
MAPS: CAMEROON

Private Sector Strategy: Phase I

Draft Report

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REVIEW OF PRIVATE SECTOR STRATEGY (MAPS)
MISSION TO CAMEROON

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EXECUTIVE SUMMARY

The primary objective of the preliminary MAPS survey covered by this report was to determine the usefulness, content and scheduling of a private sector strategy survey for the Cameroon Mission. The fact finding and research were essentially descriptive and attempted to:

- Summarize the Mission's development strategy as reflected in Mission statements, projects and budgets;
- State AID and Africa Bureau strategy objectives and guidance;
- Articulate the Government's national economic development objectives, strategies and priorities;
- Review donor support initiatives in response to the Government's economic development strategies;
- Describe the salient characteristics of Cameroon's private sector; and
- Present recommendations for further private sector strategy development.

From this essentially statistical, historical and descriptive review, the MAPS team developed a number of conclusions resulting in a recommendation to Mission management to undertake a modified MAPS exercise leading to the development of a private sector strategy to be completed in mid-1989.

The survey team thanks all those who assisted in the discussion groups and interviews and shared with the teams their views and concerns. The team is particularly indebted to Norman Olsen and Ellsworth Amundson for their active support and assistance.

I. OBJECTIVES AND ACTIVITIES OF MAPS TEAM

USAID Cameroon and AFR/MDI representatives reached agreement at the September 1988 Abidjan Regional Scheduling Conference on the organization of a preliminary review and planning team to work with Mission senior management on the design of a follow-on Private Sector Strategy Development exercise. The team would utilize approaches and methodology described in the draft Bureau For Private Enterprise publication, Manual For Action in the Private Sector (MAPS).

The MAPS team subsequently carried out its work in Cameroon over the period November 28 through December 12, 1988. The team consisted of J.E. Austin Associates consultants Kevin Murphy and Roger Jantio and REDSO/WCA Private Sector Advisor, Arnold Lessard. Overall Mission direction and guidance was provided by the Senior Program Officer, Norman L. Olsen.

1. The MAPS Advisory Team Mission Had Three Major Objectives

- (1) Familiarize USAID/Cameroon with the purposes and methodology of private sector strategy development as outlined in the Manual For Action in the Private Sector (MAPS);
- (2) Explain how private sector strategy development efforts could best be integrated into the Mission's current CDSS studies and private sector training strategy surveys; and
- (3) Assist the Mission evaluation of the relevance of MAPS in its on-going planning process; and, if applicable and timely, provide guidance in planning, scheduling and staffing a MAPS implementation

project.

2. The MAPS Team Worked Closely With Senior Mission Management At All Stages Of The Planning Process

- A MAPS methodology workshop was held for Mission staff;
- Background strategic, economic, planning and program/project documents were reviewed and analyzed;
- Discussions were held with Mission, World Bank and United Nations development executives and close working relationships were maintained with the CDSS consulting survey team;
- Findings and conclusions from the survey were developed based on analysis of current mission strategy; AID and Africa Bureau policy guidance; the Mission's portfolio of projects and projects; World Bank structural adjustment priorities; draft Government of Cameroon Declaration of Development Strategy; and donor development assistance to Cameroon;
- A workshop-seminar was conducted with senior mission staff to present and evaluate findings and conclusions and to review specific next step action recommendations;
- Working sessions were held with the Deputy Mission Director and Senior Program Officer to develop and agree on a series of recommended actions: Private

Sector Description Survey; Private Sector Interview Survey; and private sector dialogue and focus group scheduling; and

- A. Lessard presented results of study to Mission Director Jay Johnson.

II. AN OVERVIEW OF MISSION AND AID STATEMENTS OF STRATEGIC OBJECTIVES, GOALS AND PROGRAMS

A. Mission Statement, Goals and Objectives

The survey team's objective in this first phase of their work was to present the Mission's strategy - mission statement, goals and objectives - as derived from a review of officially published documents. No effort was made at this stage of the work to go beyond a basic description of the Mission's stated or implicit strategic orientation.

USAID/Cameroon's basic statement of mission is taken from the FY 1989 Congressional Presentation:

TO SUPPORT GROWTH BY HELPING TO
INCREASE AGRICULTURAL PRODUCTION AND
BY IMPROVING THE ENVIRONMENT IN
WHICH RURAL CAMEROONIANS LIVE AND
WORK.

A review of the FY 1988-89 Action Plan for Cameroon suggests the following seven objectives grouped under three implicit major goals.

(1) Improve Agricultural Policy and Production

- Increase food production and maintain food self sufficiency;
- Continue the development of the agricultural research networks; and

- Strengthen rural agricultural and credit services with private sector emphasis.

(2) Expand Educational Opportunities

- Transform University Center Dschang into an Agricultural University;
- Provide specialized training and development; and
- Strengthen rural primary education.

(3) Strengthen Delivery of Basic Health Services

- Improve maternal and health services, promote family planning and control schistosomiasis.

Refer to Exhibit 1, p. 46, Mission Statement, Goals and Objectives, for a graphical presentation of the above.

Mission Project Inventory Review

The Mission's current program and project inventory was reviewed to provide additional insight into overall Mission goals and objectives and to determine delivery mechanisms employed and actual or potential private sector initiatives existing in on-going a planned programs and projects. See Exhibit 2, p. 47, USAID/Cameroon Project Inventory. The review illustrates the Mission's current heavy reliance on various government ministries as implementing agents.

C. Budget Analysis

An analysis of USAID/Cameroon's budget for its current portfolio reveals the following dollar commitments by major project category:

Project Category	\$Mill	%Total
Agriculture	146.2	73.8%
Education	30.4	15.4%
Health	18.2	9.2%
Credit Unions	3.2	1.6%
Total	198.1	100.0%

Exhibit 3, p. 48 USAID/Cameroon Portfolio Budget Analyses, demonstrates the heavy commitment of resources to the state agricultural university. The analysis actually understates the importance of this project in the Mission's portfolio as the rural education resources may be rechanneled to the university project. Taking such analyses into account, the state agricultural university could represent one-third of the Mission's portfolio.

1. Africa Bureau Strategy Guidance

Published Africa Bureau Policy guidance documents were reviewed and summarized to provide a reference base against which Mission strategies, objects and portfolio could be compared.

The most recent Bureau mission guidance stresses a strategic outlook for **SUSTAINABLE ECONOMIC GROWTH WHICH IS BROAD BASED AND MARKET ORIENTED**. At least five objectives emerge from the review of Bureau guidance, each with representative subsidiary targets.

(1) Improve Private Sector Effectiveness and Efficiency

- Reform debt, fiscal and monetary policies;
- Reduce public sector interventions in the private sectors; and
- Privatize or liquidate public sector enterprises.

(2) Promote Market-Oriented Pricing and Allocation Policies

- Liberalize financial markets; and
- Liberalize delivery systems for agricultural inputs.

(3) Increase Potential For Long Term Productivity Growth

- Technology transfer;
- Natural resource development; and
- Human resources development.

(4) Increase Efficiency and Equity of Social Services Delivery

- Health;
- Education; and
- Basic infrastructure: roads, water, electricity.

(5) Improve Food Security

- Production and productivity;
- Famine preparedness; and
- Availability of essential imports.

Refer to Exhibit 4, p. 49, Bureau Guidance, for a graphical presentation of the above.

2. Development Fund For Africa (DFA) Management Objectives

The Africa Bureau attaches great importance to the successful management of the new DFA program. A number of management objectives for the DFA have recently been established for Mission guidance.

- Concentration of management resources on priority programs;
- Performance-based programming;
- Increased donor collaboration;

- Increased PVO partnership;
- Increased resource integration; and
- Strengthened monitoring, evaluation and reporting.

Exhibit 5, p. 50, AID's Management Objectives Under The DFA, illustrates DFA program guidelines and management objectives as they affect a mission's portfolio of program and project targets.

III. GOVERNMENT OF CAMEROON (GOC) NATIONAL DEVELOPMENT STRATEGY

Continuing WORLD BANK/IMF and GOC discussions on national priorities for economic development and working papers and draft statements emerging from this collaboration, point to major changes in the Government's development strategies resulting from the major changes taking place in the Cameroonian economy. A review of very recent unofficial drafts of the GOC's development strategy and interviews with key World Bank officials permit the drawing of a number of conclusions about the GOC's emerging development strategy environment in which USAID/Cameroon will soon be operating.

1. The Basic Premise Of The Emerging GOC Strategy Is That Fundamental Changes In Development Directions and Policies Are Now Required

- The GOC recognizes it can no longer support the financial burdens at previous investment and operating levels;
- Major problems are being encountered in financing recurrent operational and maintenance expenditures for installed projects; and

- The GOC with the World Bank/IMF is currently engaged in fundamental rethinking of national development objectives, priorities and policies and the role of the Government in the management of the development process.

2. The GOC Is Placing Greater Emphasis On Private Sector Role In Development

- Government operational and capital budgets will be subjected to rigorous cost-benefit analyses and be conditional on ability to pay;
- Private sector and local government will increasingly play important roles in economic development;
- Private sector incentives and assistance will encourage production of high value added/high quality products based on local inputs and destined for both domestic and foreign markets;
- Priority will be placed on maintenance of in-place assets and services and completion of current projects;

- Agriculture will remain the priority development sector; and
- The State will increasingly limit its interventions to essential public services.

3. The Primary Sectors And Public Services Will Receive Priority In Government Programming And Budgeting

- Agriculture, cattle, fisheries and forests: The objectives of food self sufficiency and increased production of quality local products destined for local and foreign markets; and
- Public Services: Urbanism and habitat, health, education, transport, water and electricity will be of primary importance.

4. Public Sector Strategies Will Be Developed On Four Key Areas

Public Enterprises:

- To rehabilitate, privatize and liquidate public sector companies;

- To manage retained public companies along conventional business lines: contracts for performance and profitability; and
- To eliminate state monopolies.

Public Finance:

- To adapt public finances to macro-economic realities and control debt by new structures and systems; and
- To increase state revenues.

Human Resources:

- The undertaking of a thorough review of the public education system at all levels and align system to realistic national needs;
- Maintaining and expanding primary health care; and
- Rethinking major hospital construction and management objectives, programs, costs and implementing agencies as well as considering private sector management contracts.

Infrastructure and Public Services:

- To encourage private sector finance in the housing sector;
- To achieve self financing of ports and airports via appropriate fee-to-user charges;
- To reprogram major government infrastructure investments via cost-benefit analyses and realistic forecasting of availability of financial resources; and
- The transport sector will receive high priority.

5. Industrial Commercial and Banking Strategies are being Targeted

Goals in the area of trade include:

- Liberalization of trade policies and regulations: commercial codes, distribution, import, export taxation;
- Establishment of anti-dumping legislation; and

- Development of export incentive programs.

Private Sector objectives include:

- Providing major incentives and assistance to encourage private sector expansion in all productive sectors;
- Simplifying and expediting company registration;
- Revising the Investment Code;
- Restructuring or creating more effective institutions for investment and trade promotion and SME assistance.; and
- Making fundamental changes to liberalize and simplify price control system.

Banking and Financial sector goals include:

- Liquidating and/or restructuring major state credit and investment entities;

- Planning and executing major long term reforms in the banking sector: abolishing interest rate subsidies; eliminating sectoral credit allocations; replacing direct controls over bank credit (credit ceilings) with indirect (open market) operations;
- Rehabilitating the commercial banking system;
- Organizing a more effective banking supervision system; and
- Solving bank liquidity problems.

Conclusion:

The strategy emerging from GOC planning documents reveals great consistency with USAID's worldwide private sector emphasis and DFA goals. This convergence should be capitalized on.

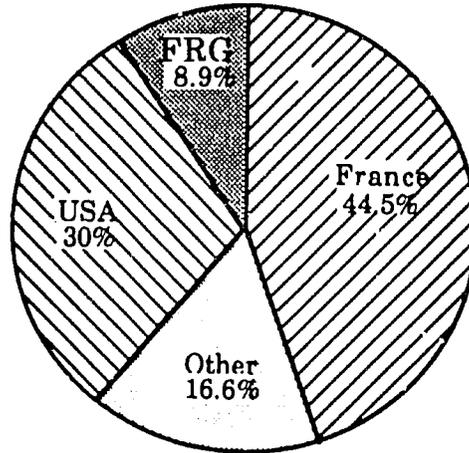
IV. DONOR DEVELOPMENT ASSISTANCE IN CAMEROON

Cameroon received external assistance in the amount of \$267 million in 1986. Of this amount, 35.5% was for technical assistance; and 64.5% was for capital investment. Refer to Exhibit 6, p. 51, for a summary of donor technical assistance provided in 1986.

1. Seven Bi-Lateral Donors Plus United Nations Agencies Provided Technical Assistance to Cameroon In 1986

France and the United States were the leading bi-lateral technical assistance donors. The table below summarizes the contributions of the leading bi-lateral donors.

Country	\$Million	%Total
France	42.2	44.5%
USA	28.4	30.0%
FRG	8.4	8.9%
Netherland	2.2	2.3%
Other-Including UN	13.6	14.3%
TOTAL	94.8	100%

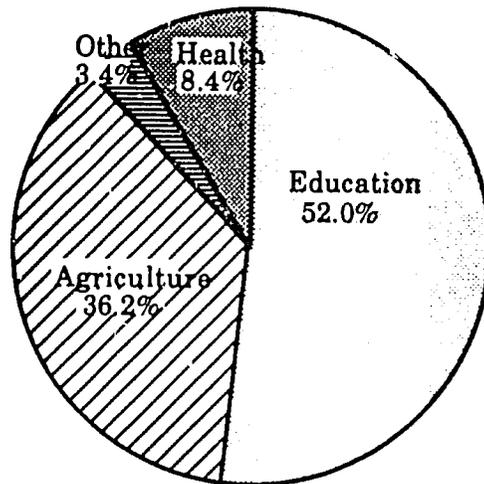


2. Donor Technical Assistance was Concentrated In Education and Agriculture-Forestry-Fisheries Sectors

Type of Assistance	%
Education	42.8%
Ag/Forest/Fish	20.0%
Health	12.3%
General Development	9.7%
Science and Technology	4.5%
Industry	3.4%
Other	7.3%
TOTAL	100.0%

3. US Technical Assistance Was Primarily In Education And Agriculture

Target	%
Education	52.0%
Agriculture	36.2%
Health	8.4%
Other	3.4%
TOTAL	100.0%



4. The United Nations And The FRG Were The Only Donors Recorded As Active In Private Sector Industrial Development Activities In 1986

Twenty-three percent of the United Nations' technical assistance budget was directed at industrial development; while 27.5% of FRG technical assistance was in this sector.

The FRG projects provided advisors and materials (\$2.3million) for the Government unit responsible for small and medium sized enterprise development - CAPME.

The UN provided technical assistance for a series of sub-sectoral surveys within the industrial sector aimed at development of a Cameroon Industrial Development Master Plan. The UN work on the Master Plan started in 1984. Work was completed in 1988, and a Rapport de Synthese, Plan Directeur de'Industrialisation du Cameroun and ten sectoral studies have recently been published and submitted to the Ministry of Planning for review and official publication.

Implementation assistance will continue to be provided by the UN on a long term basis in carrying out the private sector oriented Industrialization Plan. The UN also plans to

finance and manage a series of other private sector related projects:

- Sectoral working groups in each of the ten sectors surveyed.
- Specific studies in forest products, furniture and construction materials utilizing locally produced inputs.
- Industrial and marketing information services.
- Industrial products standards.
- Small business advisory and information services on a fee-basis.
- Joint venture partner linking.

A seminar sponsored by the United Nations and the Ministry of Planning was held in July 1988 which grouped GOC and private sector representatives to review and comment on the ten sectoral studies of Master Plan for Industrialization. Seminar proceedings are contained in the Ministry of Planning document, *Seminaire de Presentation du Plan Directeur d'Industrialisation*, 19-22 July, 1988.

5. Capital Investment Projects Supported By The Bi-Lateral Donors And The UN In 1986 Accounted For 65% Of Total Development Assistance

Capital investment development assistance was concentrated in three major areas as shown below.

Sector	%
Agriculture, Forestry and Fisheries	30.4
Transport and Communication	29.8
Natural Resources	29.8
Other	10.0
Total	100.0

V. CHARACTERISTICS OF THE CAMEROONIAN PRIVATE SECTOR

The United Nations has recently completed a major study for the Government of Cameroon to provide guidance and direction for the Ministry of Plan in the creation and management of a national Master Industrial Development Plan. This series of reports establishes private sector development program objectives; assesses the macro-economic environment to the year 2000; establishes industrial sector and sub-sector priorities; and presents master industrial development plans in the following ten sectors:

1. Agriculture and ago-industry;
2. Silviculture and wood products;
3. Chemicals and fertilizers;
4. Bauxite and aluminum;
5. Steel;
6. Oil and natural gas;
7. Mechanical and electrical;
8. Pharmaceuticals;
9. Plastics; and
10. Construction, public works and construction materials.

The UN survey teams sampled 49 companies in the various sectors in arriving at their conclusions and recommendations. The survey's general conclusions are summarized as follows:

- A general trend which discourages exports;
- An uncoordinated system of protection resulting in distortions in the development incentives established to encourage private sector growth;
- Incentives which encourage capital intensive activities and importation of intermediary products rather than the use of local raw materials; and
- Comparative advantage when it exists is found primarily in those sectors using local resources.

There are, therefore, a number of major constraints facing private sector industrial development in Cameroon. These are as follows:

- Dependency on primary, intermediate and capital imports; under-utilization of local resources; and limited inter-company relationships;

- Adoption of a capital intensive approach utilizing technologies which do not respond to internal resources use due to the limited size of local markets;
- Low utilization of installed productive capacity due to weakness of local demand and failure to maintain industrial plant and equipment which is often obsolete;
- Lack of qualified personnel;
- Limited mobilization of local savings for new investments;
- Absence of an entrepreneurial class and lack of sound industrial investment project possibilities; and
- A limited internal market aggravated by an undynamic system of distribution.

A 1985 IFC funded study of the capital ownership structure of 409 firms highlights a number of important characteristics of Cameroon's industrial and services sectors. They are:

- The ownership dominance of the public sector which controls 51% of the capital invested in the 409 companies;

- The important ownership stake of the GOC in such sectors as agricultural products processing, wood and paper, metals, textiles and leather, banking and insurance and transport and distribution;
- Foreign capital ownership of 37% of the industrial sector and 41% of the services sector, with important sectoral holdings in wood and paper, metals, chemicals and plastics, textiles and leather, banking and insurance and commerce. Foreign capital controls 97% of the building and public works sector, although this number is suspect; and
- Local private sector ownership is estimated at 13% in the industrial companies and 7% in services. Private sector ownership is highest in chemicals and plastics (35%), textiles and leather (23%) and commerce(25%).

See Exhibit 7, p. 52, Private Sector Structure, for a presentation of the IFC survey results.

VI. FINDINGS AND CONCLUSIONS

This chapter summarizes the major findings and conclusions emerging from the initial and preliminary review of Cameroon's economic development strategies and a cursory analysis of USAID, donor and other lending institution responses to these strategies.

1. The Government's Economic Development Strategies Have Been Undergoing Rapid Change In Response To A Severe And Continuing Economic Crisis

The fundamental GOC development strategy is based on the following:

- Government investment and management concentration on essential public services;
- Food self sufficiency and increases in exports of locally produces products;
- Investment priorities placed on maintenance and rehabilitation of existing assets and services; and
- Incentives developed for greater private/sector and community roles in economic development.

2. The Government's Emerging Economic Development Strategy Developed With IBRD/IMF Has Focused On Major Reforms In Both Public And Private Sectors And Mirrors AID Regional Bureau Priorities

Key targets appear to have been agreed upon in developing a coherent and long term response to the current economic crises.

- Public sector rehabilitation and privatization and elimination of public monopolies;
- Restructuring of the public finance system;
- Realignment of the public education system to meet national needs;
- Expansion of primary health care;
- Encouragement of maximum private sector entry into housing;
- Achieve wherever possible self-financing via use-fee payments for services provided by the Government;

- Provision of major incentives and technical/management assistance to encourage private sector expansion in all the productive sectors; and
 - Restructuring and recapitalization of the public and private banking systems.
3. The Donor Community Has Not Historically Nor Strategically Addressed In Any Major Way Private Sector Development Or Parastatal Reform

Bilateral donor programs - accounting for some 88% of technical assistance in 1986 - have traditionally targeted education, agriculture, health and general development. Donor capital programs have concentrated on agriculture, forests and fisheries projects. The United Nations and to some extent the FRG have been leaders in attempting to address private sector needs.

4. Cameroon Public Companies Dominate Much Of The Productive Sector

Apart from commercial undertakings, the Cameroonian private sector remains small and underdeveloped in both industrial

and service segments. Calculated on the basis of capital ownership, it is estimated that the local private sector has an ownership stake of 12.8% in industry and 10.2% in services.

5. USAID/Cameroon's Most Recent CDSS Did Not Address Private Sector Development Directly

The primary focus of the CDSS was on goals and objectives in agricultural policy and production, education and health care services.

6. The Mission's Program and Project Portfolio Developed In Recent Years Has Moved Noticeably Towards An Emphasis On the Private Sector

A number of important new Mission initiatives - including the important fertilizer project - have been proposed or developed and installed which place the private sector in a leading development role.

- Privatization of the fertilizer importation and distribution industry;
- Credit union development;

- Promotion of policy changes to permit user fees for Ministry of Health delivered services;
- OICI - Vocational training project; and
- Several attempts to obtain approval for increasing PVO involvement.

7. The Current Project Portfolio, However, Continues To Rely Heavily On Public Sector Institution And Channels

A review of the Mission's Project Portfolio (See Exhibit 2, p. 48) illustrates the dominance of public institutions as implementing agents for current projects.

8. Direct Mission Contact With The Cameroonian Private Sector Remains Limited

In spite of an increase in private sector contacts generated from the fertilizer privatization project, the Mission has limited contact with and understanding of the development needs of the private sector. There are a number of reasons for this:

- A project portfolio heavily oriented towards public sector delivery or implementing agencies;

- Staff constraints including lack of a dedicated private sector officer; and
 - The Mission's Yaounde location and no Douala-based representation while the private sector is centered in and around Douala.
9. The Finalizing Of An IMF Agreement And The Emphasis Of The GOC On The Private Sector Role In Development Represent An Important Opportunity For USAID-Cameroon.

DFA Goals and GOC/BRD strategy are essentially in harmony.

VII. RECOMMENDATIONS

The primary recommendation is that the Mission undertake a comprehensive review of its private sector strategy in early to mid 1989. Current background work on the Mission's CDSS will be far enough along at that point, in particular the macro-economic overview material, to provide important input to the initial Private Sector Description phase of the MAPS program. The arrival and orientation of the Mission's newly hired Private Sector Officer in early 1989 will provide a source of continuing resident leadership for the private sector strategy development activities which will follow in the first and second quarters of calendar 1989. The core MAPS team of Lessard, Murphy and Jantio will be available to provide direct support to the MAPS program and to orient and assist the Mission's Private Sector Officer.

The following recommendations are submitted for Mission management consideration:

1. Explicitly Address The Issues And Considerations Raised In This Report And In Current CDSS

Particular attention should be paid in the development of the CDSS to the implications of such important issues as the

following which represent recent and highly significant changes in Government and AID development policies.

- GOC Draft Declaration of National Development Strategy;
- Master Plan for the Industrialization of Cameroon;
- Development Fund for Africa Objectives; and
- AID Management Objectives and Guidelines.

2. Assess The Implications Of Current Government And AID Strategies On The Mission's Existing Portfolio

Recent interviews indicated serious World bank reservations on the need for additional agricultural graduates and a possible need for realignment of the educational system to favor added emphasis on primary education. It also appears that the GOC organization, responsible for seed programs, will be abolished. There is also some evidence accumulating that private sector importers of fertilizer may be in a position to self-finance fertilizer imports. The implications of these developments should be carefully assessed during CDSS preparation.

3. Schedule Private Sector Training Needs Assessment Survey To Take Advantage Of The MAPS Private Sector Survey

The draft questionnaire utilized for the MAPS interviews with private sector companies should be amended to include specific questions on private sector views on their training needs. Mission training specialists should be encouraged to participate actively in the field interview process. Copies of the proposed draft questionnaire are currently under review by the Mission's training unit and are included here as Appendix III.

4. The Private Sector MAPS Implementation Should Include A Private Sector Description, A Private Sector Survey And Formal And Informal Dialogue With Private Sector Businessmen

- The Private Sector Description describes the economic and regulatory environment in which the private sector operates; provides data on key productive sectors; identifies key business groups, associations and business leaders; and defines Cameroon's private sector business universe. See Appendix 1, Scope of Work: Private Sector Description. A local firm should be contracted to

carry out this work under the direct supervision of the Mission's Private Sector Officer.

- The Private Sector Survey is based on interviews and plant visits to a representative and statistically valid sample of private and public sector companies operating in selected productive sectors of the economy. This survey should be carried out by local consultants, be directed by the Private Sector Officer and be supported by members of the core MAPS group in the orientation of the consultant's interview team, quality control of the interview process and interpretation of results. See Appendix 2, Outline Of The Private Sector Survey.
- A process of expanded and intensive Private Sector Dialogue should begin in early 1989. The process should include the identification of and personal contact with prospective private sector implementing agents such as business associations. The Private Sector Officer would provide hands-on leadership in this process and would be supported by MAPS team members. See Appendix 3, An Approach To Private Sector Dialogue.

5. MAPS Implementation Should Be Managed Locally By
USAID/Cameroon Under Direction Of Private Sector Officer

The MAPS team agrees with Mission personnel that the new private sector officer should supervise MAPS implementation in Cameroon. Local subcontractors were visited and seem capable of undertaking private sector description and survey, perhaps with some assistance from a survey specialist.

VIII. NEXT STEPS

The following are suggestive of the steps which Mission management should consider in implementing the recommended MAPS private sector strategy development program.

1. Review And Approve A Program, Work Scope And Schedule For The Conduct Of The MAPS Program

This report can serve as a basis for management review and approval of a program for the conduct of a modified MAPS program.

Recommended Completion Date: December 20, 1988

2. Determine Budget Needs And Funding Sources For The MAPS Program

The Mission should determine availability of local and outside funding for the proposed program. AFR/MDI and PRE Bureau sources should be investigated.

Recommended Completion Date: December 20, 1988

3. Obtain Washington And REDSO/WCA Commitments For Funding And MAPS Advisory/Assistance Team For Survey And Dialogue

AFR/MDI and PRE Bureau funding commitments should be obtained, and availability of consultants confirmed.

Recommended Completion Date: December 31, 1988

4. Review And Approve Private Sector Survey Questionnaire Incorporating Training Needs Assessment Survey Requirements

Recommended Completion Date: January 15, 1989

5. Qualify, Select And Contract Local Consulting Firms For Conduct Of Private Sector Description And Private Sector Survey Studies

- Identify and qualify local consultants
- Determine availability of local Price Waterhouse, Deloitte Haskins and Sells, and Arthur Young offices to carry out the surveys under current AID IQC's held by these firms

- Select and contract consultants and authorize work starts
- Schedule Private Sector Description Survey for January-February
- Schedule Private Sector Survey for March - May 1989

Recommended Completion Dates:

- Complete contracting - January 20, 1989
- Receive Private Sector Description Report - February 28, 1989
- Receive Private Sector Survey Report - May 31, 1989

6. Carry Out The Private Sector Dialogue And focus Group Process

Identify, contact and schedule individual interviews and focus group meetings with private and public sector leaders. This process will commence early in January 1989 and continue over the life of the project.

Recommended Completion Date: June 30, 1989

7. Review And Approve Private Sector Strategy

The MAPS Core Team and the Mission's Private Sector Officer will prepare and present survey findings, conclusions and recommendations in a series of individual and group meetings with Mission management.

Recommended Completion Date: July 31, 1989

EXHIBIT 1 MISSION STATEMENT, GOALS AND OBJECTIVES

Mission Statement (1):

To support economic growth by helping to increase agricultural production and by improving the environment in which rural Cameroonians live and work.

Implicit Goals (2):

Improve agricultural policy and production

Expand educational opportunities

Strengthen delivery of basic health services

Objectives (3):

Increase food production and maintain self sufficiency

Continue development of agricultural research network

Strengthen agricultural and services and credit emphasizing private sector

Transform university center Dschang into agriculture university

Provide specialized training

Strengthen rural primary education

Improve maternal child health services, control schistosomiasis, promote family planning

Sources:

1. Congressional Presentation, FY 1989, Annex 1. Africa, p. 95
2. Regional Africa Bureau goals in written form unavailable prior 1988. Implicit bureau goals are presented
3. Action Plan, FY 1988-89, Cameroon, May 1988, p. 4-9

Exhibit 2
U.S.A.I.D. CAMEROON PROJECT INVENTORY

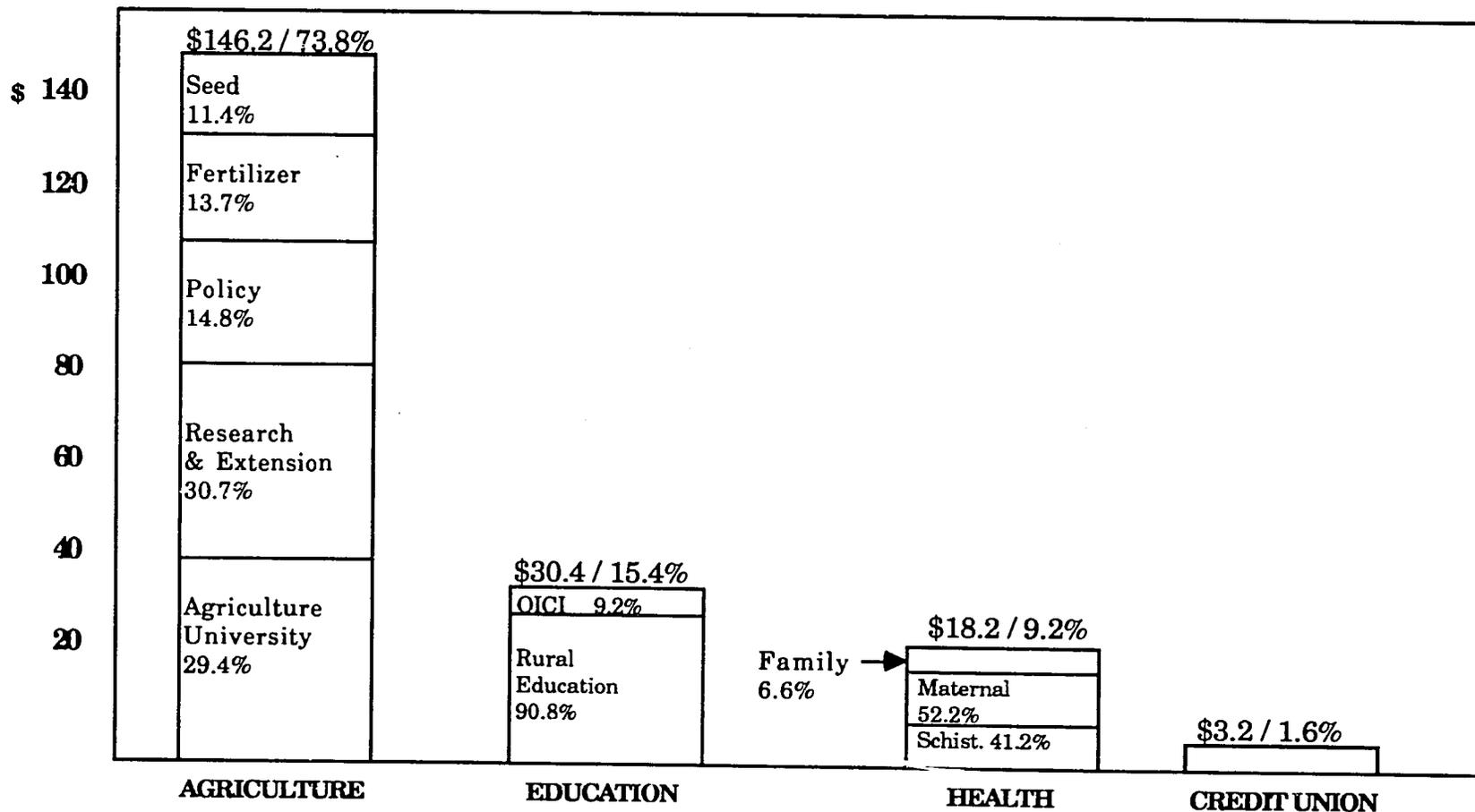
PROJECTS	AUTHORIZATION			PROJECT DURATION	DESCRIPTION	GENERIC STRATEGY	IMPLEMENT AGENTS
	Grant	Loan	Total US\$ Million				
Agricultural Education	16.7	26.3	43.0	82-88/ 89-92	Create an agricultural university & more relevant and practical education	IB,CT, TA	LICD
National Cereals RES & Ext II	35.4	3.6	39.0	85-93	Strengthen agriculture research & extension	IB,T	Min of Agriculture
Tropical Root/Tuber Resch			5.8	86-89	Increase root productivity	IB,T	MESIRES Min of Agriculture
North Cameroon Seed	11.1	5.6	16.7	82-88	Create institution to multiply & provide seed to farmers	IB,CT	Min of Agriculture
Fertilizer Subsector			20.0	88-90	Expand private sector role & liberalize/ privatize fertilizer import/distribution	Policy reform, privatization private sector	Min of Planning Private Sector
Agriculture Policy & Planning			12.0	88-91	Strengthen agricultural policy & planning process	IB,T, TA	Min of Planning Min of Agriculture
Agricultural Mgmt & Planning			9.7	79-88	Strengthen ministry's agriculture policy & planning	Training	Min of Agriculture
Support to Primary Education	11.4	16.2	27.6	Phased Out Oct-88	Expand and improve rural education via increase in teaching & support staff	IB,CT	Min of Education
OICI-Vocational Training			2.8	81-91	Vocational training to alleviate labor shortages	IB,CT	OICI (PVO)
Maternal & Child Health			9.5	87-91	Training	IB,T	Min of Health
Health (Schistosomiasis)			7.5	83-90	Develop Schistosomiasis research facility	IB,CT	
Family Health			1.2	88-92	Promote family planning, strengthen ministry's plan	IB,T	MESIRES
Credit Union Development			3.2	86-89	Expand private sector credit union movement serving micro sector	IB,T, Private Sector Credit	CAMCUL
TOTAL			198.0				
Planned							
• Child Survival			0.2	88	Purchase vaccines		
• Human Res Development			0.8	88	Various HRDA	Training - public & private sector	
• Agricultural Education II			11.8	89-90	On hold		

IB—Institutional Building T—Training
 CT—Construction Training TA—Technical Assistance
 Source: Project Implementation Reports (PIR) 31 May - 30 Sep 88

EXHIBIT 3 USAID CAMEROON PORTFOLIO BUDGET ANALYSIS

(\$ MILLION)

87



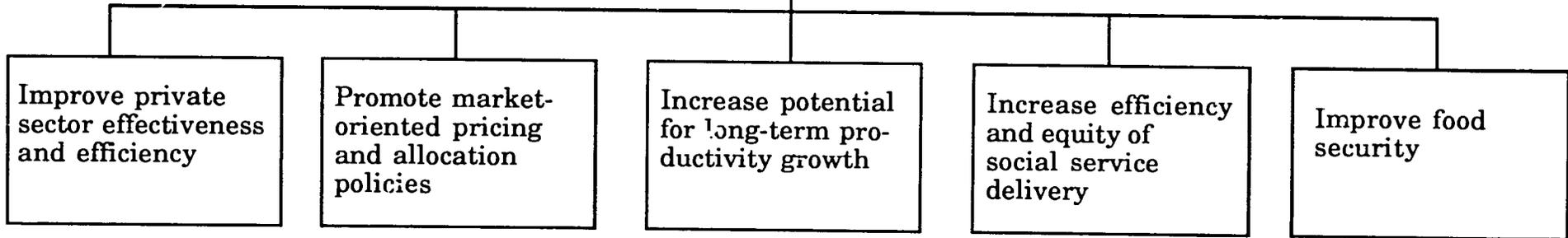
Note: Life of Project Budgets

EXHIBIT 4 BUREAU GUIDANCE

MISSION:

Broad-based, market oriented, sustainable economic growth

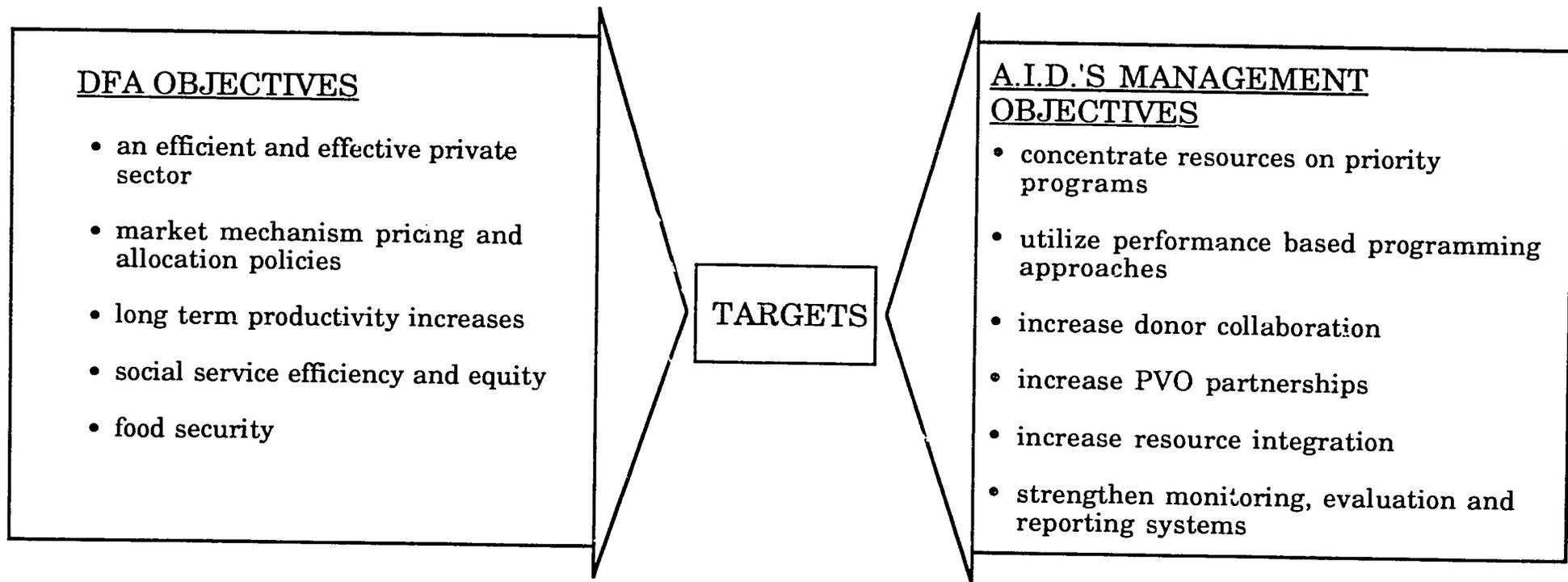
OBJECTIVES:



TARGETS:

- | | | | | |
|--|--|--|---|---|
| <ul style="list-style-type: none"> • Debt, Fiscal Monetary Policy • Major role for private sector • Privatization | <ul style="list-style-type: none"> • Financial markets liberalization • Factor inputs liberalization | <ul style="list-style-type: none"> • Technology • Natural Resources • Human Resources | <ul style="list-style-type: none"> • Health • Education • Infrastructure | <ul style="list-style-type: none"> • Productivity and Production • Import Availability • Famine Preparedness |
|--|--|--|---|---|

EXHIBIT 5
A.I.D.'S MANAGEMENT OBJECTIVES
UNDER THE DFA



Africa Bureau: "FY 1990 Congressional Presentation Supplemental Guidance." Cable 325903, Oct 6. 88

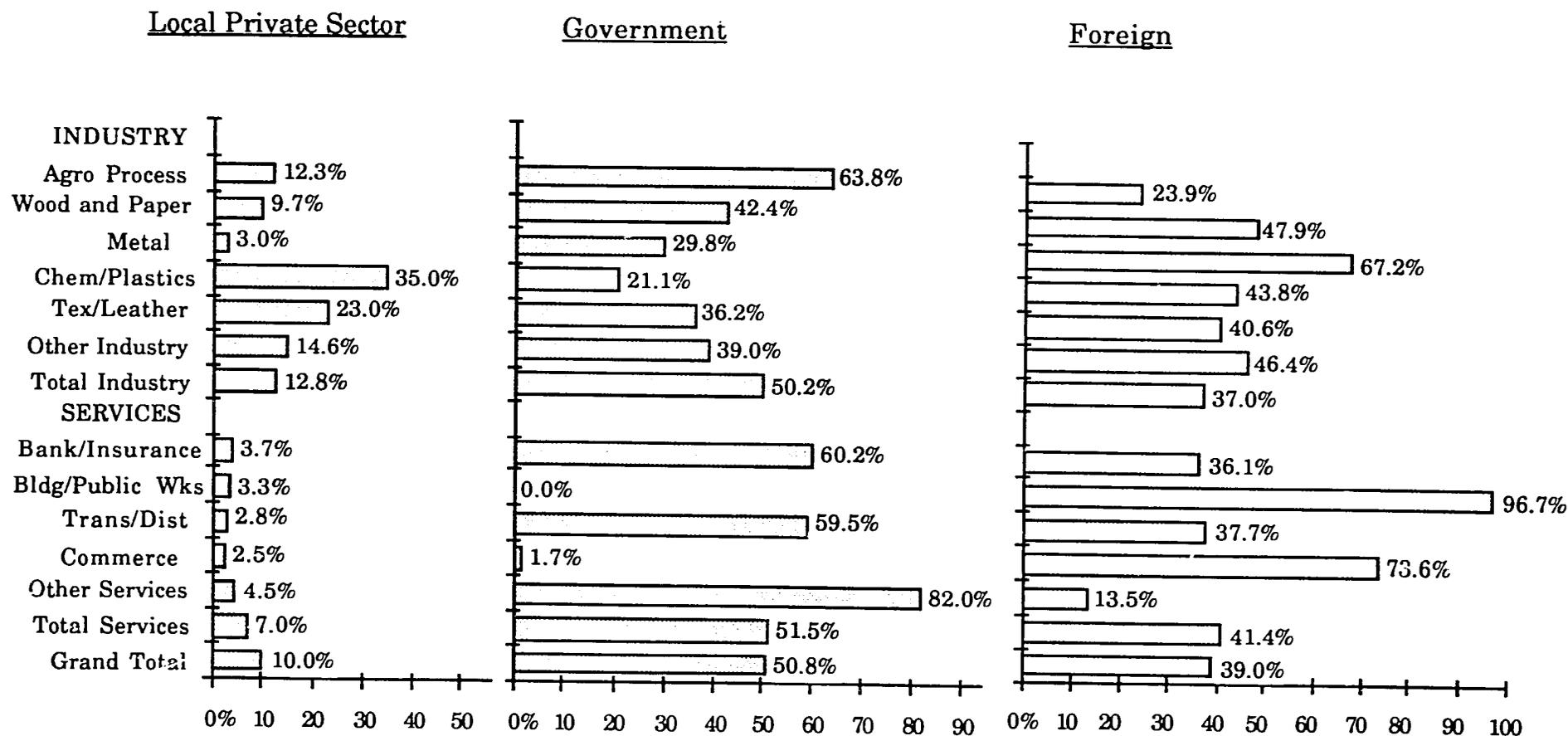
Exhibit 6
TECNICAL ASSISTANCE—CAMEROON

Category of Assistance	France	USA	FRG	UK	Belgium	Neth	Egypt	UNDP	Other UN	Total
Donor Contribution: Mill\$US	42.2	28.4	8.4	0.9	0.8	2.2	0.5	3.8	3.1	90.3
Political Affairs		0.1%					0.5%			
General Development Issues	17.6%	0.5%		8.3%					47.3%	9.7%
Natural Resources	0.8%							20.8%		1.3%
Agriculture		36.2%	21.0%	35.1%	84.3%	92.9%	15.8%	31.9%	12.0%	20.6%
Industry			27.5%					23.3%		3.4%
Transport & Communication	5.1%		13.2%				28.6%	15.8%		4.2%
Population		1.7%					0.9%		5.1%	0.7%
Health	8.0%	8.4%	38.3%	0.8%	15.7%		48.4%		29.8%	12.3%
Education	58.5%	52.0%		55.9%		7.1%				42.8%
Human Aid		1.1%					5.9%		0.9%	0.3%
Social Conditions	9.9%								5.2%	0.2%
Science & Technology		0.1%								4.5%
Percentage of Assistance	46.7	31.5	9.3	1.0	0.9	2.4	0.6	4.2	3.4	100.0

Source: UNDP Assistance—Cameroon. Annual Report 1986

EXHIBIT 7 PRIVATE SECTOR STRUCTURE

CAPITAL OWNERSHIP OF 409 FIRMS BY SECTOR - EXCLUDING PETROLEUM



Source: "The Private Sector in the Economy of Cameroon" IFC, June 1985

BACKGROUND NOTES TO THE REPORT

The PEDS Project

This study was conducted under the Private Enterprise Development Support Project. The PEDS Project is a five year (FY88 - FY92) \$20 million project managed by the Bureau for Private Enterprise. In the first year of the project, PRE provided technical assistance in response to nearly fifty different requests from Missions and Bureaus. The PEDS Project is designed to provide a wide range of expertise in private sector development. Areas of technical assistance include the following:

- Policy analysis related to private sector development
- Sector assessments and analyses
- USAID private sector strategy development
- Legal and regulatory analysis and reform
- Small-scale business development
- Trade promotion
- Investment promotion
- Free trade zone development
- Financial institutions and instruments
- Management and financial training
- The role of women in private enterprise
- Applications of MAPS: Manual for Action in the Private Sector

USAID Missions have the resources of thirteen contractors available to them through the PEDS Project.

- | | |
|------------------------------------|--------------------------|
| ● Arthur Young (prime) | ● Ferris & Company |
| ● SRI International | ● Metametrics |
| ● Management Systems International | ● Elliot Berg Associates |
| ● The Services Group | ● Robert Carlson Ass. |
| ● Trade and Development, Inc. | ● Ronco |
| ● Multinational Strategies | ● Dimpex Associates |
| ● J.E. Austin Associates | |

The Consultancy

The purpose of this consultancy was to provide guidance to the Mission in planning and implementing MAPS (Manual for Action in the Private Sector) in Cameroon. The team members included Arnold Lessard, Private Sector Advisor to USAID Missions in the REDSO/WCA region, and Kevin Murphy and Roger Jantio from J.E. Austin Associates. The team conducted its initial field visit during the period from November 28 through December 12, 1988.

This consultancy was co-financed by AFR/MDI and PRE/PD and reflects the Bureaus' mutual interest in promoting private sector development in Africa.

The Authors

Mr. Arnold Lessard is the Private Sector Advisor serving the USAID Missions in the REDSO/WCA region. He was previously a Senior Vice-President with Sears World Trade; Vice-President for Strategic Planning, Chase Manhattan Trade Banking Group; Chairman of Resources, Engineering & Management International; and Regional Vice-President/Africa and Middle East for Booze, Allen & Hamilton. He holds a diploma in accounting from Burdett College, a B.S. from Boston University and an M.A. from Columbia University in international studies. He also completed post-graduate studies in business at George Washington University and Georgetown University. Mr. Lessard is a founding member of the Institute of Management Consultants and is a Certified Management Consultant.

Mr. Kevin Murphy is the President of J.E. Austin Associates. Previously, Mr. Murphy served as a senior management advisor to the Instituto Superior de Agricultura in the Dominican Republic. He also worked for a year on the research faculty of Harvard Business School authoring nine case studies on international agribusiness. He holds a Master of Business Administration from Harvard Business School and a Master of Public Affairs from the Harvard University School of Government.

Mr. Roger Jantio is a senior consultant at J.E. Austin Associates. Previously, he was the Executive Vice President of Aqua Viva in Paris and an investment analyst at C.S.E. Insurance company in San Francisco. He also worked on aerospace and mergers & acquisitions projects as a consultant with J. Schneider Associates in Cambridge, Massachusetts. Mr. Jantio holds a Master of Business Administration from Harvard University, a Master Degree in economics and finance at the Institute d'Etudes Politiques of Paris, a Master Degree in insurance and applicable laws at the Universite de Paris-Sorbonne and a Bachelor of Arts degree in economics and monetary policy at the Universite de Paris II.

APPENDIX I

SCOPE OF WORK:

PRIVATE SECTOR DESCRIPTION

INTRODUCTION

The basic objective of a Private Sector Strategy Assessment is to develop with and for a USAID mission a strategy - a project and program action implications - for assisting private sector development in a given country. U.S. AID worldwide has placed high priority on such private sector initiatives.

A complete private sector strategy assessment program consists of the following seven steps:

1. Define current mission strategy.
2. Describe the local private sector and the environment in which it operates (Private Sector Description).
3. Carry out a private sector survey to diagnose constraints to growth. (Private Sector Survey).
4. Conduct informal dialogue sessions and focus groups with the private and/or public sectors to test Private Sector Survey assumptions and conclusions.
5. Design a long term mission private sector strategy and develop action options.
6. Develop new private sector development projects and programs.
7. Debrief and evaluate.

This RFP is concerned with step 2 above, referred to as Private Sector Description. For further background consult the Bureau For Private Enterprise draft report, MAPS: Manual For Action In the Private Sector.

PRIVATE SECTOR DESCRIPTION

The objective of the Private Sector Description is to gather and present relevant data about the private sector which will permit a USAID mission to understand clearly what and how significant the private sector is and where it is located. Key questions include:

- Who is the private sector?
- How important is it in the economy?
- Where is it located?
- How strong are the capital markets?

- What is the role and size of the public sector in the productive sectors?
- What is the private sector impact of public policies and the regulatory environment?
- How has the private sector performed over time?
- What are the leading and lagging sectors?

The specific output of the description phase includes a data set, graphics and a written report. The following data sets and graphics among others will be assembled by the contractor.

1. Private Sector as % of:
 - GDP
 - Employment
 - Credit Utilization
 - Investment
2. Private Sector MAP of:
 - Agriculture
 - Industry and Mining
 - Services
3. Government Spending as % of GDP (20 year time series)
4. SOE Financial Performance (10 year time series)
5. Review of Relevant Government Policies Impacting Private Sector Growth
 - Fiscal
 - Monetary
 - Structural
 - Trade
 - Banking regulations
 - Foreign investment
 - Other
6. Data on Leading - Lagging Sectors
 - Agro - Export
 - Micro - Informal
 - Financial
 - Other
7. Top 20 Businesses and their Holdings

8. Key Business Associations
9. Key Business Leaders in Industry, Agriculture/Agribusiness, Commerce, Finance
10. Definition of Private Sector Business Universe Recommended for Private Sector Survey
11. Sources of Tax Revenues
12. Agricultural overview: Plantation vs. Smallholder
13. Sources of Export Revenues and Foreign Exchange (10 year time series)
14. Net Foreign Investments 1970-88
15. Business Establishments and Average Investment by size of Business
16. Private vs. Public Supply of Educational and Health Services
17. List of PVO's operating in Cameroon and their capabilities
18. Estimate of Formal and Informal Credit Supply Sources
19. Other to be specified:
 - Verification of current Mission assumptions
 - Data helpful for USAID private sector initiatives
 - Information illustrating environmental changes which have impacted recent private sector growth
 - Other

The consultant is referred to pages 26 to 36 in the Manual For Action In The Private Sector, and to Private Sector Strategy Assessment: Dominican Republic on file with USAID Yaounde for further details in preparing his proposal.

SURVEY TEAM QUALIFICATION REQUIREMENTS

The Consulting team should combine senior individuals with educational backgrounds and work experience in private and public sector consulting, macro economics, finance and accounting and general business administration and management. Consultants will have French, English and local language capabilities and have demonstrated successful performance and a wide-ranging understanding and familiarity with economic and business developments in Cameroon.

APPENDIX II

SCOPE OF WORK:

**PRIVATE SECTOR DIAGNOSIS
SURVEY**

PRIVATE SECTOR STRATEGY SURVEY

REQUEST FOR PROPOSAL

PRIVATE SECTOR SURVEY

GENERAL BACKGROUND AND OBJECTIVES OF THE SURVEY

The Private Sector Survey is an integral part of a seven step process designed to assist USAID develop a long term strategy for assisting private sector development in Cameroon.

1. Define the current Mission strategy
2. Describe the local private sector (Private Sector Description)
3. Diagnose constraints to private sector growth (Private Sector Survey)
4. Carry out informal dialogue sessions and organize focus groups involving public and private sector leaders
5. Design a private sector development strategy
6. Identify and assess project and program options for implementing the agreed strategy
7. Debrief and evaluate

Consultants are referred to the Bureau For Private Enterprise draft publication, MAPS: Manual For Action In The Private Sector, for further details.

This Request For Proposal concerns step 3: the conduct of the Private Sector Survey. This survey has several objectives:

1. Obtain the private sector's perceptions of growth opportunities and constraints and its feedback on survey findings and private sector description
2. Identify major private sector growth and development areas
3. Broaden USAID's contacts with and understanding of the Cameroon private sector
4. Identify potential implementing agents and fund channels with whom USAID could work in implementing private sector development programs and projects

5. Test critical USAID assumptions regarding private sector development needs and priorities

THE PRIVATE SECTOR SURVEY

The survey will be based on information developed from a nationwide survey of private and public sector companies utilizing a standard interview questionnaire. A representative sample of between 250-300 companies will be interviewed major business locations. Answers to a number of key questions such as those listed below will be obtained in addition to specific information on the individual business activity.

1. What are the private sector's perceptions of opportunities and constraints?
2. What are the most critical resource constraints?
3. What are the public policy impacts on the private sector?
4. What private sector initiatives will receive greatest support from local leadership?
5. What is the impact of the competitive environment?
6. What are the capabilities of local capital markets, both formal and informal?

Consultants are encouraged to review the previously cited MAPS publication, and final USAID report, Private Sector Strategy Assessment: Dominican Republic, October 1988, both available at USAID offices in Yaounde or at USAID Washington, D.C. c/o AFR/MDI, Mr. Warren Weinstein.

THE PRIVATE SECTOR INTERVIEW QUESTIONNAIRE

A draft interview questionnaire has been prepared by USAID Cameroon. A copy is attached. The consultant is encouraged to suggest additions or modifications which he believes will better respond to survey objectives and local conditions in Cameroon.

The revised questionnaire will be field tested with 10 firms and appropriate modifications made prior to survey launch.

The consultants will ensure quality control over the course of the interview process. Results will be tabulated at macro, sector, industry, size-of-firm and other appropriate levels. The consultant will organize the working paper files and data sets including individual questionnaire responses for submission to USAID with the final report.

CONSULTANT DELIVERABLES AND SCHEDULE

The consultant will prepare a final report of survey findings, conclusions and recommendations. The previously cited report, Private Sector Strategy Assessment: Dominican Republic, may be consulted as a general guideline but should in no way constrain or limit the consultant in report content or format.

The consultant will begin the survey within five working days of USAID official authorization to proceed. He will complete trial questionnaire field tests within five working days and will submit a final recommendation on questionnaire format and interview schedule to USAID for approval. An intermediate progress report will be presented in a working session with USAID one month after program start. The final draft report in English will be submitted within two months of authorization to proceed. Following presentation, review and agreement of the draft report, the consultants will submit their final report and organized files within two weeks of such final approval.

QUALIFICATIONS OF THE CONSULTING FIRM

The consultant will name an experienced senior member of their firm as project manager. This individual must be fluent in English and French, have a record of successful consulting experience in Cameroon and have outstanding analytical, writing and presentation skills. Private sector experience essential; public sector experience highly desirable.

Team members should be experienced members of the firm's local staff. Qualified local consultants or local qualified subcontractors may also be used.

Team members proposed for this assignment should have appropriate educational qualifications in business administration, engineering, accounting and finance and economics. Experience with the public and private sector essential. All team members should be linguistically qualified to be able to conduct interviews in the appropriate languages.

SUBMISSION OF PROPOSALS

Consultants will submit formal and final proposals in English to the USAID Contracts Office, Yaounde not later than the close of business within ten days of receipt of a Request For Proposal. The USAID Senior Contracts Officer, Yaounde is available for consultation as required. The Senior Program Officer in charge of the program, Mr. N. Olsen, may also be consulted for copies of the above cited reports.

APPENDIX III

**DRAFT SURVEY
QUESTIONNAIRE**

USAID - CAMEROON
PRIVATE SECTOR STRATEGY DEVELOPMENT SURVEY
PRIVATE SECTOR SURVEY QUESTIONNAIRE

The purpose of the Private Sector Strategy Development Survey is to obtain the views and perceptions of Cameroonian business executives on different aspects of the economy and the general investment climate. This study is financed by the U.S. Agency For International Development. AID will use this information in designing its private sector development projects. The information obtained will be treated as private and privileged. Questions deemed inappropriate do not have to be answered.

PRIVATE SECTOR SURVEY

QUESTIONNAIRE NO.

I. Questionnaire Information:

1. NAME OF SURVEY _____
Day / Mo. / Yr.
2. NAME OF INTERVIEWER _____
3. NAME AND TITLE OF INTERVIEWEE:
4. NAME OF COMPANY:
5. SPECIFY THE CATEGORY WHICH BEST DESCRIBES YOUR WORK WITH THE COMPANY:
 1. MANAGEMENT _____
 2. PROFESSIONAL _____
 3. TECHNICAL _____
6. LOCATION OF THE COMPANY:
 1. DOUALA (littoral) _____
 2. YAOUNDE (center) _____
 3. SOUTHWEST _____
 4. SOUTH OR EAST _____
 5. NORTHWEST _____
 6. WEST _____
 7. NORTH _____
 8. EXTREME NORTH _____
 9. ADAMAOUA _____

II. General Information about the Company

1. SECTOR IN WHICH THE COMPANY OPERATES
 1. AGRICULTURE, FORESTRY, FISHING _____
 2. MANUFACTURING _____
 3. SERVICES _____
 4. OTHER (SPECIFY) _____
2. IF AGRICULTURE SPECIFY:
 1. PLANTATION _____
 2. SMALLHOLDER _____
 3. OTHER (SPECIFY) _____
3. SPECIFY THE PRODUCTION AREA IN WHICH THE COMPANY IS INVOLVED IF AGRICULTURE, FORESTRY, FISHING:
 1. COFFEE/COCOA/TEA _____
 2. FRUITS/VEGETABLES _____
 3. LIVESTOCK _____

- 4. POULTRY _____
- 5. COTTON _____
- 6. PALM OIL _____
- 7. FORESTRY _____
- 8. FISHERIES _____
- 9. RUBBER _____
- 10. BANANAS/PLANTAINS _____
- 11. TOBACCO _____
- 12. RICE _____
- 13. ROOT CROPS _____
- 14. OTHER: SPECIFY _____

4. MARK THE APPROPRIATE SUBCATEGORY IF MANUFACTURING:

- 1. TEXTILES _____
- 2. FERTILIZERS _____
- 3. PROCESSED FORESTRY PROD. _____
- 4. PROCESSED AGRI. PRODUCTS _____
- 5. SHOES & LEATHER PRODUCTS _____
- 6. PLASTICS AND CHEMICALS _____
- 7. MINING _____
- 8. PETROLEUM _____
- 9. PROC. FISH/ANIMAL PROD. _____
- 10. OTHER: SPECIFY _____

5. MARK THE APPROPRIATE SUBCATEGORY IS SERVICES:

- 1. CONSULTING SERVICES _____
- 2. FINANCIAL SERVICES _____
- 3. CONSTRUCTION _____
- 4. TOURISM _____
- 5. WHOLESALE _____
- 6. RETAIL _____
- 7. TRANSPORT _____
- 8. OTHER: SPECIFY _____

6. NUMBER OF EMPLOYEES:

- 1. FULL TIME _____
- 2. PART TIME _____

7. NUMBER OF EMPLOYEES:

- 1. MALE _____
- 2. FEMALE _____

8. NUMBER OF EMPLOYEES:

- 1. ADMINISTRATIVE/MGMT. _____
- 2. SECRETARIAL _____
- 3. SUPERVISORY _____
- 4. TECHNICAL _____

5. SKILLED/SEMI-SKILL. LABOR _____
6. UNSKILLED LABOR _____
9. DISTRIBUTION OF PRODUCTS OR SERVICES:
1. LOCAL _____
2. REGIONAL _____
3. NATIONAL _____
4. EXPORT _____
5. OVER 50% EXPORTED _____
10. USE OF FOREIGN CAPITAL:
1. YES _____
2. NO _____
3. UNSURE _____
- IF NO GO TO 12.
11. WHAT PERCENTAGE OF FOREIGN CAPITAL COMES FROM FOREIGN INVESTMENT?
1. LESS THAN 20% _____
2. MORE THAN 20% _____
3. UNSURE _____
12. DOES PRODUCTION DEPEND ON IMPORTED RAW MATERIALS?
1. YES _____
2. NO _____
3. UNSURE _____
4. NO APPLICABLE _____
- IF YES, ANSWER FOLLOWING QUESTION.
13. WHAT PERCENTAGE OF INPUTS IS IMPORTED?
1. 25% OR LESS _____
2. BETWEEN 26% AND 50% _____
3. MORE THAN 50% _____

III. Factors leading to growth of the Firm

1. INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENT:

THE ENVIRONMENT WITHIN WHICH MY FIRM OPERATES IS BETTER TODAY THAN IT WAS A YEAR AGO:

1. STRONGLY AGREE _____
2. AGREE _____
3. UNSURE _____
4. DISAGREE _____
5. STRONGLY DISAGREE _____

2. STATE WHICH FACTOR FROM EACH PAIR HAS HAD MORE EFFECT (EITHER POSITIVE OR NEGATIVE) ON THE GROWTH OF YOUR FIRM:

- | | | | |
|------------------|-------|------------------|-------|
| 1. EXCHANGE RATE | _____ | 2. INTEREST RATE | _____ |
| 1. INPUT RATE | _____ | 2. PRODUCT PRICE | _____ |
| 1. INTEREST RATE | _____ | 2. TAXES | _____ |
| 1. EXCHANGE RATE | _____ | 2. INPUT PRICES | _____ |
| 1. PRODUCT PRICE | _____ | 2. INTEREST RATE | _____ |
| 1. EXCHANGE RATE | _____ | 2. TAXES | _____ |
| 1. PRODUCT PRICE | _____ | 2. EXCHANGE RATE | _____ |
| 1. INPUT PRICES | _____ | 2. TAXES | _____ |
| 1. INTEREST RATE | _____ | 2. INPUT PRICES | _____ |
| 1. TAXES | _____ | 2. PRODUCT PRICE | _____ |

3. DO YOU BELIEVE THAT GOVERNMENT REGULATIONS AND PROCEDURES ARE SERIOUSLY HAMPERING YOUR GROWTH?

1. YES _____
2. NO _____
- IF YES, WHICH IN PARTICULAR? _____

4. BY HOW MUCH HAS YOUR SALES VOLUME CHANGED BETWEEN APRIL 1987 AND APRIL 1988?

1. INCREASED MORE THAN 20 PERCENT _____
2. INCREASED 20 PERCENT OR LESS _____
3. HAS NOT CHANGED _____
4. DECREASED 20 PERCENT OR LESS _____
5. DECREASED MORE THAN 20 PERCENT _____
6. UNSURE _____

5. SPECIFY THE THREE FACTORS WHICH HAVE MOST AFFECTED SALES SINCE APRIL 1987:

1. _____
2. _____
3. _____

6. WHAT DO YOU PREDICT WILL HAPPEN TO SALES BETWEEN APRIL 1988 AND APRIL 1990?

1. INCREASE 20 PERCENT OR MORE _____
2. INCREASE 20 PERCENT OR LESS _____
3. NO CHANGE _____
4. DECREASE 20 PERCENT OR LESS _____
5. DECREASE 20 PERCENT OR MORE _____
6. UNSURE _____

7. SPECIFY THE THREE FACTORS YOU BELIEVE WILL HAVE THE MOST EFFECT ON SALES IN THE NEXT TWO YEARS?

- 1. _____
- 2. _____
- 3. _____

8. SPECIFY THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENT:

MY ORGANIZATION CAN SELL MORE THAN IT PRODUCES.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

9. RANK THE IMPORTANCE OF THE FOLLOWING FACTORS IN YOUR SALES PERFORMANCE LAST YEAR. (1 is most important and 5 is least important):

- 1. DOMESTIC COMPETITION _____
- 2. IMPORT COMPETITION _____
- 3. LACK OF MARKET INFORMATION _____
- 4. LOW MARKET DEMAND _____
- 5. OTHER: SPECIFY _____
- 6. NOT APPLICABLE _____

10. SPECIFY THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENT:

MY FIRM CAN PRODUCE MORE THAN IT CAN SELL.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

IV. Resources and Government Policies

1. WHICH FACTOR FROM EACH PAIR HAS HAD MORE EFFECT ON YOUR FIRM'S PRODUCTIVITY?

- | | |
|---|-----------------------|
| 1. CAPITAL _____ | 2. MATERIALS _____ |
| 1. SERVICES _____
(energy, transportation, etc.) | 2. MANUAL LABOR _____ |
| 1. INPUTS _____ | 2. LAND _____ |
| 1. CAPITAL _____ | 2. SERVICES _____ |
| 1. LABOR _____ | 2. INPUTS _____ |

- | | | | |
|-------------|-------|-------------|-------|
| 1. CAPITAL | _____ | 2. LAND | _____ |
| 1. LABOR | _____ | 2. CAPITAL | _____ |
| 1. SERVICES | _____ | 2. LAND | _____ |
| 1. INPUTS | _____ | 2. SERVICES | _____ |
| 1. LAND | _____ | 2. LABOR | _____ |

LAND:

2. SPECIFY THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENT.

LAND USE RESTRICTIONS HAVE HINDERED THE GROWTH OF MY FIRM.

- | | |
|----------------------|-------|
| 1. STRONGLY AGREE | _____ |
| 2. AGREE | _____ |
| 3. UNSURE | _____ |
| 4. DISAGREE | _____ |
| 5. STRONGLY DISAGREE | _____ |

IF 1 OR 2 MARKED ANSWER QUESTION 3; OTHERWISE GO TO 4.

3. SPECIFY THE RESTRICTIONS ON LAND USE OR TITLE WHICH HAVE CREATED THE MOST DIFFICULTIES IN EXPANDING AGRICULTURAL OPERATIONS.

4. SPECIFY THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENT:

CONFUSION EXISTS WITH REGARD TO LAND TITLING.

- | | |
|----------------------|-------|
| 1. STRONGLY AGREE | _____ |
| 2. AGREE | _____ |
| 3. UNSURE | _____ |
| 4. DISAGREE | _____ |
| 5. STRONGLY DISAGREE | _____ |

LABOR:

BUSINESSES ARE GENERALLY OBLIGED TO INVEST HEAVILY IN THE TRAINING OF THEIR WORK FORCE.

- | | |
|-------------------|-------|
| 1. STRONGLY AGREE | _____ |
| 2. AGREE | _____ |
| 3. UNSURE | _____ |
| 4. DISAGREE | _____ |

5. STRONGLY DISAGREE _____

HIGHER WAGES MUST BE OFFERED TO ATTRACT UNSKILLED AND PARTIALLY SKILLED LABOR.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

TECHNICAL PERSONNEL ARE PAID RELATIVELY HIGH WAGES.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

PROFESSIONAL PERSONNEL ARE PAID RELATIVELY HIGH WAGES.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

I HAVE HAD TO INVEST LITTLE IN TRAINING TECHNICAL AND PROFESSIONAL PERSONNEL.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

5. FOR THE FOLLOWING PERSONNEL CATEGORIES, SPECIFY THE DEGREE OF DIFFICULTY INVOLVED IN OBTAINING PERSONS WITH THE TRAINING KNOWLEDGE NEEDED IN YOUR FIRM.

Use the following scale: 1. difficult; 2. Ave.; 3. Easy

- 1. ADMINISTRATIVE PERSONNEL _____
- 2. SECRETARIAL PERSONNEL _____
- 3. PROFESSIONAL PERSONNEL _____
- 4. TECHNICAL PERSONNEL _____

CAPITAL:

6. SPECIFY THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENT: ALL REQUIRED CAPITAL HAS BEEN OBTAINED AT ANNUAL INTEREST RATES OF LESS THAN THIRTY PERCENT.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

7. PLEASE PROVIDE AN ESTIMATE OF THE PERCENTAGE OF YOUR LONG TERM AND WORKING CAPITAL WHICH COMES FROM THE FOLLOWING CATEGORIES:

- 1. COMMERCIAL BANKS _____
- 2. DEVELOPMENT BANKS _____
- 3. SPECIAL PROGRAMS AND FUNDING _____
- 4. FINANCIERS _____
- 5. FRIENDS/ACQUAINTANCES _____
- 6. FOREIGN INVESTMENT _____
- 7. PERSONNEL INVESTMENT _____
- 8. OTHER: SPECIFY _____

8. SPECIFY THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

IT IS DIFFICULT TO OBTAIN FINANCING FOR LONG TERM PROJECTS REGARDLESS OF INTEREST RATES.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

IT IS DIFFICULT TO OBTAIN WORKING CAPITAL, REGARDLESS OF INTEREST RATES.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

IT IS MORE DIFFICULT TO OBTAIN FINANCING FOR SHORT TERM THAN FOR LONG TERM PROJECTS.

- 1. STRONGLY AGREE _____
- 2. AGREE _____

- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

RAW MATERIALS:

ORGANIZATIONS SIMILAR TO MINE HAVE NO PROBLEMS IN OBTAINING RAW MATERIALS.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

OBTAINING SIMILAR TO MINE HAVE NO PROBLEMS IN OBTAINING OTHER INPUTS.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

9. SPECIFY THE TWO MOST IMPORTANT REASONS WHY RAW MATERIALS AND OTHER INPUTS USED IN MANUFACTURING MAY BE DIFFICULT TO OBTAIN:

- 1. FINANCING DIFFICULTIES _____
- 2. CUSTOMS REGULATIONS _____
- 3. FOREIGN EXCHANGE POLICIES _____
- 4. MIDDLEMEN MARGINS _____
- 5. INADEQUATE TRANSPORTATION _____
- 6. OTHER: SPECIFY _____
- 7. NOT APPLICABLE _____

10. MANUFACTURING INPUTS MOST DIFFICULT TO OBTAIN ARE:

- 1. _____
- 2. _____
- 3. _____

TRANSPORT:

11. SPECIFY THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

THE DOMESTIC TRANSPORT SERVICE IS ADEQUATE TO GUARANTEE PRODUCT QUALITY.

- 1. STRONGLY AGREE _____
- 2. AGREE _____

- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

MERCHANT SHIPPING SERVICES ARE ADEQUATE.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

MERCHANT SHIPPING COSTS ARE TOO HIGH.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

AIR TRANSPORT COSTS ARE ADEQUATE.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

AIR TRANSPORT TARIFFS ARE FAIR.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

IMPORT/EXPORT REGULATIONS AND TAXES HINDER OPERATION.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

OTHER SERVICES:

PROBLEMS WITH THE SERVICES AND SUPPLY OF ELECTRICITY HAVE HINDERED GROWTH.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

12. DOES YOUR ORGANIZATION HAVE ITS OWN POWER PLANT?

- 1. YES _____
- 2. NO _____
- 3. NOT SURE _____

IF YES, ANSWER NEXT QUESTION, OTHERWISE TO 14.

13. SPECIFY THE FREQUENCY WITH WHICH YOU USED THE POWER PLANT LAST MONTH.

- 1. LESS THAN 30 PERCENT OF THE TIME _____
- 2. BETWEEN 30 AND 50 PERCENT OF THE TIME _____
- 3. MORE THAN 50 PERCENT OF THE TIME _____
- 4. NOT APPLICABLE _____

14. SPECIFY THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

PROBLEMS WITH WATER SERVICE AND SUPPLY HAVE HINDERED GROWTH OF MY ORGANIZATION.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

PROBLEMS WITH TELEPHONE SERVICES HAVE HINDERED GROWTH OF MY ORGANIZATION.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

COMMUNICATION SERVICE AND EQUIPMENT ARE ADEQUATE.

- 1. STRONGLY AGREE _____
- 2. AGREE _____

- 3. UNSURE _____
- 4. NOT SURE _____
- 5. STRONGLY DISAGREE _____

15. DOES YOUR ORGANIZATION EMPLOY A MESSENGER?

- 1. YES _____
- 2. NO _____
- 3. NOT SURE _____

IF YES, ANSWER 16, OTHERWISE GO TO 17.

16. RANK IN ORDER OF IMPORTANCE WHY THE MESSENGER IS USED.
(1 MOST IMPORTANT, 3 LEAST IMPORTANT).

- 1. UNRELIABLE MAIL SERVICES _____
- 2. PROBLEMS WITH TELEPHONE USE _____
- 3. OTHER: SPECIFY _____
- 4. NOT APPLICABLE _____

17. SPECIFY THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

ACCURATE INFORMATION ON LOCAL MARKET TRENDS IS READILY AVAILABLE.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

ACCURATE INFORMATION ON INTERNATIONAL MARKET TRENDS IS READILY AVAILABLE.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

18. SPECIFY THE SOURCES OF INFORMATION ON MARKET TRENDS WHICH HAVE BEEN THE MOST USEFUL.

- 1. _____
- 2. _____
- 3. _____

19. DO YOU HAVE ACCESS TO ALL THE PRODUCTION TECHNOLOGY YOU FEEL YOU NEED TO STAY COMPETITIVE?

- 1. YES _____
- 2. NO _____

- 3. UNSURE _____
 - 4. NOT APPLICABLE _____
- IF NO, ANSWER 20, OTHERWISE GO TO 21.

20. SPECIFY WHICH OF THE FOLLOWING HAS MOST HINDERED ACCESS TO THIS TECHNOLOGY (MARK ALL APPLICABLE)

- 1. TECHNOLOGY IS IMPORTED AND EXPENSIVE _____
- 2. AVAILABLE TECHNOLOGY IS NOT USEFUL TO MY ORGANIZATION _____
- 3. AVAILABLE TECHNOLOGY IS NOT ADEQUATE FOR THE MARKET IN WHICH I OPERATE _____

21. WHAT TYPES OF TECHNOLOGICAL PROBLEMS ARE THE MOST DIFFICULT TO RESOLVE?

- 1. _____
- 2. _____
- 3. _____

V. Opportunities

1. FROM EACH PAIR, SPECIFY WHICH HAS HIGHER PRIORITY IN TERMS OF INVESTMENT:

- | | |
|----------------------------|----------------------------|
| 1. PERSONNEL DEVEL. _____ | 2. PHYSICAL CAPITAL _____ |
| 1. TECHNOLOGY _____ | 2. MARKETING _____ |
| 1. PHYSICAL CAPITAL _____ | 2. SOURCES OF FINAN. _____ |
| 1. PERSONNEL DEVEL. _____ | 2. TECHNOLOGY _____ |
| 1. MARKETING _____ | 2. PHYSICAL CAPITAL _____ |
| 1. PERSONNEL DEVEL. _____ | 2. SOURCES OF FINAN. _____ |
| 1. MARKETING _____ | 2. PERSONNEL DEVEL. _____ |
| 1. TECHNOLOGY _____ | 2. SOURCES OF FINAN. _____ |
| 1. PHYSICAL CAPITAL _____ | 2. TECHNOLOGY _____ |
| 1. SOURCES OF FINAN. _____ | 2. MARKETING _____ |

2. WHICH OF THE FOLLOWING AREAS DO YOU BELIEVE OFFERS THE BEST SHORT TERM RETURN ON YOUR INVESTMENT?

- 1. AGRICULTURE (TRADITIONAL PRODUCTS) _____
- 2. AGRICULTURE (NON-TRADITIONAL PRODUCTS) _____
- 3. MANUFACTURING _____
- 4. COMMERCE _____
- 5. CONSTRUCTION _____
- 6. LENDING _____
- 7. OTHER: SPECIFY _____

3. WHICH OF THE FOLLOWING AREAS DO YOU BELIEVE OFFERS THE BEST LONG TERM RETURN ON YOUR INVESTMENT?

- 1. AGRICULTURE (TRADITIONAL PRODUCTS) _____
- 2. AGRICULTURE (NON-TRADITIONAL PRODUCTS) _____
- 3. FREE TRADE ZONE _____
- 4. TOURISM (SPECIFY) _____
- 5. CONSTRUCTION _____
- 6. BANKING _____
- 7. OTHER: SPECIFY _____

4. WOULD YOUR FIRM BE INTERESTED IN SHORT TERM TRAINING FOR YOUR EMPLOYEES? PLEASE SPECIFY TYPE OF TRAINING.

- 1. TECHNICAL _____
- 2. SECRETARIAL _____
- 3. LANGUAGE _____
- 4. FINANCE _____
- 5. MARKETING _____
- 6. COMPUTERS _____
- 7. OTHER: SPECIFY _____

5. WOULD YOUR FIRM HIRE GRADUATES OF AN AGRICULTURAL UNIVERSITY?

- 1. YES _____
- 2. NO _____
- 3. WHAT SKILLS WOULD BE MOST USEFUL TO YOU? _____

VI: Associations

1. ARE YOU AFFILIATED WITH ANY TYPE OF BUSINESS ASSOCIATION?

- 1. YES _____
 - 2. NO _____
 - 3. UNSURE _____
 - 4. NOT APPLICABLE _____
- IF YES, ANSWER QUESTION 2, OTHERWISE GO TO 3.

2. SPECIFY WHICH ASSOCIATION(S).

- 1. _____
- 2. _____
- 3. _____

3. SPECIFY THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENT:

BUSINESS ASSOCIATIONS ARE EFFECTIVE VEHICLES FOR REPRESENTING THE INTERESTS OF MY ORGANIZATION.

- 1. STRONGLY AGREE _____
- 2. AGREE _____
- 3. UNSURE _____
- 4. DISAGREE _____
- 5. STRONGLY DISAGREE _____

4. WHAT MEASURES CAN THE BUSINESS ASSOCIATION TAKE IN ORDER TO ENHANCE THE GROWTH POTENTIAL OF AN ORGANIZATION?

- 1. PROVIDE ACCESS TO CREDIT _____
- 2. PROVIDE TECHNICAL ASSISTANCE _____
- 3. DEVELOP PERSONNEL TRAINING PROGRAMS _____
- 4. PROVIDE LOBBYING EFFORTS _____
- 5. OTHER: SPECIFY _____
- 6. NOT APPLICABLE _____

(GO TO QUESTION 6)

5. (ANSWER ONLY IS ANSWERED NO ON QUESTION 1)
SPECIFY WHICH OF THE FOLLOWING BEST DESCRIBES THE REASON FOR YOUR LACK OF AFFILIATION WITH A BUSINESS ASSOCIATION. (ONLY MARK ONE)

- 1. LACK OF TIME _____
- 2. UNWILLING TO PAY DUES _____
- 3. NOT ABLE TO PAY DUES _____
- 4. DOUBT THEIR IMPORTANCE _____
- 5. DOUBT THEIR EFFECTIVENESS _____
- 6. OTHER: SPECIFY _____
- 7. NOT APPLICABLE _____

6. SPECIFY WHICH BUSINESS ASSOCIATION YOU BELIEVE TO BE MOST WORTHWHILE.

GENERAL:

1. WHAT MEASURES CAN THE GOVERNMENT TAKE IN ORDER TO ENHANCE THE GROWTH POTENTIAL OF CAMEROON PRIVATE ENTERPRISE? (MARK THREE ANSWERS, 1 MOST IMPORTANT; 3 LEAST IMPORTANT)

- 1. MAINTAIN OPEN CHANNELS OF COMMUNICATION _____
- 2. DEFINE AND MAINTAIN MORE STABLE RULE OF THE GAME. _____
- 3. CONTROL PUBLIC EXPENDITURE _____
- 4. CONTROL THE EXCHANGE RATE _____
- 5. REGULATE THE FINANCE INDUSTRY _____
- 6. LOWER IMPORT TAXES _____
- 7. CONTROL INPUT PRICES _____
- 8. OTHER: SPECIFY _____

2. WHAT DO YOU CONSIDER TO BE THE MOST IMPORTANT PROBLEM YOU FACE IN OPERATING YOUR BUSINESS?

3. DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENT:

IF MY COMPANY HAD ACCESS TO FINANCING I COULD SOLVE ALL MY OTHER PROBLEMS.

- 1. AGREE _____
- 2. DISAGREE _____

IF ANSWERED YES TO 2, WHAT DO YOU CONSIDER YOU COMPANY'S MOST IMPORTANT PROBLEM?

APPENDIX IV

**AN APPROACH TO PRIVATE
SECTOR DIALOGUE**

DIALOGUE SESSIONS WITH THE PRIVATE SECTOR

Dialogue sessions include meetings and structured focus groups of private sector leaders.

The purpose of dialogue sessions is to involve the leadership of the local private sector in the identification of constraints and opportunities.

I. KEY QUESTIONS

Key questions that will be the thrust of the survey organized by the Private Sector Officer will encompass issues such as:

1. How do key private/public sector decision makers view the diagnosis and findings of the survey?
2. Will private sector support AID initiatives?
3. What will impede business growth opportunities?
4. What initiatives is local private sector already undertaking?
5. What government policy most impedes private sector growth?
6. Who are the important implementing agents? Which business association has most credibility and capability for making a positive intention.
7. What are other donor groups doing?
8. What formal agreements will be required and how likely will it be to get them?

II. THE DIALOGUE PROCESS

A. Participants

After AID has identified key sectors, the search begins to identify leadership groups. AID is a bilateral organization. As such it has channeled most of its actions through ministries or government-controlled organizations. They represent a traditional network of contacts that should be the initial core group. Another group is the movers and shakers of the private sector.

An important issue to address up front is the inclusion of government representatives. In countries with a vigorous private sector and where AID operates with a large degree of latitude, it

has seemed appropriate to include only private sector as these tend to speak more freely among their colleagues than among political and governmental people. In the Cameroonian context, where the private sector is quite strong in some industries, but where AID programs are carefully reviewed and controlled by the Ministry of Plan, it may be necessary to include government representatives, as well as representatives from other donor groups such as the World Bank, the regional development banks and possibly other donors (Caisse Centrale de Cooperation Economique, ...)

Until the description and diagnosis are ready, informal dialogue (one-on-one meetings) should be held to identify major areas of potential initiative and help test basic AID's assumptions.

On completion of the description and diagnosis, it is important to organize focus group sessions in each of the relevant action sectors (ie. agribusiness, micro-enterprise, financial sector, etc.)

A preliminary list of private sector participants to the focus groups includes:

1. Employers' Associations:

- Groupement Interprofessionnel pour l'Etude et la Coordination des Interet Economiques du Cameroun (GICAM).
- Syndicat de Entrepreneurs de Travaux Publics, du Batiment et des Industries Annexes du Cameroun. (public works).
- Syndicat des Commerçants Importateurs-Exportateurs du Cameroun (Ex-im).
- Syndicat des Industriels du Cameroun (Syndustricam).
- Syndicat des Producteurs et Exportateurs de Bois (Timber).
- Syndicat Professionnels Forestiers et Activites Connexes du Cameroun.
- Union des Syndicats Professionnels du Cameroun.

2. Successful Local Entrepreneurs:

- Mr. Noucti Tchokwago
- Mr. Samuel Kondo, Pdt Syndustricam
- Mr. Fotso
- Mr. Bachirou

- Mr. Kamgang
 - Mr. Kadji
 - Mr. Sopoprison
 - Mr. James Onobiono, Managing Director of FAEM
 - Mr. Joseph Sack, Pdt SAT-Plastique and SAFIL
 - Mr. Kerdudo, Managing Director of COFAGRI
 - Mr. Pierre Tchanque, Pdt Cham. de Comm., d'Ind. et des Mines
 - Mr. Paul Kamogne, Pdt "Banque de l'entreprise"
3. Services for the Promotion of Private Sector
- CAPME
 - FOGAPE
4. List of some mainly private firms (ie. substantial of local or foreign private ownership):
- SA des Brasseries
 - Alucam
 - SHO
 - Guinness Cameroon
 - Ste J. Bastos d'Afrique Centrale
 - Complexe Chimique Cameroon
 - Socada
 - Ste Equip. Afr. Centrale
 - Ste Camerounaise de Metallurgie
 - Ste de Developpement des Zafi de l'Est
 - SOAEM Cameroun
 - FAEM
 - Francevin
 - Socabo
 - Socabo
 - Unalor
 - SCTA
 - Aux Bonnes Courses

B. Organization of focus group sessions

1. During the first half hour, the key findings are presented.
2. The next half hour is devoted to receiving qualitative feedback on those conclusions and achieving some level of consensus on the major problems affecting each sector.
3. The second hour is devoted to brainstorming potential new initiatives and assessing the degree of support it would find among the private sector leadership and the government. The discussion may also identify the most effective implementing agents or the best way to organize the initiative.