \$60.00 X 700 participants X 3 days = \$126, the equivalent to 70 one-day seminars.

c. Top management in smaller format-sector companies

MPC has not significantly penetrated this segment yet. It will almost certainly be harder to "crack" than segment a, both because the majority of segment c are not familiar with the benefits of management training and because a given amount spent on training usually impacts a smaller profit figure. We therefore assume that MPC will charge \$50.00 for a one-day seminar. Therefore, a year's revenue is : \$50.00 X 500 participants X 1 day = \$25, the equivalent to 17 one-day seminars.

d. Micro-enterprises

As explained in the text, MPC's seminars for this segment have almost surely been too long and, until recently, have been too expensive. Now the cost is \$95.00 for 24 hours or \$32.00 for 8 hours. As is shown below, \$32.00 is below reasonable expectations for variable costs. Also, a few conversations with micro-entrepreneurs indicate that they would be able to get \$25.00 together and spend it on a relevant half-day course. This amount (\$50.00 per day) is only barely above variable costs (being below if seminar attendance is less than 25 participants), so we recommend no lower figure, preferring instead to settle for only a 3-5% segment penetration. Perhaps PVO's or donors would be willing to subsidize this fee, or pay some of MPC's variable costs, to allow more needy participants to attend. A year's

revenue is: $\$50.00 \times 700 \text{ participants} \times 1/2 \text{ day} = \18 , the equivalent of 12 one-day seminars.

Total seminar revenue at steady state is thus \$219. If all except supervisors were to participate 1 1/2 times per year (half twice and half once), then revenues would rise to \$267. To remain conservative we will use the underlined figure.

2. Costs

a. Variable costs

These are costs which MPC incurs only if it puts on a particular seminar. Estimates making the conservative assumption that only contracted leaders (not employees counted in fixed costs) put on seminars, but the optimistic assumptions that MPC rents long-term the necessary meeting rooms, that leaders are 90% locally contracted and (most important) that seminars draw an average of 30 attendees, are:

-Contracted leaders

-Foreign fee $\$500.00/\text{day} \times 2 \text{ days}$ (yields 2 seminars),
airfare $\$500.00$, per diem $\$90.00 \times 3 \text{ days} = \885.00 per seminar.

-local fee $\$50.00/\text{hour} \times 6 \text{ hours} = \300 per seminar.

-Weighted average (90% local) $\$358.00$.

-Promotion $\$500.00$ (more for special seminars, less for regular ones such as for supervisors).

-Materials $\$400.00$

-Total $\$1258.00$ (or $\$42.00$ per participant for 30 attendees, and $\$63.00$ for 20 attendees). Although actual variable costs may be higher than this for the first year, the fixed costs section below explains how two seminar-presenting employees are already covered by the fixed-cost budget.

b. Fixed costs

- Steady state

As explained in the text, MPC will always have a need for US-contracted services. Before steady-state, Westinghouse or

another contractor will provide those services as well as absorbing costs of expatriate key managers. Also the number of seminars will be below the 77 (2300 participants/30 participants per seminar) which projected market penetration implies. As MPC approaches steady-state, then, it eliminates the comprehensive foreign contractor charge (\$300-\$600 per year), substitutes a lower charge for specific services (estimated below to be \$50), locally contracts all personnel (eliminating expatriate costs) and adds an additional non-professional support person to handle the increased seminar load. The micro-business trainer (total cost \$24) is counted as a fixed cost because he is an employee. However, consulting fees for his seminars are counted in variable costs. There is thus some scope in fixed costs for more support if we make the (perhaps unjustified) assumption that the director of micro-business handles all other aspects of these seminars, particularly marketing. As the Director of Management Training, also counted in fixed costs, gives some seminars too, there is further cost flexibility.

Costs are as follows:

-Costs now under Westinghouse contract

Development and procurement	\$50
Director	55
Director of Management Training	40
Taxes and insurance for above personnel (35%)	33
<u>Sub-Total</u>	<u>\$178</u>

-Local costs

Assistant Director/Marketing Manager	\$45
Director of Micro-business	35
Micro-business Trainer	18
Financial Consultant (accountant)	30
Production Coordinator	18
Executive Secretary	15
Secretary Management Training	12
Secretary Micro-business	12
Receptionist	12

Bookkeeper	15
Driver/messenger	5
Messenger	4
Office Boy/cleaner	4
Taxes and insurance on above personnel (35%)	79
Seminar curriculum development	25
Autos and maintenance	15
Rent (\$5 per month)	60
Electricity (10% of rent)	6
Communication (local and international)	10
Project evaluation	30
Market research	25
<u>Sub Total</u>	<u>\$475</u>
-Additional seminar support person (including 35% tax and insurance)	\$16
<u>Total</u>	<u>\$669</u>

10/6/64

3. Budget: years 2-5

TABLE 2
NET CASH FLOW PROJECTION
MANAGEMENT AND PRODUCTIVITY CENTER

Year	2	3	4	5	Total
Assumptions					
Comprehensive Contract	Yes	Yes	Yes	No	
No. Seminars (8 hr. 30 partic. equiv.)					
Top Managers	15	18	20	20	73
Supervisors	30	50	70	70	220
Smaller Formal Sector	3	10	17	17	47
Microbusinesses	3	6	12	12	33
Total	51	84	119	119	373
I. Uses of Cash					
A. Fixed Costs					
1. Comprehension offshore contract	600	600	400	0	1600
2. Local costs					0
Covered by comprehensive contract	0	0	0	178	178
Continuing	475	475	475	475	1900
Additional seminar support	0	0	16	16	32
3. Total fixed costs	1075	1075	891	669	3710
B. Variable costs @ \$1258.00	64	106	150	150	470
C. AID Project Monitor	53	55	55	55	218
D. Total Uses of Cash	1192	1236	1096	874	4398
II. Sources of Cash					
A. Seminars					
Top managers @ \$83.00 /participant	37	45	50	50	182
Supervisors @ \$60.00 /participant	54	90	126	126	396
Smaller formal sector @ \$50.00 participant	5	15	25	25	70
Microbusiness @ \$50.00 /participant	5	9	18	18	50
Total	101	159	219	219	698
B. Membership Dues	0	0	10	15	25
C. Interest (1)	7	12	21	0	40
D. Escrow withdrawals (deposits)	-108	-171	415	0	136
E. Contributions	0	50	100	200	350
F. AID Grant funding	1192	1186	331	440	3149
F. Total Sources of Cash	1192	1236	1096	874	4398
III. Net Cash Flow	0	0	0	0	0

Note: (1) Assumes midyear year 2 balance \$136 (see text); interest calculated at 5%.