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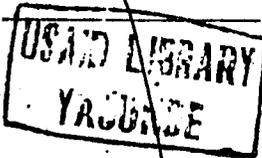
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CAMEROON OPPORTUNITIES INDUSTRIALIZATION
CENTER, BUEA, SOUTHWEST PROVINCE

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AN ASSESSMENT OF SKILLED MANPOWER
NEEDS AND PRIORITIES IN CAMEROON

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S U M M A R Y

The objective of this study has been to assess the skilled manpower needs of the formal and the informal sectors of the Cameroon economy. It comes as a happy addition to earlier studies on the Market Surveys and the FAO study on the needs and delivery systems of small holders in the rural areas. The end goal of all these studies is to enable planners and trainers to target their activities in a more realistic fashion.

The questionnaire technique (with close and open-ended questions) was used to identify the human resource needs of the Cameroonian economy.

It is hoped that this piece of work will enable O.I.C. to satisfy the needs of the labor force consumers, and it (O.I.C) will move away from the pitfalls of most training institutions in developing countries which have so far trained for the sake of training and not necessarily because the skills acquired are required or appropriate for industry and development. O.I.C is the main beneficiary of the results of this study. The outcome of this research should enable it to reorient and reprioritize its training programs putting the greatest emphasis in the following areas : building, mechanical, secretarial, communication, furniture, hotel and medical trades, ranked highest by our respondents in the Littoral and South-West provinces of Cameroon.

This author has just recently completed a study recommended and jointly sponsored by the United Nations Development Program (UNDP) and the Cameroon Ministry of Plan and Regional Development of Non-Governmental Organizations (NGOs). The results show that there is a huge discrepancy between training and the needs of the employment market. Hopefully, the targeted training methods that O.I.C. will adopt based on the result of this study will definitely respond to some of the needs of these NGOs:

More than five hundred questionnaires were distributed to senior-level, mid-level personnel in both government and private sectors but more emphasis was given to those in hiring positions those involved in designing training strategies like principals of schools. We believe that answers provided to the frustration and difficulties they expressed will be helpful to them and to O.I.C.

It will be necessary to undertake such a study every five years in order not to fall in the same pit most third world countries found themselves because at independence there was need for those trained in the liberal arts which guided their training decisions but it would seem that no major reevaluation of job needs were done thereafter. This weakness probably explains the fact that there has not been any significant reorientation of training today.

The need to conduct a similar study is imperative because of the apparent 5 year technological cycles which impose renewed needs in industry and society as a whole.

B A C K G R O U N D

The Cameroon government has made education a top priority sector and this assertion can be verified by looking at the budgetary allocations in the country's five year development plans..

Enrollment has gone up steadily especially at the primary and secondary school levels. The more urbanized provinces like the Center, Littoral, Southwest and West have made the greatest gains with a literacy level of about 95 per cent in some of the urban centers.

Most of these students, however, do not often get to the University partly because of the very low income levels of their parents, and partly because of the age limitation imposed at the university entry level. The main reason often given for the relatively small numbers that make it to the University is the structure of examinations. For those who make it to the University, the success rate in the faculties is less than 20 per cent.

Some hard nose critics of the Cameroonian educational system argue that too much emphasis has been placed on training in the liberal arts which is very unadapted for the changing technology world of today which Cameroon is an integral part. These critics are right to a large extent if one looks at the secondary technical and the secondary general school ratios in Cameroon.

These large numbers of literate liberal arts Cameroonians is definitely not a blessing to the country. Reliable data on the levels of unemployment are inexistent but it would be correct to say that the rate of unemployment is very high and disturbing. The council on Higher Education blamed this state of affairs on the inappropriateness of academic training. Recommendations were made to move in the direction of applied education.

This policy orientation is perhaps gaining momentum if we look at recent additions in the number of technical secondary and vocational schools made public in President Paul Biya's State of the Union address in 1989.

The question that remains and needs to be asked is can the new orientation create the kind of human resource that Cameroon needs for its development. A second necessary question is what kind of manpower does management want? O.I.C thought that the Cameroonian development problems could be solved if answers were provided to the following questions :

- 1) What are the important skilled occupations that are needed for Cameroon's economic development?;
- 2) What are the employment opportunities that exist in selected skilled occupations for the economic development of Cameroon?;
- 3) How have the people in the identified skilled occupations been trained?;
- 4) How many people are being trained in the identified skilled occupations?;
- 5) What skills are needed for entrepreneurship?;
- 6) What is the effect of the shortage, if any, of the skills that are needed for entrepreneurship in Cameroon?;

before setting up vocational training centers.

These centers established on the basis of the responses collected empirically should enable O.I.C. to bridge the existing gap between manpower training and occupational needs demands of industry and services in Cameroon.

Also, the author of this study is convinced that responses to the six questions mentioned above are sufficient to identify and establish some ranking in occupational needs of the

Cameroonian market and in the professions that are capable of generating an entrepreneurial spirit in the young graduates of vocational institutions to create small and medium size enterprises.

The government of Cameroon believes that the creation of such businesses will help the unemployment problem and also provide an added momentum to its development process.

M E T H O D O L O G Y

The purpose of this study is to assess the vocational and entrepreneurial training needs of Cameroon in order to prepare young graduates of O.I.C. to insert themselves into the country's economy without any major difficulties.

The universe of this study was limited to the SouthWest and the Littoral Provinces partly because of financial constraints. The SouthWest Province is selected not only because it is the home of the O.I.C. pilot project, but because it is one of the two anglophone provinces and the more urbanized and industrialized of them. The Littoral province is selected because of the fact that it is the main industrial artery of Cameroon.

Despite the fact that this investigations have been limited to the two provinces mentioned above their populations are very representative of those of the other provinces especially because a significant percentage of this population comes from the other provinces.

S A M P L E

The respondents were chosen randomly from the urban city of Douala in the Littoral Province and the urban towns of Mamfe, Kumba, Muyuka, Tombel, Limbe, Ekondi-Titi, and Buea in the SouthWest Province. Special emphasis was put on the SouthWest Province because it is presently hosting O.I.C. and a

significant number of the student body at the center originates from this province, which could also become the major user of the present trainees of the center if we look at the demands being made presently.

To identify respondents contacts were made with offices of the Cameroon Chamber of Commerce in Douala and Limbe by investigators which provided them with an upto date list of existing businesses and industries in the two provinces, Littoral and SouthWest respectively. The lists had a total of 631 registered enterprises, ranging from large, medium and small enterprises. Investigators classified these enterprises according to their specialization,

The provincial delegations for education in the two provinces were also visited to obtain the lists of vocational and technical schools.

The identification of respondents not included in the above categories was done through informal recommendations. The basis of choice in this category was the degree of influence these individuals were seen to have in their communities.

Several questionnaires were either mailed or hand over to respondents. Investigators met personally some respondents and helped fill out the questionnaires.

Out of 500 questionnaires either mailed or personally administered by the principal investigators and their research assistants 240 of them were returned. Out of a total of 240 these questionnaires we rejected 77 of them because in some cases had less than 30 percent answered questions and others had responses which contradicted themselves. We thought that such respondents were not serious. Despite the fact that only 163 questionnaires were retained out of 500 sent out, we believe that a 32.6 percent answer rate is acceptable. Finally it is important to mention that the investigating team spent about 60 days on field work.

RESEARCH FINDINGS AND ANALYSIS

The interview responses are categorized and reported to parallel the questions presented in the background of this report using frequency counts, measures of central tendency and a measure of dispersion.

In key question 1, respondents were asked to rate the importance and the frequency of use by each respondent of the skills presented. Importance and frequency tables were used as follows:

IMPORTANCE OF SKILL					FREQUENCY OF USE										
1	UNIMPORTANT	2	MODERATELY IMPORT.	3	IMPORTANT	1	NEVER	2	ONCE A YEAR	3	ONCE A MONTH	4	ONCE A WEEK	5	DAILY

KEY QUESTION 1. . WHAT ARE THE IMPORTANT SKILLED OCCUPATIONS THAT ARE NEEDED FOR CAMEROON'S ECONOMIC DEVELOPMENT?

1. What are the necessary entry level skills that are needed for the economic development of your community and how often do you use these skilled workers?(1)

ENTRY LEVEL SKILLS

Table 1. Shows Responses from 92 people Interviewed

A. BUILDING CONSTRUCTION	IMPORTANCE OF SKILL			FREQUENCY OF USE		
	Rank	Mean	S.D.	Rank	Mean	S.D.
Bricklayer and mason	2	4.03	.42	1	3.09	.34
Carpenter	1	4.04	.43	5	2.58	.36
Plumber	4	3.72	.25	2	3.02	.27
Tile and carpet worker	8	2.69	.35	8	2.27	.39
Wall covering worker	9	2.34	.39	9	1.87	.46
Painter	5	3.29	.35	4	2.67	.36
Glazer	7	2.89	.36	7	2.28	.41
Landscape specialist	6	2.92	.36	6	2.40	.37
Draughtsman	3	3.82	.41	3	2.80	.35

In the last few years, Cameroon's construction industry has been in a state of flux. Currently, there is a decline in its construction activities due to the nation's poor economic conditions. Although this decline has affected the nation's major construction firms, the need for the building construction entry - level skills for community development remains paramount. The respondents interviewed perceived the skills of a carpenter (with importance mean rating of 4.04) as very important for economic development. This was closely followed by the need for the bricklayer and mason with a mean rating of 4.03. The agreement between the respondents on the importance of entry level building construction skills that are needed for Cameroon's economic development seemed to be very close as shown in the standard deviations and the mean ratings of this table. All the entry-level skills in this section were then accepted.

1. An entry level skill with a mean value of 1.50 was rejected.

ENTRY LEVEL SKILLSTable 2. Shows Responses from 92
Persons Interviewed

B. MECHANICAL	IMPORTANCE OF SKILL			FREQUENCY OF USE		
	Rank	Mean	S.D.	Rank	Mean	S.D.
Auto mechanic	1	4.45	.41	1	3.82	.40
Auto body specialist	4	3.69	.39	4	2.96	.39
Welder	3	3.70	.25	3	3.17	.36
Fitter machinist	6	3.45	.37	5	2.85	.36
Air condition and refrigeration technician	7	3.38	.35	7	2.76	.36
Agricultural mechanic	5	3.55	.39	6	2.80	.36
Printing and typewriter machine repairer	2	3.87	.40	2	3.24	.35

The entry - level skills in this section were perceived by respondents as necessary for community development. The auto mechanic entry - level skill was regarded to be the most important and the most frequently needed skill among the mechanical trades for community development in this survey. All the entry - level skills here were accepted.

Table 3. Shows Responses from 92
Persons InterviewedENTRY LEVEL SKILLS

C. ELECTRICAL/ELECTRONICS	IMPORTANCE OF SKILL			FREQUENCY OF USE		
	Rank	Mean	S.D.	Rank	Mean	S.D.
Radio and television technician	3	3.94	.41	3	3.24	.35
Intercom technician	7	3.55	.37	7	2.75	.37
Telephone and telex machine technician	5	3.81	.40	6	2.98	.35
Electronic typewriter repairer	9	3.29	.35	8	2.50	.37
Copier and duplicating machine repairer	4	3.83	.40	4	3.13	.35
Computer machine repairer	8	3.54	.38	9	2.26	.38
Home appliances repairer (stove, iron etc)	1	4.17	.46	1	3.43	.37
Home electrical installation technician	4	3.83	.42	5	3.03	.36
Industrial electrical installation technician	6	3.69	.40	6	2.98	.36
Electrical motor repair person	2	3.98	.45	2	3.31	.38

The home appliance repairer with a mean rating of 4.17 was considered absolutely necessary.

most frequently needed skill among the electrical/electronic trades for economic development. The mean ratings and standard deviations of all the other entry - level skills enumerated in this section satisfy the necessary acceptance criteria and were therefore considered necessary for community development.

Table 4. Shows Responses from 92 Persons Interviewed

ENTRY LEVEL SKILLS

D. SECRETARIAL	IMPORTANCE OF SKILL			FREQUENCY OF USE		
	Rank	Mean	S.D.	Rank	Mean	S.D.
Typist	1	4.61	.35	1	4.46	.50
Junior accountant.	3	4.23	.45	3	4.02	.43
Shorthand writer	7	3.45	.36	8	3.33	.36
Office manager	4	3.89	.40	2	4.10	.45
Purchasing officer	6	3.63	.38	6	3.62	.39
Inventory clerk	5	3.75	.39	7	3.61	.38
Teller	6	3.63	.39	5	3.72	.42
Cashier.	2	4.43	.33	4	3.83	.42

The skills of a typist which were perceived as absolutely necessary for development was also considered by respondents as needed in daily operations. From the above table, it was evident that all the entry - level skills in this section were considered very important or absolutely necessary for the daily operations of business/government enterprises. Therefore all the skills were accepted.

Table 5. Shows Responses from 92 Persons Interviewed

E. COMMUNICATION	IMPORTANCE OF SKILL			FREQUENCY OF USE		
	Rank	Mean	S.D.	Rank	Mean	S.D.
Printer/Graphic artist	1	3.45	.37	3	3.08	.34
Photographer	3	3.27	.36	2	3.17	.34
Photo processing technician	3	3.42	.37	1	3.40	.36

Although the printer was rated as most important for economic development, it was the least used by the average citizen. However, all the occupational areas were considered important for community growth and therefore were accepted.

ENTRY LEVEL SKILLS

Table 6. Shows Responses from 92 Persons Interviewed

F. FURNITURE CONSTRUCTION	IMPORTANCE OF SKILL			FREQUENCY OF USE		
	Rank	Mean	S.D.	Rank	Mean	S.D.
Living room furniture maker	1	3.55	.38	1	2.50	.36
Kitchen furniture maker	5	3.25	.37	4	2.46	.39
Upholsterer	3	3.38	.37	5	2.44	.39
Office furniture maker	2	3.42	.38	2	2.53	.37
Bedroom furniture maker	4	3.37	.37	3	2.47	.38
Church furniture maker	6	3.15	.37	6	2.07	.43

The closeness of the mean ratings and the standard deviations between the several entry-level skill in furniture construction shows that furniture making is a needed industry in Cameroon from the data, it was apparent that most Cameroonians preferred to have their living rooms rather than their kitchens furnished. Nonetheless, all the entry-level skills in this section were considered necessary for economic development of their communities.

Table 7. Shows Responses from 92 Persons Interviewed

ENTRY LEVEL SKILLS

G. HOTEL | DOMESTIC SCIENCE

G. HOTEL DOMESTIC SCIENCE	IMPORTANCE OF SKILL			FREQUENCY OF USE		
	Rank	Mean	S.D.	Rank	Mean	S.D.
Hotel manager	7	3.52	.41	9	2.90	.37
Restaurant manager	5	3.60	.40	8	3.05	.39
Bar man	5	3.60	.40	3	3.52	.38
Cook	2	4.0	.43	2	3.87	.42
Tailor	3	3.72	.40	5	3.43	.38
Waiter	8	2.41	.39	6	3.36	.38
Cleaner	1	4.01	.28	1	4.62	.55
Launderer	4	3.64	.39	4	3.44	.38
Receptionist	6	3.59	.38	7	3.30	.36

The hotel industry according to the responses received from interviewees is currently undergoing a decline in economic activities. Of the 14 directors of the major hotels that were interviewed, 13 indicated that at least twenty five percent of their lower level staff were being retrenched. Although there was a continuing decline in staff recruitment, the respondents felt that well trained catering personnel were still needed for the development of the hotel industry in Cameroon. The order of ranking for the hotel industry entry - level skills shows that the skills of a cleaner are absolutely necessary.

The hotel manager although considered very important for the tourist industry, its ranking was at the bottom of those skills that were considered very necessary for the development of Cameroon's economy. This no doubt, reflects the labour market configurations that were in force at the time of this study.

Table 8. Shows Responses from 92 Persons Interviewed

<u>ENTRY LEVEL SKILLS</u>	<u>IMPORTANCE OF SKILL</u>			<u>FREQUENCY OF USE</u>		
	Rank	Mean	S.D.	Rank	Mean	S.D.
H. MEDICAL						
Nurses aid	1	4.72	.21	2	4.31	.52
Laboratory attendant	3	4.67	.55	5	4.16	.46
Laboratory technician	4	4.56	.53	4	4.19	.45
Nurse	2	4.71	.21	1	4.40	.32
Mid-wife	5	4.55	.53	6	4.10	.45
Pharmacy attendant	6	4.44	.56	3	4.29	.48

The need for medical personnel in Cameroon remains obvious. In all the entry - level skills or occupations enumerated in this section, their mean ratings reflected that these skills were absolutely necessary and used daily by the citizens. Although all the skills or occupations were accepted, the nurses aid was considered by respondents as most necessary. The nurse was considered to be the most frequently used medical personnel although it was rated second in the importance of the occupations.

KEY QUESTION 2. WHAT ARE THE EMPLOYMENT OPPORTUNITIES THAT EXIST IN SELECTED SKILLED OCCUPATIONS FOR CAMEROON'S ECONOMIC DEVELOPMENT?

2. List, if any, your needs for skilled workers (e.g. carpentry welding, .etc) in your office or home in the next five years.

Table 9: Shows a five year needs projection From 160 respondents.

	Entry - Level Skills	N° Projected			
		South West		Littoral	Total
1	Typists/Secretaries	113	106	62	175
2	Salesman	34	17	3	37
3	Accountants	35	28	10	45
4	Cook	23	8	3	26
5	Barmen	10	1	-	10
6	Waiter	1	1	-	1
7	Doctors	-	-	-	-
8	Nurses	46	-	-	46
9	X Ray technicians	-	-	-	-
10	Carpenters	47	-	378	425
11	Plumbers	15	-	129	144
12	Electricians	21	-	11220	41
13	Secretaries	7	-	1	8
14	Cashiers	3	-	-	3
15	Production workers	2	-	-	2
16	Accident reporters	1	-	-	1
17	Manager (electronics)	11	-	-	11
18	Accounts clerk	35	-	10	45
19	Glazer	1	-	0	1
20	Computer operators	5	-	50	55
21	Auto mechanics	33	-	209	242
22	Bricklayer	29	-	474 100	503
23	Purchasing clerk	2	-	-	2
24	Midwives	15	-	-	15
25	Ward servant	10	-	-	10
26	Cleaners	10	-	20	30
27	Driver	32	-	-	32
28	General duty clerks	25	-	50	75

Table 10

New Skilled Jobs	Numbers of Openings		
	SouthWest	Littoral	Total
Receptionists	7	22	29
Cleaners	10	14	24
Cooks	9	26	35
Stewards	-	14	14
Supervisors	-	1	1
Barmen	-	16	16
Accountants	1	3	4
Typists	1	13	14
Managers	-	1	1
Launderers	-	6	6
Waiters	4	5	9
Business managers	-	2	2
Salesmen	2	5	7
Financial managers	-	2	2
Electricians	5	6	11
Plumbers	-	6	6
Assistant managers	1	1	2
Kitchen attendant	-	2	2
Disc Jockey	-	1	1
Wood machine operators	2	9	11
Carpenters	2	58	60
Polishers	2	2	4
Masons	-	72	72
Printing	-	3	3
Radio operators	-	6	6
Painters	-	6	6
Fitter machinists	-	8	8
Auto mechanics	16	10	26
Vehicle sprayers	4	4	8
Shearing machinists	-	2	2
Piping machinists	-	2	2
Marketing	2	5	7
Cabinet makers	20	35	55
Upholstry	1	5	6
Store keeper	-	3	3
Maintenance	8	-	8
Administration	5	-	5

New Skilled Jobs	Numbers of Openings		
	SouthWest	Littoral	Total
Electronics	1	-	1
Building of truck car.	1	-	1
Architect	1	-	1
Engineers (civil)	7	-	7
Supervisory staff	7	-	7
Auto electricity	3	-	3
Auto body work	2	-	2
Total	124	376	500

In the next few years, business owners in the South West are more likely to expand their businesses than those in Douala. But fewer skilled job openings will be available in the South West than in Douala. The construction and catering industries will most likely experience the expansion.

4. How many vocational training graduates did you employ last year?

Table 11. Shows the number of graduates of Vocational Schools Employed in 1987

Skills	Number of Recruitment		
	SouthWest	Littoral	Total
Carpenters	10	-	10
Electricians	4	1	5
Metal fabrication	2	-	2
Wood machinists	2	7	9
Hotel manager	1	-	1
Book keepers	1	-	1
Cleaners	-	26	26
Cooks	9	5	14
Receptionists	3	4	7
Stewards	3	-	3
Barmen	4	-	4
General maintenance	6	-	6
Printing	1	-	1
Hand composing	3	-	3

Skills	Number of Recruitment		
	SouthWest	Littoral	Total
Auto mechanics	15	28	43
Panel beating (auto body)	2	4	6
Welding	4	-	4
Vehicle sprayer	-	2	2
Cashier	-	1	1
Accountant	-	5	5
Typists	-	2	2
Cabinet makers	-	1	1
Refrigeration	-	-	-
Draughtsman	-	-	-
Flumbers	-	-	-
Bricklayers and masons	3	120	123
Waiters	2	-	2
Fitter machinist	15	-	15
Laundry workers	1	-	1
Iron benders	50	-	50
Total	141	206	347

Sixty percent of the employers interviewed did not recruit any skilled workers last year. In Douala, the construction industry has the highest number of skilled manpower recruitment. In the South West recruitment was made in 21 occupational areas whereas the Littoral had recruitment only in 13 areas.

- How many well trained entry - level vocational graduates are you willing to employ from the local vocational training institutions for the next five years?

Table 12. Shows a 5 year Employment projection of Vocational School Graduates

Skills	Number Willing to employ		
	SouthWest	Littoral	Total
Hotel manager	2	-	2
Cooks	17	9	26
Stewards	14	-	14
Receptionists	12	5	17
Site supervisors	2	-	2

Skills	Number Willing To Employ		
	SouthWest	Littoral	Total
Foremen	2	-	2
Launderers	2	-	2
Barmen	10	-	10
Salesmen	20	2	22
Accountants	19	-	19
Financial managers	3	-	3
Electricians	6	5	11
Plumbers	6	-	6
Cleaners	8	10	18
Assistaht manager	1	-	1
Disc Jockey	1	-	1
Kitchen attendant	2	-	2
Carpenters	57	2	59
Masons	61	-	61
Wood machine operators	12	3	15
Polishers	2	2	4
Secretary	1	-	1
Tilers	3	-	3
Machine technicians	1	-	1
Press manager	1	-	1
Printers	3	-	3
Mounters	2	-	2
Typists	9	2	11
Binders	4	-	4
Cabinet makers	32	27	59
Upholstery	5	1	6
Administration	-	5	5
Marketing	5	-	5
General maintenance	-	6	6
Mechanics	-	13	13
Electronics	Not Spec.	-	-
Building of truck carriages	-	1	1
Chief of garage	-	1	1
Auto body	-	2	2
Auto electricity	-	1	1
Vehicle sprayers	-	1	1
Insurance	-	8	8
Total	325	106	431

Empirical evidence from respondents on future employment paints a very bleak especially in the Littoral Province. Out of 431 possible recruitments, 156 are for the building trades, 104 for the hotel industry, 65 for the furniture trades, 22 for auto mechanics trades, 11 for the electricians, and 79 for others.

16. In the last two years or so, have you had problems recruiting well trained entry - level skilled workers?

South West	Yes	15	NO	12
Littoral	Yes	<u>10</u>	NO	<u>6</u>
Total		<u>25</u>		<u>18</u>

Table 13

Constraints/Problems	Frequency of Responses		
	SouthWest	Littoral	Total
1. Reliable workers not available	1	-	1
2. Qualified workers minimize jobs	1	-	1
3. Workers have inadequate skills	9	3	12
4. Workers are dishonest	7	-	7
5. Poor work attitude in staff	1	-	1
6. Unwillingness to work efficiently	1	-	1
7. No schools to train hotel/printing-staff	2	-	2
8. Qualified workers not available	2	5	7
9. Workers are inefficient	1	-	1
10. Economic crisis		2	2
11. Lack of professional consciousness		1	1
12. Poor sales		1	1
13. Lack of operating capital		1	1

Fifty eight percent of the respondents indicated that they have had problems recruiting entry - level skilled workers. Technical skill inadequacies of most vocational school graduates seem to be the most concerns of employers.

9. What is your preferable sex for employment?

Table 15. Shows Gender Employment Preference

MALE			FEMALE			DOES NOT MATTER		
S. West	Littoral	Total	S. West	Lit.	Total	S. West	Lit.	Total
30	16	46	3	4	7	7	7	14

Although most employers preference was to employ males in place of females, they still would prefer to employ females as secretaries and receptionists. Employers major concern about employing women was the long maternity leave that usually ended up being too expensive for their firms. Only very few respondents did not indicate any preference for sex especially in those skills/occupations that did not demand extensive motor activities.

7. Will you be willing to employ a tradesman who will work effectively and efficiently but does not have the C.A.P. or the City and Guilds certificates?

	Yes	NO
SouthWest	74	15
Littoral	32	9
Total	<u>106</u>	<u>24</u>

Employers in industrial firms indicated their willingness to employ tradesmen that have the necessary work skills but do not have the City and Guilds or the C.A.P. certificates. Government and its related agencies representatives did not see efficiency as a basis for recruitment. Credentials or certificates formed the foundation for determining wages and the status of skilled workers employed. On the other hand firms and businesses aiming at profit making felt it was more logical to pay an individual for his competence as manifested and as such were willing to employ those who could do the job practically and to be paid on productivity.

8. How much will you be willing to pay on a monthly a well trained entry - level tradesman with additional training in production or small business management but does not have C.A.P. or City and Guilds certificates.

Table 14

Salary	Frequency of Responses			
	South West	Littoral	Total	Rank
20,000 - 40,000	2	1	3	5
41,000 - 60,000	4	6	10	2
61,000 - 80,000	7	8	15	11
81,000 - 100,000	5	3	8	3
101,000 - 120,000	1	2	3	5
121,000 - 140,000	3	1	4	4
141,000 - 160,000	2	1	3	5
161,000 - 200,000	1	-	1	7
201,000 - 250,000	1	1	2	6
251,000 - 300,000	1	1	2	6
301,000 - 600,000	1	-	1	7
Total	28	24	52	51

Out of the fifty-two employers that were interviewed, thirty-three of them were willing to pay 41,000 to 100,000 francs a month to vocational graduates that did not have the C.A.P. or City and Guilds certificates. This group of employers include construction, hotels, auto mechanics, furniture, and electronics. Few others that could be willing to pay less than 40,000 francs a month were employers in the hotel industry. The 16 employers that were willing to pay over 100,000 francs were primarily in the construction and manufacturing firms.

10. What type of educational preparation do you require from entry - level vocational graduate?

Table 16 Showing Educational Background Required for Vocational Graduates

PREPARATION	LEVEL	TRADE AREA						
		Hotel	Building	Auto	Furniture	Manufac.	Printing	Elec.
Academic Preparation	First School Leaving Certificate	11	7	3	4			3
	Ordinary Level	12	2	2	3	1	3	2
	Advanced Level	1	1	1	1			
Vocational Preparation	City and Guilds	3		9	1	2	1	1
	C.A.P.	3		9	1	2	1	1
	Competency	14	7	2	4		1	2

From the above table, educational preparation requirements for entry - level skilled workers vary from First School Leaving Certificate (F.S.L.C.) to competency, and from industry to industry.

1) The figures represent frequency of response.

ENTRY - LEVEL SKILLS	Nº-PROJECTED		
	SouthWest	Littoral	Total
Launderer	17	-	17
Telegraphists	15	-	15
Painter	11	2	13
Radio and television rep.	3	-	3
Landscape specialist	2	-	2
Statistician	1	-	1
Upholstry workers	15	1	16
Tailors	2	-	2
Teachers in special educ.	16	-	16
Telephone line tech.	11	-	11
TOTAL	675	1481	2156

The above projects are based on the perceived office and domestic needs of selected individuals in government and private Organizations in the SouthWest Province and Douala. A submission by a bursar working in the hospital of 15 medical doctors and 6 X-ray technicians was rejected because we thought personnel projections in this particular area was the prerogative of the Minister of Health. Also, Mr Mfontem of the Buea University Center was interviewed and he projected that 187 nurses would be needed either in his office or home in the next five years. Here again the investigators found this submission unrealistic and therefore rejected it. We feel that it is important to recommend some degree of caution when looking at the Douala labor office projections of 200 carpenters and 200 masons because we run the risk of double counting in case this office is depending on the demands made by user services. It is important to note the pattern of needs in the two main regions, Douala and the SouthWest, selected for this study. The future personnel of needs in Douala are mainly concentrated in the building sector, secretarial duties and auto mechanics while the SouthWest need for typists, General duty clerks, carpenters, nurses, auto mechanics and personnel in the building trades.

Surprisingly enough the SouthWest has demonstrated a need for at least one person for all the skills surveyed whereas for Douala survey results show that out of the 38 skilled survey there are 21 areas for which zero personnel will be needed in the next five years. The findings are surprising considering the fact that Douala is a lot more industrialized than all the semi-urban towns of the SouthWest put together. Finally, the results of the SouthWest are comforting for the O.I.C. project because there is hope that most trainees from its pilot center are likely to have jobs within the province basing our arguments on the job opening within the next five years.

3. Do you plan to expand your business in the next few years?

SouthWest	Yes	22	NO	1
Littoral	Yes	10		3
Total		<u>32</u>		<u>4</u>

If your answer is Yes, what and how many new skilled job openings will your expansion create?

11. What are the constraints, if any, to your firm's ability in meeting with customer demands or operating at a maximum capacity?

Table 17 Showing Employer Present Constraints

Constraints	Frequency of Responses		
	SouthWest	Littoral	Total
1. Tribal and ethnic segregation	2	-	2
2. Reliable workers not available	1	-	1
3. Qualified people minimize certain jobs	1	-	1
4. Banks do not loan readily at all	10	5	15
5. Workers have inadequate skills	11	4	15
6. Salary request too high	2	-	2
7. There are few or no customers now	11	5	16
8. Workers are dishonest	7	-	7
9. Workers manifest poor work attitudes	1	-	1
10. Unwillingness to do effective work	1	-	1
11. No school to train hotel workers/printers	1	-	1
12. Delayance in getting new contracts	1	1	2
13. No infrastructure	1	-	1
14. Poor accounting and financial management	1	-	1
15. Location of business	2	-	2
16. Poor management	4	-	4
17. Government delays in payment.	1	2	3
18. Lack of equipment	2	1	3
19. Lack of operating capital	3	4	7
20. Inefficiency	1	-	1
21. Emergence of chicken parlours	2	-	2
22. Constant interruption of electricity	1	-	1
23. Lack of raw materials	2	-	2

Constraints	Frequency of Responses		
	SouthWest	Littoral	Total
24. Too many taxes/administrative bottle-necks	5	5	10
25. Communication inadequacy	1	-	1
26. Competition	-	3	3
27. Unable to meet up with customer demands	-	1	1
28. Sales of second hand vehicles	-	1	1
29. Economic crisis	-	2	2
30. Customers do not pay readily	-	1	1

Employer's constraints to operating at a maximum capacity or meeting with customers demands ranged from lack of customers to poor accounting and financial management. The hotel and construction industries were mostly affected by the problem of having inadequate customers. About ninety eight percent of the medium and small scale businesses interviewed indicated that their inability to obtain loans was a major constraint to either meeting with customer demands or operating at a maximum capacity. Seventy percent of the respondents believed that most workers were dishonest and only few or them had the necessary skills (both attitudinal and technical) to satisfy employer expectations.

KEY QUESTION 3. HOW HAVE THE PEOPLE IN THESE OCCUPATIONS BEEN TRAINED?

12. Who provides entry - level vocational skill training for your employees?

Table 18 Showing Organs providing Vocational Training

Occupational area of training	System of training	N° of respondents using training system
Hotels	(a) On the Job Training	19
	(b) Short training abroad	2
	(c) Seminars	1

Occupational area of training	System of training	N° of respondents using training system
Furniture/Woodwork	(a) On the Job Training	10
	(b) Technical Schools	4
Auto Mechanics	(a) On the Job Training	6
	(b) Technical Schools	4
Building Construction	(a) On the Job Training	10
	(b) Technical Schools	5
	(c) Vocational Schools	4
Electrical/Electronic	(a) On the Job Training	3
	(b) Vocational Schools	2
Printing	(a) On the Job Training	2
Welding	(a) On the Job Training	2
Manufacturing	(a) On the Job Training	1

In all the occupations that were investigated, on the job training was the commonest means of preparing entry level skilled workers. This system of training allowed the employers to train towards specific requirements of their firms. Several reasons including the lack of training facilities and inadequate preparation of graduates of vocational and technical schools in the republic account for industries active participation in entry - level skill development of their employees.

KEY QUESTION 4. HOW MANY PEOPLE ARE BEING TRAINED IN THESE OCCUPATIONS?

13. What is the number of students produced last year in your vocational schools?

Skills or Trade	N° Produced	Actual N° Employed
Building-Construction	251	No information
Auto Mechanics.	122	
Electricity	121	
Typing	25	
Telecommunication	10	
Accounts	105	
Commerce	88	
Secretaries	24	
Carpenters	65	
Office clerks'	57	
Home economics	28	
Woodwork	39	
Sheet metal works	10	
Plumbing	6	
Electronics	36	
Welding	10	
Fitter machinist	14	

Only twelve vocational schools were surveyed. The above figures represent how many trainees that were produced last year. Each school surveyed appeared to have consistency in the yearly production of skilled workers.

14. Do you have problems placing your vocational graduates? The total of 11 vocational school were interviewed, 7 of them admitted having problems and 4 had no problems.

If yes, please state these problems.

Table 20 . Shows list of problems and their frequencies

Problems	Frequency of Responses
- Lack of money to look for jobs	1
- Employers do not request for labour	2
- Students fend for themselves after graduation	2
- Certification difficulties	2
- Lack of employment opportunities	1
- Employers feel trainees are not well trained	3

Over sixty-five percent of vocational schools interviewed have problems placing their graduates. Several reasons as above were given for this problem but inadequate and inappropriate training appear to be the main cause of this problem.

15. How many hours of instruction do you have for each of your grades per week.

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TRADE	HOUR FOR PRACTICALS							HOURS FOR THEORY						
	7hrs	8hrs	10hrs	15hrs	22hrs	23hrs	17hrs	18hrs	20hrs	21hrs	22hrs	30hrs	32hrs	38hrs
Building Construction	1	3	3					1	1	1	1	2	2	
Electricity	1	3	1							1	1	2	2	
Commercial	1	3	1	1						1	1	1	2	
Auto Mechanics	1	3	1							1		2	1	1
Communication systems	1	1								1		1		
Home Economics						1	1							
Woodwork						1	1							
Bricklaying						1	1							
Carpentry					1									1
Accounting				1	1			1						
Office clerks					1			1						

In almost all the vocational schools surveyed, more hours were spent on theoretical instruction than practical instruction.

AVERAGE HOURS OF INSTRUCTION

PER WEEK

Table 22

<u>TRADE</u>	<u>PRACTICAL</u>	<u>THEORY</u>
Building Construction	10	26
Electricity	8	28
Commercial	9	27
Auto mechanics	8	30
Communication systems	7.5	25.5
Home economics	23	17
Woodwork	23	17
Bricklaying	23	17
Carpentry	22	38
Accounting	18.5	18
Office clerks	22	18
Total hours	174	261.5
Average hours	15.8	23.7

From the above data, it can be concluded that most vocational training institutions have 60% of theory and 40% of practical instruction.

KEY QUESTION 5. WHAT ARE THE SKILLED OCCUPATIONS THAT ENCOURAGE ENTREPRENEURSHIP FOR CAMEROON'S ECONOMIC DEVELOPMENT?

16. What are the current skilled jobs or occupations that you think would encourage successful entrepreneurship in your community?

Table 23. Shows Occupational Areas likely to Encourage Entrepreneurship

Skilled Jobs	Frequency of Response		
	SouthWest	Littoral	Total
Refrigerator repairs	8	3	11
Electronics	5	1	6
Television/Hifi repairs	11	8	18
Hoteling	5	1	6
Restaurant	5	2	7
Agriculture	6	1	7
Carpentry	8	-	8
Building construction	8	3	11
Sales of building materials	2	-	2
Plumbing	3	-	3
Financial management	2	-	2
Accounting	2	-	2
Business management	2	-	2
Auto repairs	5	1	6
Cabinet workshop	2	-	2
Mechanical workshop	4	1	5
Furniture making	4	-	4
Masonry	3	-	3
Tailoring	3	-	3
Spare parts shops	2	-	2
Welding	1	-	1
Bricklaying	1	-	1
Woodwork	1	-	1
Laundry	1	-	1
Production of motor parts	2	-	2
Trading	1	-	1
Fitter machine repairs	1	1	2
Saw milling	1	-	1
Glazing	-	1	1
Technical work	-	5	5
Road construction	-	1	1
Tourism	-	1	1
Computer programming	-	1	1
Insurance	-	-	-

Opportunities for small business development vary from area to area. But most of the opportunities for starting new businesses exist in the South West Province. The most likely entry - level skills that would encourage successful entrepreneurship in the South West and Littoral were Electronics. Electrical work, Restuarant Business, and Building Construction.

Empirical evidence was collected from 117 respondents, most of them entrepreneurs.

17. From your experience, what are the skilled occupations (e.g. carpentry, plumbing) that lack well trained workers in your community?

Table 24

Skilled Occupations	Frequency of Response		
	SouthWest	Littoral	Total
Auto mechanics	8	2	10
Air conditions repairer	2	1	3
Carpenters	8	1	9
Electrician	8	3	11
Mason	4	1	5
Auto body repairer	1	-	1
Builders	5	-	5
Farmers	1	-	1
Hotel workers	4	-	4
Lauderers	1	1	2
Plumbers	5	2	7
Financial manager	1	-	1
Accountants	1	-	1
Businessmen	1	-	1
Cabinet makers	4	-	4
Bar attendant	1	-	1
Tiler	1	-	1
Wood machinist	1	-	1
Good painters/polishers	1	-	1
Fitter machinist	1	-	1
Rubber tappers	1	-	1
Metalist	1	-	1
Welders	1	-	1
Television repairers	1	1	2
Video repairers	1	1	2
Sincere workers	1	-	1
Woodworkers	1	-	1
Secretaries	1	-	1
Coth designers	1	-	1

Skilled Occupations	Frequency of Response		
	SouthWest	Littoral	Total
Cooks	2	-	2
Managers	1	-	1
Barmen	1	-	1
Printers	2	-	2
Receptionists	1	1	2
Typists	1	-	1
Nursing	1	-	1
Radio technicians	1	-	1
Heavy plant mechanics	1	-	1
Shop attendants	1	-	1
Electronic repairers	2	2	4
Machine repairers	1	-	1
Computer repairers		1	1
Telephone repairers	1	-	1
General technicians		1	1
Advertisers		1	1
Refrigerator repairer		1	1
Chief cooks		1	1
Assistant administrator (hotels)		-	
		1	1

The respondents viewed the above needed skilled occupations to be lack of well trained workers. The South West Province appeared to have more problems finding well trained workers than Douala in Littoral Province.

18. Are there any skilled workers that you need and could not always find?

South West	Yes 20	NO 4
Littoral	Yes 12	6
Total	<u>32</u>	<u>10</u>

If Yes, list the jobs that you could not find or difficult to find skilled workers.

Table 23 Showing Occupational Skills Difficult to Find

Job/Skilled Workers	Frequency of Response		
	SouthWest	Littoral	Total
Video/television repairer	1	11	12
Plumbers	5	3	8
Electricians	5	3	8
Builders	2	2	4
Electronics	2	2	4
Computer machine repairers	1	2	3
Typists	1	2	3
Mechanics	3	4	7
Accountants	-	2	2
Nurses	-	1	1
Radio/Hifi repairers	2	5	7
Watch repairer	1	2	3
Wall covering	-	1	1
Landscape specialist	1	1	2
Male secretaries	-	1	1
Carpenters	1	1	2
Bricklayers	-	1	1
Shorthand typist	2	-	2
Camera repairers	1	-	1
Photocopy repairers	1	-	1
Typewriter repairers	1	-	1
Hotel manager	1	-	1
Theatre arts	1	-	1
Shoe mending	1	-	1
Cabinet makers	1	-	1
C.A.P. teachers	1	-	1
Home appliances repairers	1	-	1

Most of the citizens interviewed indicated that many skilled services were not available when needed. The South West seemed to have more of this problem than Douala.

19. Are you dissatisfied with the overall quality of skilled workers that you find in your community?

Frequency of Response

Yes 37
No 7

If your answer is yes, list the qualities that make some or all of the workers dissatisfactory.

Table 26 Showing Occupational Skills with end-user dissatisfaction

Skilled Workers	Dissatisfactory Qualities	
	South West	Littoral
Electricians	not qualified, voracious, short duration of repairs, inefficiency, dishonest, not time conscious.	crookery, dishonest
Mechanics	poor service and lack of parts, dishonest and inefficient, not qualified, accept work which they are unable to do, trial by error, unreliable, lack theory, neglect cleanliness, careless, slow work performance, inadequate and poor tools.	not reliable, inefficient
Welders	poor workmanship, not duty conscious, inadequate and poor tools.	not well trained
Bricklayer		unqualified, dishonest
Carpenters	unskilled, delayance in work, dishonest, lack of tools/equipment, not efficient, poor workmanship, lazy, not duty conscious.	unskilled, dishonest
Typists	errors in typing and slow speed, inefficiency, unsatisfactory output, carelessness, lack of basic language skills, only copy typists are available, no proof reading, irresponsibility	scarce, not completent
Nurses	Impolite, poor manners	no professional consciousness, too sluggish

Skilled Workers .	Dissatisfactory Qualities	
	South West	Littoral
Medical services	Rudeness, lack of sympathy, carelessness, short period of training for nurses aids.	too sluggish
All technicians	dishonest	dishonest
Builders	unskilled, very rough work, dishonest, inefficient, expensive prices, lazy.	
Electronics	dishonest, and inefficient, insufficient practical training, ineffective, trial and error, destruction of equipment	
Teachers	unqualified	
Plumbers	not qualified and voracious, dishonest, not efficient.	
Tailors	unfulfilled appointments, delay	
Barmen	unhygiene attires, poor services	
Agric mechanics	insufficient practical training	
Drivers	dishonest and inconsistent, unreliable, unskilled, not punctual	
Bakers	dirty/filthy	
Midwives	rude	
Radio repairers	dishonest, trial and error	
Office and other clerks	untrained	

Skilled Workers	Dissatisfactory Qualities	
	South West	Littoral
Painters	double dealers, very unreliable	
Television repairer	not readily available, trial and error	
Home appliance repairer	not readily available	
Hotel services	dishonest, impolite	
Domestic aid	dishonest, impolite	
Receptionists	rude, unsteadiness	
Cashier	dishonest, bad human relations	
Furniture makers	not qualified	
Hotel managers	not qualified	
Sales men	dishonest	

KEY QUESTION 6. WHAT SKILLS ARE NEEDED FOR ENTREPRENEURSHIP IN CAMEROON?

20. Would you consider your business to be on the successful side?

South West	Yes	30	No	7
Littoral	Yes	21	No	2

If Yes, what are the skills and any other relevant factors that have made you successful.

Table 27. Shows Elements Accounting for Business Success

Skills	Frequency of Response		
	South West	Littoral	Total
Technical know how/creativity	9	9	18
Popularity	12	1	13
Site of business	4	-	4
Hardwork	11	7	18
Dedication	7	1	8
Marketing	5	2	7
Management	18	5	23
Reputation	3	2	5
Public/human relations	3	7	10
Honesty	6	1	7

Employers believed that they were successful primarily because of having the above skills or attributes.

KEY QUESTION 7. WHAT IS THE EFFECT OF THE SHORTAGE, IF ANY, OF THE SKILLS THAT ARE NEEDED FOR ENTREPRENEURSHIP IN CAMEROON?

22. Are there any additional skills that you think you should possess but don't have as an entrepreneur or business man?

South West	Yes	3	No	15
Littoral	Yes	14	No	13

If your answer is yes, what are these skills and their effects on your business?

Table 28. Shows additional skills needed for success.

Skills	Effects on Business
Management	<ul style="list-style-type: none"> - Rampant embezzlement - Work becomes strenuous - Reduced efficiency - Poor record keeping. - lack of duty consciousness - Low productivity - Poor control - Poor sales
Marketing skills	- Poor sales

Skills	Effects on Business
Appropriately trained personnel	- Not satisfying customers in-time, accidents, poor production, poor quality work
Adequate or necessary tools	- Work is not done efficiently and effectively
Language skills	- Loss of customers
Administration	- Reduced efficiency
Bank support	- Slow business growth
Technical support	- Reduced efficiency
Technical skills	- Poor work performance and loss of customers

DISCUSSIONS AND RECOMMENDATIONS

Discussions

Research Question 1.

What are the important skilled occupations that are needed for Cameroon's economic development?

Cross-sections of the communities that were selected for this study responded to this question. Focus was on those individuals that were most likely to use the vocational skills of others in their homes and work places. Specifically, representatives of government, directors of parastatals and directors of corporate organizations in the ten selected town were interviewed.

All the respondents thought that Cameroon being a developing country will always need the services of the following skilled workers: (a) Builders (b) Mechanical workers (c) Electricians and Electronic technicians (d) Furniture makers (e) Medical professionals (f) Hotel/Domestic Science worker (g) Office workers and (h) Communication specialists.

A further analysis of the relevance of these occupations for community development in Cameroon showed that Building Construction, Electrical/Electronic, Hotel/Domestic Science, Secretarial, and Communication skilled professions had higher importance mean ratings in Douala than in the South West (see appendix A). Only in the medical profession that the Douala importance mean rating was not as high as those of the South West.

When one considers the contents of tables 1 through 8 it can be concluded that although all the broad occupational clusters outlined in these tables are necessary for economic development in Cameroon, some skilled workers among the clusters are still more needed than others. For example, the cluster of occupational skills in Building Construction show that carpentry, bricklaying and masonry, draughtsmanship, and plumbing are more important than other skilled jobs within the Building Construction cluster. In the mechanical trades auto mechanic was considered by respondents as the most important skill that would contribute to community development. Several other conclusions can be made regarding the most relevant skills that will enhance development in Cameroon. These include the skills of a typist, cleaner, and nurses aid within the many skilled jobs that were outlined in the relevant broad skilled occupational areas. For purposes of curriculum revision and program responsiveness to economic growth, particular attention should be paid to carpentry, bricklaying and masonry, draughtsmanship, and plumbing in the building construction program. Other critically needed skills that also require attention include auto mechanics, typewriter, machine repairers, welders, auto body workers, home appliance repairers, radio and television workers, copier and duplicating machine repairers, typists, cashiers, graphic artists, living room furniture makers, cleaners, cooks, tailors nurses aids and nurses. These basic skills are obviously needed for economic development in Cameroon's economic growth.

Research Question 2.

What are the employment opportunities that exist in selected skilled occupations for Cameroon's economic development?

A randomly selected sample of the representative of government, directors of parastatals and corporate organizations also responded to this question.

In the next few years, it was foreseen that industrial and business activities would decline by at least twenty percent due to the poor economic conditions of the country. As such, firms will continue to experience high turnover of both unskilled and semi-skilled personnel in their firms. During the same period firms will try to maximize their outputs and increase efficiency in the use of their few skilled personnel.

In both the South West and Douala, specialized skills will still be needed mainly in the construction, medical, hotel and the mechanical industries but the degree of demand for these skilled workers would depend on the status of Cameroon's economy. It is important to note that the employment projections for the South West indicate the continuing need for specialized vocational/technical skills in almost all the occupations that were earlier cited as important for development. Although most of the firms that require these skills are either small or medium sized, their personnel turnover rate is significantly less than that experienced by the corporations in Douala. In Douala, almost all the major construction and the hotel industries have retrenched at least twenty percent of their employees. Most of the employees that have been laid off in the construction industry during the current economic crisis are primarily unskilled and semi-skilled workers.

Despite the bleak future of economic activities, some firms were optimistic about expanding their business activities during the next five years. In Douala most of the big construction and the hotel industries may not expand their businesses but the small restaurants and construction firms will most likely expand. In the South West expansion will most likely occur in the small restaurant, furniture, building construction, and auto mechanic businesses, especially in Limbe, Kumba, and Mamfe. From the foregoing, it can be concluded that most corporate firms are more adversely affected by the economic crisis than the medium/small firms. This undesired condition of economic activities especially in the big construction firms may be explained by absolute dependence by these firms on government contracts that are no longer forthcoming. In the big hotels, majority of its clients are tourists (foreigners) and due to the global economic crisis, tourism has considerably reduced. Contrary to the above, the small businesses have somehow maintained a state of equilibrium at the local level and have therefore not experienced the high turnover of its semi and unskilled personnel as the big firms.

A further complication exists in that firms are not willing to employ graduates of formal vocational training schools as their projected employment needs during the next five years. For example, 1,139 builders were projected by respondents as needed but the same respondents will be willing to employ 156 skilled workers from vocational training institutions. In the hotel industry, 226 was projected but 104 may be employed from the vocational schools. Other projections include 283 for the mechanical trades and 66 in furniture making. The estimated numbers that the employers will be willing to employ are 22 for the mechanical trades and 65 for furniture making.

The variance in perceived personnel needs and actual recruitment may be as a result of several factors. Most employers are worried about the economic conditions of the country. And this fear is compounded by the unavailability of well trained skilled personnel. In fact over fifty percent of the employers interviewed indicated that they have had problems recruiting well trained entry - level skilled workers from the vocational training institutions. This conclusion is evident in tables 13 and 17.

On the whole, very minimal employment opportunities exist at the corporate sectors in Douala. In the South West, opportunities are almost non-existent in the corporate sector except in firms that are likely to emerge in Limbe during the next few years. There are more opportunities for self employment than corporate employment especially in the South West Province.

Research Question 3.

How have the people in these occupations been trained?

In all the firms or business surveyed, on-the-job training was the most used system of training (see table 18). Employers prefer to train their own staff for several reasons and some of them are: (a) it costs them almost nothing to train or keep such staff since trainees pay some fees for training over their periods of training and (b) training can be made to suit the specific needs of the firms and as such increases the effectiveness and efficiency of the skills acquires by trainees. Some of the corporate organizations surveyed had formal vocational training schools where their skilled workers were trained. Many others including the medium and small size industries and business developed their workers through apprenticeship training. These factors also account for the variance between the projected needs of employers and the number of skilled workers they are willing to employ from the local vocational training institutions.

The technical/vocational schools although produces a substantial number of skilled manpower every year, its instruction time is on the average 60% theory and 40% practical. The more emphasis on the theoretical concepts of the trades or skilled occupations may have significant impacts on the practical or on the job performance of the average vocational school graduate in Cameroon. Tables 20 and 21 validates this conclusion.

--Research Question 4.

How many people are being trained in these occupations?

Selected principals of vocational and technical schools responded to this question. Focus of investigation was on those formal vocational/technical training institutions in the South West and Littoral Provinces. Schools run by the firms were precluded since they provided employment for their graduates.

There were over sixty private and public formal vocational training institutions in both the South West and Littoral Provinces. Most of these schools offered vocational training in the building, mechanical, electrical, and secretarial trades. The twelve vocational schools that were surveyed and which constitute twenty percent of the existing formal vocational training institutions in the provinces studied show that the following number of graduates are produced annually : building trades - 322; mechanical trades - 156; electrical - 157; furniture making - 39; and secretarial studies - 252. These figures do not represent the actual level of skilled manpower produced annually since the schools surveyed account for only twenty percent of the existing formal vocational training schools in both the South West and Littoral Provinces. But it does represent to a great extent the structure of skilled manpower training in the two provinces. It was only in the hotel and restaurant management and the electronic trades that the formal vocational training system did not have a significant production of skilled manpower annually.

Several other training systems especially apprenticeship and on-the-job-training were in force in the firms. It was not possible to include these numbers in this study but most of the small and medium sized auto, furniture, and electrical/electronic shops relied heavily on apprenticeship training. Several reasons account for this drift by employers from the employment of formal vocational school graduates to apprenticeship and on-the-job training. Specifically, the employers feel that graduates of the formal vocational training institutions are inadequately prepared for industry. As such, specific training is offered by the employers to satisfy the skilled manpower needs of their firms.

It is also important to note that with all the formal vocational training schools and the apprenticeship/on-the-job training put together, it was apparent that vocational training graduates produced annually in most occupations far exceeded the needs of industry and business, and yet in these firms there is a considerable demand for trained manpower. Most vocational schools obviously have problems placing their graduates because employers feel that vocational graduates are not well trained (see table 20). Vocational training has not been responsive to the economic needs of the nation and to complicate it all, there is so much emphasis on theoretical concepts of principles than the actual practical work in most of the vocational schools. Table 21 and 22 validates this conclusion.

Research Question 5.

What are the skilled occupations that encourage entrepreneurship for Cameroon's economic development?

In each town that was surveyed, certain skilled jobs were cited by respondents as necessary for successful entrepreneurship in their communities. Notwithstanding the varied skilled jobs that were identified in each locally, certain skilled jobs were cited as necessary for entrepreneurship in all the urban and semi-urban

towns that were studied. These skilled occupations or jobs included radio and television, building trades, air conditioning and refrigeration, restaurant, electrical/electronic, and auto mechanic businesses. The same respondents indicated also that these occupations lacked well trained workers, and in effect the quality of workmanship and good work attitudes of vocational training graduates requires much to be desired. In addition, the non-availability of certain technical skills in several local communities when needed has rendered many communities wanting and economic development efforts strangulated. The most needed skilled workers include television/radio, plumbing, electrical/electronic and good auto mechanics. The foregoing needs were particularly significant in all the towns that were studied in the South West Province.

Therefore, electronics, building construction, air conditioning and refrigeration, restaurant, and auto mechanic businesses form the basis for successful entrepreneurship in the regions.

Research Question 6.

What is needed for entrepreneurship in Cameroon?

Eighty five percent of the small business owners that were interviewed thought that their businesses were on the successful side. According to these respondents, certain qualities that they possess made them successful. In the order of importance, the following key elements have contributed to their success : good management, technical know-how/creativity, popularity in the community, hardwork and good public relations, good reputation; and good location of business.

Research Question 7:

What is the effect of the shortage of any of the skills that are needed for entrepreneurship in Cameroon?

Majority of the respondents cited poor management, lack of good marketing strategy, lack of appropriate labour, lack of adequate or necessary tools, poor language skills, poor administration, inadequate or non-existent bank support and poor technical support and skills. These shortcomings reflect the experiences of many medium and small sized business and industrial firms interviewed. Over ninety eight percent of the small business owners studied did not have any management training. In the restaurant business, over sixty percent of the owners had no technical training in the catering business. Most of the other skilled occupations had technical training in one form or the other. Few of the respondents showed a concern for their inadequacies in language proficiency. It will be necessary for any entrepreneur in either the South West or the Littoral

Provinces to be proficient not only in the English and the French languages but also in the technical and managerial skills that are needed for success.

RECOMMENDATIONS

The result of this study will be useful to several audiences particularly the Cameroon Opportunities Industrialization Centre. Without its use, the purpose of this study will be defeated. Therefore, the following recommendations are provided to improve the use of this report by the different stakeholders :

1. In Cameroon, there is an apparent lack of linkage between the skilled manpower needs of industry and business and vocational training. As a result, majority of those trained in the vocations are either unemployed or grossly underemployed. If vocational training is to be responsive to economic growth, government training institutions must develop a mechanism for monitoring and evaluating the relevance of vocational training to industrial and business development.
2. Several formal vocational schools exist in the South West and Littoral provinces. Most of these schools are ill-equipped with qualified staff, tools, materials and equipment. Their curriculum are extensively theory based and as such practical vocational training is almost not there. It will be necessary for the government to review the capabilities and the relevance of these schools to economic development. Practical training should be emphasized rather than theory.
3. Since most traditional vocational graduates seek employment in the corporate sector, formal vocational schools should exercise control in their annual production of skilled manpower. For corporate employment, focus should be directed towards bricklayers and masons, plumbers, carpenters, auto mechanics and maintenance workers, typists, nurses aids and nurses, electronic workers and cleaners.
4. There are enormous opportunities for well trained vocational graduates going into self employment. Graduates interested in undertaking the self employment business should be encouraged in real terms by the government. This can be done by encouraging or mandating the banks to provide loans to credit worthy loan applicants.
5. Vocational graduates interested in self employment should be encouraged to pursue their undertakings in more viable technical areas such as electricity/electronics, home appliance repairs, radio and television repairs, restaurant tailoring, furniture making, building construction, air conditioning and refrigeration, and auto mechanic. Of course, in each case site location will be paramount for success.

6. The development of private enterprise is absolutely necessary for Cameroon's economic development. Through its creation, unemployment will be reduced thereby adding to the economic viability of the nation. It will be necessary that potential entrepreneurs master not only the technical aspects of their trades but also the art and science of small business management. In this direction, small business instruction should form a part of vocational institution in the schools.
7. In all the vocational schools visited, placement records were not available. The schools should endeavour to monitor the movement of their graduates at least one year after graduation.
8. The vocational schools/government should conduct skilled manpower needs analysis survey at least once in three years. In each skilled occupation identified as relevant, a task analysis survey should also be conducted to determine relevance of curriculum to the needs of the community?
9. The researchers problems of assessing the skilled manpower needs in Cameroon are manifold. They include lack of basic data and access to necessary documents and reports, reluctance on the part of many officers especially in government to provide information, administrative protocol of clearance before an officer can provide verbal and written information, cultural obstacles, and others. In this regard, the researcher is encouraged to seek the support of the relevant audiences early in the planning stage of the research before proceeding into the field.
10. Notwithstanding the difficulties from the research point of view, this area of human intercourse is of such growing importance in the developing nations that further research is absolutely imperative. Researchers should not be discouraged because of the difficulties involved.

F) APPENDIX

ENTRY LEVEL SKILLS

TRADE AREA	SOUTH WEST PROVINCE						LITTORAL PROVINCE						
	IMPORTANCE			FREQUENCY			IMPORTANCE			FREQUENCY			
	Rank	Mean	S.D.	Rank	Mean	S.D.	Rank	Mean	S.D.	Rank	Mean	S.D.	
A. Building Construction.													
Bricklayer and mason	1	2	3.81	.43	2	2.97	.38	5	4.66	.179	1	3.55	.53
Carpenter	2	1	3.92	.46	1	3.22	.39	2	4.50	.40	2	3.44	.54
Plumber	3	4	3.58	.27	3	2.92	.31	3	4.27	.36	2	3.50	.54
Tile and carpet worker	4	8	2.45	.41	8	2.10	.46	6	3.61	.54	6	2.88	.62
Wall covering worker	5	9	2.13	.46	9	1.65	.35	9	3.11	.77	9	2.55	.73
Painter	6	5	3.16	.39	5	2.56	.41	4	3.77	.56	5	3.00	.58
Glazer	7	7	2.73	.41	7	2.15	.48	7	3.27	.54	8	2.72	.66
Landscapist specialist	8	6	2.79	.40	6	2.25	.45	8	3.22	.58	7	2.83	.65
Draughtsman	9	3	3.67	.44	4	2.72	.40	1	4.55	.40	4	3.27	.51
B. Mechanical													
Auto mechanic	1	1	4.37	.44	1	3.69	.43	1	4.77	.35		4.27	.36
Auto body specialist	2	4	3.58	.43	4	2.83	.41		4.85	.73		3.38	.55
Welder	3	3	3.63	.28	3	3.09	.40		3.74	.58		3.44	.54
Fitter machinist	4	6	3.36	.41	6	2.62	.36		3.77	.35		3.27	.55
Air condition tech.	5	7	3.19	.38	6	2.62	.35		4.11	.34		3.27	.54
Agricultural mechanic	6	5	3.46	.42	5	2.70	.41		3.87	.60		3.18	.56
Typewriter machine rep.	7	2	3.75	.43	2	3.15	.39		4.33	.36		3.55	.54
C. Electrical/Electro.													
Radio and TV technician	1	4	3.83	.44	3	3.15	.39		4.33	.67		3.55	.48
Intercom technician	2	8	3.43	.41	8	2.58	.43		4.90	.42		3.27	.55
Telep. & telex tech.	3	6	3.72	.44	6	2.87	.40		3.94	.35		3.22	.57
Electric typewriter rep.	4	10	3.14	.40	9	2.33	.44		3.83	.35		3.11	.57
Copier & duplicating	5	7	3.63	.44	4	3.00	.40	1	4.50	.40		3.33	.54
Computer machine rep.	6	9	3.33	.42	10	2.04	.49		4.22	.60		3.00	.48
Home appliances repairer	7	1	4.11	.51	1	3.32	.41		4.38	.37		3.77	.55
Home elect. install. tech.	8	5	3.75	.47	5	2.89	.41		4.27	.63		3.50	.54
Indust. elect. instal. tech.	9	3	3.87	.49	7	2.81	.41		4.03	.34		3.66	.54
Elect. motor repair	10	2	3.88	.51	2	3.20	.43		4.27	.36		3.66	.54

ENTRY LEVEL SKILLS

TRADE AREA	SOUTH WEST PROVINCE						LITTORAL PROVINCE					
	IMPORTANCE			FREQUENCY			IMPORTANCE			FREQUENCY		
	Rank	Mean	S.D.	Rank	Mean	S.D.	Rank	Mean	S.D.	Rank	Mean	S.D.
D. Furniture												
Living room furn. maker	1	1	3.48	.42	2.45	.41	1	3.83	.50	3.11	.57	
Kitchen furniture maker	2	5	3.22	.41	2.34	.46		3.16	.59	2.27	.68	
Upholsterer	3	4	3.25	.42	2.32	.47	1	3.83	.59	2.82	.63	
Office furniture maker	4	2	3.30	.43	2.39	.44		3.77	.55	3.00	.59	
Bedroom furniture maker	5	3	3.28	.41	2.38	.44		3.66	.39	2.77	.65	
Church furniture maker	6	6	3.16	.43	2.26	.51		3.11	.57	2.16	.49	
E. Hotel/Domestic Sc.												
Hotel manager	1	8	3.36	.45	2.82	.42		4.00	.59	3.16	.56	
Resturant manager	2	5	3.48	.44	2.86	.45		4.00	.59	3.50	.53	
Bar man	3	6	3.47	.40	3.56	.44		3.94	.58	3.44	.53	
Cook	4	1	3.96	.48	3.93	.48		4.11	.34	3.66	.53	
Tailor	5	2	3.65	.45	3.54	.43		3.94	.34	3.38	.54	
Waiter	6	7	3.38	.42	3.38	.43		3.50	.40	3.27	.55	
Cleaner	7	4	3.57	.50	4.1	.52	1	3.94	.34	3.88	.57	
Launderer	8	3	3.60	.43	3.40	.43		3.77	.35	3.55	.54	
Receptionist	9	5	3.48	.41	3.08	.46		4.00	.59	3.88	.57	
F. Secretarial												
Typist	1	1	4.59	.38	4.68	.60	1	4.61	.76	4.61	.76	
Junior accountant	2	3	4.16	.50	3.98	.47	1	4.50	.40	4.16	.62	
Shorthand writer	3	8	3.23	.39	2.84	.39		4.27	.36	4.00	.59	
Office manager	4	4	3.81	.44	4.07	.49		4.22	.35	4.16	.62	
Purchasing officer	5	6	3.54	.41	3.57	.43		3.00	.57	3.82	.58	
Inventory clerk	6	5	3.62	.41	3.49	.40		4.27	.36	4.05	.60	
Teller	7	7	3.43	.42	3.26	.42		4.35	.38	4.23	.66	
Cashier	8	2	4.43	.36	4.18	.57		4.42	.44	4.35	.77	
G. Communication												
Printer/Graphic artist	1	1	3.47	.40	3.04	.40		3.38	.54	4.05	.34	
Photographer	2	1	3.47	.40	3.10	.38		3.38	.54	3.50	.54	
Photo processing	3	2	3.38	.53	3.22	.64	1	3.55	.54	3.50	.54	

ENTRY LEVEL SKILLS

SOUTH WEST PROVINCE

LITTORAL PROVINCE

TRADE AREA	IMPORTANCE			FREQUENCY			IMPORTANCE			FREQUENCY			
	Rank	Mean	S.D.	RANK	Mean	S.D.	Rank	Mean	S.D.	Rank	Mean	S.D.	
H. Medical Nurses													
Aid	1	2	4.72	.24		4.31	.55	1	4.72	.18	1	4.72	.45
Laboratory atten.	2	5	4.39	.56		11.29	.64		4.66	.18		4.16	.62
Laboratory	3	3	4.57	.64		4.16	.71		4.38	.37		4.27	.36
Nurse	4	1	4.75	.24	1	4.40	.35		4.61	.42		4.38	.60
Mid-wife	5	4	4.5	.58		4.04	.50	1	4.72	.18		4.27	.65
Pharmacy atten.	6	4	4.5	.58		4.30	.53		3.77	.59		3.83	.60

M U Y U K A

- 1) Vocast
- 2) C.D.Ç
- 3) Christian Literature Center
- 4) CBA - Presbook
- 5) Sub-Divisional Office
- 6) Legal Dept
- 7) Sub - Treasury
- 8) Sub-Divisional Delegation of Agriculture
- 9) Sub-Prefecture
- 10) Divisional Office
- 11) Sub-Divisional Office
- 12) MINAGRIC Forestry Service

B U E A

- 1) SOCADRA (Cameroon Copyright Cooperation)
- 2) Court of 1st Instance Buea
- 3) Labor Delegation Buea
- 4) Bureau for Social Protection, Provincial Service of Social Affairs
- 5) IPAR
- 6) Municipal Administrator Buea
- 7) G.T.C. Buea
- 8) State Counsel (Magistrate)
- 9) Buea University Center
- 10) Social Education Officer
- 11) SNEC
- 12) BICIC Buea
- 13) Tourism Office
- 14) CEFAM
- 15) Delegation of Tourism

EKONDO TITI

- 1) Medical officer (Hospital Tombel)
- 2) PAMOL
- 3) LOBE ESTATE
- 4) Sub - Prefect Nguty
- 5) TAFSCOOP (Tombel Area Farmers Cooperative)

M A M F E

- 1) Prefect of Mamfe
- 2) BICIC
- 3) National Produce Marketing Board
- 4) Post Office Mamfe
- 5) Telecoms Dept, Mamfe
- 6) Controle Dept. of Finance
- 7) Arrey Ashu Anthony (Director, Duxcam Wood Work)

L I M B E

- 1) ESSIMI Elias (Centre principal d'Exploitation Telegraphique)
- 2) NDE Eric Chey (Manager, Bob Micky Optical Service)
- 3) NYAMSARI Esther Nyoh (Director, Phenix Restaurant)
- 4) AGYINGI Isaiah Angono (Service Manager - Provincial Hospital Limbe)
- 5) NDOUMBE BELLE Jean (Chef d'Agence - AMACAM)
- 6) AGBOR-TOKO Quddus Eta (Administrator, Ngamou Consultants)
- 7) OJONG Ndip Ojong (Electronic Technician, E.N.R)
- 8) BESONG David Besong (Sales Manager, Ngamog Consultant International)
- 9) ARREY Ebot Patrick (Assistant Commercial Manager - General Commerce)
- 10) TAGWU Caroline (Assistant General Supervisor, Provincial Hospital Limbe)

K U M B A

- 1) OKONKONDO Eyenga (Chief of Sub-Divisional Roads Kumba)
- 2) CHEA FUH Vincent (Chief of Service for Studies, G.T.T.C)
- 3) MAHAMAT Abba (Chef de Centre, SNEC)
- 4) ANCHANG J.N. (Chief CENADEFOR)
- 5) NSONG M.M. (Director, R.T.C)
- 6) NDZELEN Benjamin Serkfem (Educationist)
- 7) SOMO Léon (Delegate of Trade and Industry)
- 8) CHAKAM Maurice Ngamne (Deputy Director, Assurance Ie Meridien)
- 9) NGUEKAM Prosper (Store Keeping, Trader)
- 10) MBONGWO Josepha (Acting Headmistress, Socio Home Management Center)
- 11) NGU Clement Morfaw (Head of Housing Section, Town Planning and Housing)
- 12) JEAN PIERRE Mbei (Director, Ephraïma Institute for the Deaf)
- 13) RICHARD HAGBE Nlend (Divisional Controller of Finance)

- 14) NLENBA Daniel (Manager, BICIC)
- 15) NCHONG Paul TAJI (Director, Everything has time furniture)
- 16) KIMA Helen Mbokong (Chief of Adm/Financé, Forestry Research Station)
- 17) NJOCKLEFAC Elad Gabriel (Post Master)
- 18) MBU TAKU MBU Stephen (Principal, G.T.H.S.)
- 19) TABU Philip (Shop - Keeper, Presbook Fiango)
- 20) TAGNE Emmanuel (Gardien Chef des Prison)
- 21) JOSEPH L. ITOE (Economic, Divisional Hospital)
- 22) ATEM Paul Arrey (Assistant Chief I/C Adm. Fin, SOWEFCU Ltd)
- 23) LEVENBERGER Niklaus (Director, Redsts)

SOUTH WEST (NOT CLASSIFIED)

- 1) STEPHEN OKEKE (Director, Stephen's Welding Workshop - Limbe)
- 2) KANG P.D. (Proprietor, R.S.A/K.T.C.C - Place not mentioned)
- 3) BOB NGANGTE Sojah (Proprietor, Sojah Timba Processing Industry- Muyuka)
- 4) TOBIAS Amah (Entrepreneur-Proprietor, Amah's Welding Buea)
- 5) CHE Ignatuis NGWA (NOOREMAC Press, General Supervisor Limbe)
- 6) Mathew FOMEKONG (West-End Garage, Mutengéne)
- 7) Ashu Ashu Peter (Proprietor, Dealers in Motor Mechanic - Panel Beating Buea)
- 8) LITUMBE John (Technical Director, Auto, Limbe)
- 9) FESTUS NDANGE (MANAGER? Data Electrical Enterprise - Limbe)
- 10) AMBE NCHOTU Paul (Director, Building - Limbe)
- 11) ETTA O.M. (Personnel Manager, Metropolitan Plastics, Ombe)
- 12) NGANTCHOP Satchou léon (Chief of Garage, S.C.T.R. Motor Garage Tiko)
- 13) ATEM Emmanuel (Manager, Inland Hotel Mamfe)
- 14) John NKUH Ana'ah (Manager, Chez Hotel Lissa Buea Road Kumba)
- 15) LAURENCE ADE (Hotel - Terriss Club - Proprietor - Limbe)
- 16) TIBAH Humphrey Chum (Manager, Paradise Inn Hotel, - Molyko)
- 17) Mr BRIGHT ACHUKU (Manager, Uni - Sport Hotel Molyko Buea)
- 18) ASSABA MOSES (Manager, Unity Hotel, Muyuka)

- 19) BEN EWANG (MANAGER, C.D.C BOTA Engineering - Limbe)
- 20) John TAMBA (Director, Tamba & Bros Enterprise; Muyuka)
- 21) GASTON Nyemb - Bassong (Managing Director, General Commercial Agency, Buea)
- 22) Mr LUCAS CHE (Managing Director - Building Construction, Njechecam & Sons Enterprise Buea)
- 23) FOKOBO Atud Francis (Director, Fokobo Furniture Enterprise, Buea)
- 24) NGANDO David (Managing Director, Kwangwe Furniture Enterprise, Limbe)
- 25) Samuel Samba (Director, Sammy & Sons Enterprise, Limbe)
- 26) NDAMDIO T. Emmanuel (Proprietor-Director, Destiny Furniture Enterprise, Limbe)
- 27) GODFRED OKORO (Managing Director - Electronic - Young Brothers - Kumba)
- 28) ALAIN VAUTRELLE (Directeur-Plantecam -Medicam Manufacture Buea)
- 29) KWINKKE (Députy Personnel Manager-CDC Manufacturing Limbé)
- 30) TAKU William (Manager - Echu Motor Electrical, Limbe)
- 31) BESONG Etaheben (Éditor-in-chief-Cameroon Times - Limbe)
- 32) J.T. NKENG (Proprietor, Jotan Printing Press; Limbe)
- 33) OROK NKEM (Managing Director-Authentic Hotel- Kumba)
- 34) TATAW Pauline (Manager-African City Hotel - Mamfe)
- 35) ALANEME Luke (Proprietor, Cardinal Restaurant, Limbe)
- 36) AMBE NCHOTU Paul (Director, Victoria Centenary Hotel, Limbe)
- 37) BECKER Alex (Proprietor, Hotel Pyly Club, Muyuka)
- 38) MAKOLO William (Parliamentarian Flats Hotel, Buea)
- 39) KAMSA George (Proprietor, Hotel-La Forêt-Solefambe Mile 16)
- 40) VINCENT ENI (Supervisor, Victoria Guest House - Limbe)
- 41) EKOR TARH George (Manager/Proprietor, Star Hotel, Kumba)
- 42) NO NAME (Atlantic Beach Hotel - Limbe)
- 43) AGNES ANTIERO (Director, Charcoal Grill, Kumba)

DOUALA (LITTORAL)

- 1) AKAP Felix (Administrative Services Assistant, Pecten Cameroon, Douala)
- 2) NGOLLE Bong Ivo (Marketing Information manager, Guinness Cameroon, Douala)
- 3) NJIKANG Morningstar (Administrateur du Travail, Inspection Provincial du Travail - Douala)
- 4) NKEMBE Jean-Pierre (Engineer, SOWEL - Douala)
- 5) JOHN NSOH (Managing Director, General Business Consultants, Douala)
- 6) FUNWI JACOB (Secretary, Greacam Insurance, Douala)
- 7) ETITANE Behirzo Emmanuel (Chef d'Agence Commerciale des Telecom. Douala)
- 8) TANIINGLAC Joseph Nkwenti (Deputy Director, ENSET - Douala)
- 9) MAFOR RALPH (Sub Director for General Administration, SNEC -Dla)
- 10) NJUMBE Martin NTUBE (Assistant Prov. Chief of Service, Ministry of Transport Douala)
- 11) NTUBE NKALLE OSCAR (Adm/Financial Manager, Nelson Construction Enterprises, Douala)
- 12) STEPHEN Beïoa Forcha (Financial Director, Regifercam, Dla)
- 13) NTUNGWE Mary (National Meteorology)
- 14) OLINGA Oscar (Deputy Prov. Chief of Center, CNPS - Douala)
- 15) Peter SUBE Ngolle (Chief of Service Exploitation, Camship, Dla)
- 16) EBOURKE ADALBERT (Percepteur, C.U. Douala)
- 17) NSEME George Nkwelle (Secretary, Greacam Douala)
- 18) FUNDOH A. Daniel (Chief of Section Imports, Camship Douala)
- 19) EDOKEGE John NGUBE (Chief of Service for Workshop, RNCF Douala)
- 20) NTOH EUGENE Abel (Contrôleur Financier, Commune de Douala)
- 21) NGALA Elizabeth (Cadre, Direction de la Marine Marchande Dla)
- 22) EWANG Hans (Cadre, Marine Marchande Douala)
- 23) NLEND. MPOUMA (Adj. Chef de Service, Ministère du Commerce et Industrie, Douala)
- 24) SAMAIN Samuel Gaston (Delegué Provincial du Plan et Aménagement du Ter. Douala)
- 25) Gahlia N. GWANGWA'A (Manager, Pecten Cameroon Douala)
- 26) TCHUALEN Pierre (Directeur, INTES School - Douala)
- 27) MBONJO Jean-Daniel (Censeur, Ecole des Sciences Appliquées Dla)

- 28) MAURICE TCHOKO Makoua (Prefet. des Etudes. ISES Institut des Sciences Eco. Soc. Douala)
- 29) DIPOUMBE NGWE Simon Pierre (Directeur Fondateur, Collège Prive des Secrétariat et Com. Dja)
- 30) NGOMSI Jean-de-Dieu (Directeur du Personnel, Hôtel Meridien Douala)
- 31) DENIS ELBEL (Directeur Resident, G.T.M Douala)
- 32) MINKA Lucien Celestin (F & Adm. Director, SUMOCA Douala)
- 33) MBOH Alexandre (Directeur de la Restauration, Hotel IBIS Dja)
- 34) LEMBA JOEL Raymond (Chef du Pers. CAMI-Toyota, Douala)
- 35) J.E. ETTA (Director, Edelite Enterprises, Douala)
- 36) KENGNE Gabriel (chef d'Atelier, Tétraboïs, Dja)
- 37) VEUVE Collins Victorine (Propriétaire, les Trois Veuves, Dja)
- 38) TCHAKONANG Maurice (Chef du Personnel, Pilcam Dja)
- 39) Y. GALICHON (Chef de Personnel, Ste Asquin - ENCORAD; Douala)
- 40) Acha-Morfaw Georges (Personnel Manager, SAWA NOVOTEL, Dja)
- 41) WOUAPI TAKO Pierre (Chef de Service Adm. et Comptable, MODCA Enterprises Douala)
- 42) J.C. Bercovici (Director General, Akwa Palace Douala)
- 43) BERNARD Michas (Chef Service Matériel, Fougerolle Douala)
- 44) Chiro née Dipepa (Directrice, Restaurant Mme Chiro, Dja)
- 45) LEMBE Dieudonné (Comptable, Bantou Village, Douala)
- 46) NDELL EJONG Thomas Ivo (Director, NESON Construction Dja)
- 47) FANA Philippe (Directeur General, NOVA Park Douala)
- 48) AKPEY ATEM James (Adm./Personnel Executive, Greacam Assur. Dja)
- 49) SIEWE Emmanuel (Directeur, Hôtel Parfait Garden Douala)
- 50) MOUMBE SOH Paul (Gestionneur, Restaurant de Nations Douala)
- 51) UMOREN Peter (Chef d'entreprise, Meruserie de la Jeunesse Dja)
- 52) Jean NIANGA (Directeur de la Meublerie Nianga, Meublerie Nianga Douala)