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International Association of
The Pan African Institute
for Development

Pan African Institute for
Development, West Africa

REPORT OF

Private Enterprise Management Training Workshop for Selected Small-Scale Enterprises Held in Bamenda, 21st Sept. - 7th Oct. 1992

A USAID HUMAN RESOURCES DEVELOPMENT ASSISTANCE

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October 1992

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1 INTRODUCTION

1.) Terms of Reference

The HRDA Training Workshop was in accordance with the provisions of sub-section C3C of section C of contract No. 631-0463-0-00-2011-00 between the United States Agency for International Development, Cameroon (USAID-CAM) and the Pan African Institute for Development, West Africa (PAID-WA), Buea. The Contractor PAID WA, Buea, was required to organize two workshops: one in English and the other in French to teach business skills to Cameroonians for selected business people in Bamenda and Douala. By arrangement, the course in French for the Douala business people was to be conducted by PAID WA's Francophone counterpart PAID Central Africa (IPD-AC) Douala.

2.) Objectives

The general objective of the Training Workshop was to provide business skills for selected Cameroon business people in Bamenda and Douala based on a Training Needs Assessment (TNA).

The TNA in Bamenda revealed the lack of salient skills in:

- ° Record Keeping
- ° Marketing and
- ° Business Planning/Budgeting

The major objective of the Training Workshop was to provide relevant knowledge and skills in these areas and to a lesser degree in support subject areas namely:

- ° Procurement and Stores Management, Time Management, Credit Management, Supervision and Maintenance Management (see report of the Training Needs Assessment).

3.) Training Workshop Content

The Training Workshop Covered the subjects enumerated in 1 and 2 above. For details see Annex 1 (Time table) of this report and Annex 3 of the TNA report.

- / -

II THE PROGRAMME PROCESS

1.) Registration and Activating the Programme

The participants started registering formally for the Training at 8 am. on Monday 21/9/1992. This was followed by ice-breaking i.e the introduction of participants and their enterprises as well as the resource persons. This was followed by a review of the programme content to elicit the participants' comments. The participants felt satisfied with the programme particularly as its design was based on the needs that cut across, after the TNA exercise.

2.) Formal Opening Ceremony

Present at the opening ceremony that commenced at 11 am. were Mr. Richard Patard, Economic Adviser at the United States Embassy, Mr. Abanda - Delegate of the Chamber of Commerce, Industry and Mines Representing the Businesses Community for the North West Province, the Director of the National Cooperative College, some members of the business community and some high ranking government officials. The Governor was not represented as his office was busy managing transition - installation of the new officials (Governor, SDO for Mezam, Secretary for Governors Office). Mr. Richard Patard gave a highly enlightening speech which highly impressed all present including members of the business community (see Annex 2). Given the strong message contained there-in copies were made available to all participants. Other speakers on the occasion were the Delegate of Chamber of Commerce, Industry and Mines. Mr. Abanda and Mr Anthony N. Nchari the programme Manager representing the Director of PAID-WA, Euea. Prior to the speeches, the participants formally introduced themselves as well as the enterprises they represented.

3.) The Two and Half Weeks Intensive Training Workshop

3.1 Brief introduction of concepts and procedures and their application through experiential exercises, Case Studies and Roles Plays.

After the official opening the participants and resource persons went seriously into implementing the rest of the Time Table (Annex 1). The Training Methods, used were essentially directed to participants enterprises. Concepts and procedures were briefly introduced, and their application through experiential

exercises, role plays and case studies was emphasized. Exercises and assignments were organized on an individual or group bodies depending on the subject/topic area. Participants prepared Business and Marketing Plans and in the area of Record/keeping and Accounts made journal and ledger entries, prepared Trial Balance and Financial Statements (Income and Expenditure Statement and Balance Sheet).

3.2 Field Visits

Thirteen (13) of the 21 participant enterprises were visited during the period by the entire group of participants, on two Saturdays namely the 26th of September and the 3rd of October. Armed with the acquired classroom new knowledge and skills participants were quick to point out some of the deficiencies in the enterprises visited in a number of areas notably Marketing, Stores, Organization, Business Planning and record/keeping. The participants spent one full day undertaking a marketing survey in Bamenda town. Reports were presented by each group and discussed.

3.3 Experience Sharing

Eliciting the experiences of each participant in the various subject areas was a major feature during and out of the classroom sessions. Participants became acquainted with each others problems and together attempted to find solutions. Besides, participants became acquainted with each other's products and in some cases trading partnerships were forged. For instance, Black-Star pharmacy proprietor indicated she would purchase Health Products from the Growth Products Enterprise. Other trading partnerships were forged.

3.4 Action Planning

During the second half of the second week participants were requested to start thinking of Action Plans designed to improve their businesses after the training. In the 3rd week, 1½ days were dedicated to their working on their individual Action Plans under guidance from facilitators. The Action Plans focused on the identification of 3 major problem areas facing each enterprise, deciding on the major activities and preparing a Time Table to solve the problems (see Annex 4 for the Action Plan Format).

3.5 Closing

An integral part of the closing ceremony which took place on 7/10/1992 was an exhibition of the products from 11 of the participating enterprises. (see Video Film). The Exhibition pulled a large crowd and showed that quite a number of Bamenda citizens were not even aware of some of the goods produced in their community notably floor/wall tiles and soya beans flour/milk/sprout.

The programme was officially closed by the chief of Administrative and Judicial Affairs in the Governor Office, representing the Governor of the North West Province. The closing was heavily attended by invited members of the business community, government officials and relatives/friend by participants.

Speeches were made by various officials representing various interested organizations (see Annex 6 for speeches and also see Film). After the official inspection of exhibition, group photograph and refreshments. Participants and invitees started leaving the Cooperative College by 13 hours.

III THE EVALUATION

1.) The Ex-Ante Evaluation

At the beginning of the Training Workshop the participants were given the opportunity to comment on the Training Workshop Programme presented to them. There was total agreement to the proposed contents and methodologies. This was due mainly to the fact that it was designed after a Training Needs Assessment (TNA) was made.

2.) The On-Going or In-Vivo Evaluation

It was made abundantly clear to the participants that they had the right to make comments as the programme progressed. Though continues interaction with the resource persons and a deliberate mid-term oral evaluation there was obvious, general satisfaction by the participants as to the way the programme progressed. The continuous great enthusiasm demonstrated by the participants throughout the programme, sometimes ready to go up to 8 pm. was testimony of their satisfaction.

3.) Ex-Post - Evaluation

This was more formalized (see Annex 7) and was conducted at the tail-end of the Training Workshop. The Ex-post Evaluation consisted of 3 sections:

- ° Section 1: Participants were required to list the skills they had acquired in the various subject areas and explain how they would apply them to improve their businesses.
- ° Section 2: They were expected to rate the salient programme characteristics namely the overall Programme, Classroom Setting, Training Materials and Training Methodology and the facilitators.
- ° Section 3: They were required to grade their level of knowledge and skills (K/S) levels at both the beginning and end of the programme as basis for determining the GAINS from the training.

The Responses (20 respondents)

3.1 SKILLS AND KNOWLEDGE (K/S) ACQUIRED AND UTILIZATION

- a) Business Planning and Budgeting
Knowledge and Skill (K/S) acquired Summary

Now capable of:

- Preparing Business Plans and Budget
- Diagnosing problems and finding solutions
- Charting Activities
- Costing products and preparing forecasts.

Application of Knowledge and Skills (K/S) Acquired (Summary)

To review the existing situation of their businesses based on past records and prepare new business plans; to prepare Budget and undertake Budgetary Control.

- b) Record-Keeping

Knowledge and Skills (K/S) acquired (Summary)

- How to determine capital invested in a business
- Distinguishing various categories of accounts

- Journalizing entries
- Opening Ledger Accounts and posting transactions into each
- Preparing Trial Balance, Income/Expenditure Statement and Balance Sheet
- Interpreting the Financial Statements.

Application of Knowledge and Skills (K/S) acquired

To introduce a proper accounting system as per above and up date the accounts.

c) Marketing

Knowledge and Skills (K/S) acquired - how to effectively:

- Prepare a Market Plan
- Undertake a Market Survey
- Cost products and fix price
- Undertake promotional activities
- Effectively distribute products

Application of Knowledge and Skills (K/S) acquired

- Implementation of the above
- Search for new markets
- Training staff

d) Procurement and Stores Management

Knowledge and Skills (K/S) acquired

- The 5 Rs in procurement (right goods, from right sources, at the right price, at the right time, in the right quality and right quantity).
- Coding techniques and stores arrangement
- Stock control and steps to avoid stock-outs
- Keeping stores records notably Bin Cards and a Stores Ledger.
- Stocktaking and Stock checking

Application of Knowledge and Skills (K/S) acquired

- To implement the above when back to the business
- Introduce and upgrade stock-records.

Supervisory Management

- a) K/S Acquired (Summary)
 - Communicating to personnel
 - Delegating
 - Distributing tasks
 - Creating Contacts
 - Following up assignments
 - Keeping and controlling records.

- b) How K/S will be applied (Summary)
 - will encourage participation of employees in decision making
 - Will build up system to implement K/S acquired as in (a) above and
 - Develop good relations with workers.

Credit Management

- a) K/S acquired (Summary) How to:
 - Estimate the amount of money to be borrowed
 - borrowing and utilizing loans wisely
 - Develop a disciplined approach to savings
 - Plough back profits into business
 - keep credit records

- b) Application of K/S acquired
 - Implementation of (a) above
 - Will ensure that loans are strictly used for the purposes intended i.e developing the business.

Maintenance Management

- a) K/S acquired
 - How to procure the appropriate type of machines and equipment
 - How to constantly repair, service and replace machinery and equipment.
 - How to keep maintenance records
 - How to use the right persons for maintenance

- b) Application of K/S acquired
 - To implement (a) above
 - Will train technicians on the job
 - Will employ qualified technicians.

Time Management

- a) K/S acquired
 - How to reduce time wasters during business hours
 - How to plan time use
 - How to prepare time charts
 - How to be time conscious.

- b) Application of K/S acquired
 - Implementation of (a) above
 - will print time tables on a daily basis (things to do today)
 - Will prioritize daily activities
 - Will shorten some activities and avoid playing games during business hours
 - Will attempt to keep within time allocation for each activity.

3.2 PROGRAMME CHARACTERISTICS (% OF RESPONDENTS 20)

3.2.1 Overall Training Programme

- a) Extent to which the objectives attained

Below 50%;	5.6%
51 - 70 %	50%
71 - 100%	44.4%

- b) Usefulness of Training

Not useful	0%
Fairly Useful	11.1%
Very useful	88.9%

- c) Relevance of Lectures, discussions and exercises to business situation

Not relevant	0%
Fairly Relevant	17.6%
Very Relevant	83.4%

3.2.2 The Classroom Situation

- a) Classroom Setting

Not conducive	0%
Fairly Conducive	22.2%
Very Conducive	77.8%

- b) Equipment/facilities used by facilitators
- | | |
|---------------|-------|
| Not useful | 0% |
| Fairly useful | 5.6% |
| Very useful | 94.4% |
- c) Suitability of sitting arrangements, light and ventilation:
- | | |
|-----------------|-------|
| Not suitable | 0% |
| Fairly suitable | 15.8% |
| Very suitable | 84.2% |

3.2.3 Training Materials

- a) usefulness and Relevancy of handouts for discussion and exercises:
- | | |
|--------------------------|-------|
| Not useful & relevant | 0% |
| Fairly useful & relevant | 5.6% |
| Very useful & Relevant | 94.4% |
- b) Adequacy of Handouts
- | | |
|-----------------|-------|
| Not adequate | 0% |
| Fairly adequate | 15.8% |
| Very adequate | 84.2% |

3.2.4 Training Methodology

Usefulness of Methods by Facilitators to pass K/S to participants

Not useful	0%
Fairly Useful	5.3%
very useful	94.7%

3.2.5 Accommodation

- a) How complete and convenient were the beddings, toilet and bathroom facilities?
- | | |
|----------------------------|-------|
| Not complete convenient | 5.6% |
| Fairly complete convenient | 38.9% |
| Very complete convenient | 55.5% |

- b) Suitability of the quality and variety of food served
- | | |
|-----------------|-------|
| Not suitable | 0% |
| Fairly Suitable | 33.3% |
| Very suitable | 66.7% |
- c) Degree of Satisfaction/completion with the Coffee and Tea Breaks
- | | |
|------------------|-------|
| Not Satisfied | 0% |
| Fairly Satisfied | 19.1% |
| Very satisfied | 80.9% |

3.2.6 The Facilitators

- a) Experience in subject areas each covered
- | | |
|----------------------------|-------|
| Do not have the experience | 0% |
| Have adequate experience | 19.1% |
| Have a lot of experience | 80.9% |
- b) Degree of satisfaction with their skills in presenting ideas and motivating discussions
- | | |
|-------------------|-------|
| Not Satisfactory | 0% |
| Just satisfactory | 14.3% |
| Very Satisfactory | 85.7% |
- c) Degree of Capability in Conducting Sessions:
- | | |
|--------------|------|
| Not capable | 0% |
| Just capable | 0% |
| Very Capable | 100% |
- d) Degree of fitness of facilitator to Train Adults:
- | | |
|----------|-------|
| Not fit | 0% |
| Just fit | 5.6% |
| Very fit | 94.4% |
- e) How Helpful and Cooperative were the Facilitators to Participants?
- | | |
|------------------------------|-----|
| Not helpful and Cooperative | 0% |
| Just helpful and cooperative | 5% |
| Very helpful and cooperative | 95% |

3.2.7. Additional Comments to Improve on Future Programmes: (Summary).

- a) The Training workshop should have been organized over a longer period (some suggested up to a month) to give room for participants to attend to business calls. (50% of respondents)
- b) The workshop was very useful and similar programmes should be organized annually possibly in all provinces (40% of respondents)
- c) Future programmes should be organized during the holiday period to avoid the mobility of some parents between the training venue and the school to pick children (10% of respondents)
- d) Breaks, particularly the lunch break should in future programmes, be made longer to allow for adequate rest and exchange of ideas between participants, (5% of respondents)
- e) The criteria for selecting participants should have been people of the same educational level. This would hasten up and ease communication and understanding (10% of respondents)
- f) The time schedule for each days work was too long for those adults who have been away from school for years (5% of respondents)
- g) An examination should have been set at the end of course to grade the Certificates (5% of respondents).

3.3. Ex-Ante and Ex-Post Evaluation, Effects of Training on Participants Knowledge and Skills (K/S) Gaps

Table 1 to establish K/S Gaps

	Total K/S Points	Pre-Course Level Score	Pre-Course K/S Gap (a-b)	Post-Course Level Score	Increase in K/S (d - b)	% Increase K/S (e/bx100)	Post-Course K/S Gap (a-d)	% K/S Gap Reduction (e/c x 100)
KNOWLEDGE/SKILLS AREA	a	b	c	d	e	f	g	h
1. RECORD-KEEPING AND ACCOUNTING	10	3	7	7.4	4.4	146.7	2.6	62.9
2. MARKETING	10	2.85	7.15	8.35	5.5	193.0	1.65	76.9
3. BUSINESS PLANNING	10	2.16	7.84	7.90	5.74	265.7	2.1	73.2
4. PROCUREMENT AND STORES MANAGEMENT	10	2.48	7.52	7.79	5.31	214.1	2.21	70.6
5. SUPERVISORY MANAGEMENT	10	2.9	7.1	7.95	5.05	174.1	2.05	71.1
6. TIME MANAGEMENT	10	2.68	7.32	8.19	5.51	205.6	1.81	75.3
7. CREDIT MANAGEMENT	10	3.1	6.9	7.89	4.79	154.5	2.11	69.4
8. MAINTENANCE MANAGEMENT	10	2.7	7.3	8.37	5.67	210.0	1.63	77.7
AVERAGE	10	2.73	7.27	7.98	5.25	195.5	2.02	72.1

3.3 Continued

Comments on the Ex-Ante and Ex-Post Evaluation:
Effects of the Training on the Level of Knowledge and Skills
From Table 1 Above

It was possible the K/S gaps in each of the 8 subject areas from the Ex-Ante Evaluation and to measure the effects of the Training through the Ex-Post Evaluation by making a comparison of levels. Details are shown in table 1 above. It shows that:

- a) The pre-training level score was lowest in the domain of Business Planning exhibiting an average of 2.16 out of 10 points (22% approximately) with the highest K/S gap of 7.84 out of 10 points (78%). Procurement and stores had the next lowest pre-training level scores of approximately 25%. In both cases 7 out of the 20 respondents registered the minimum score of 1/10 and 6 registered 2/10 showing the low level.

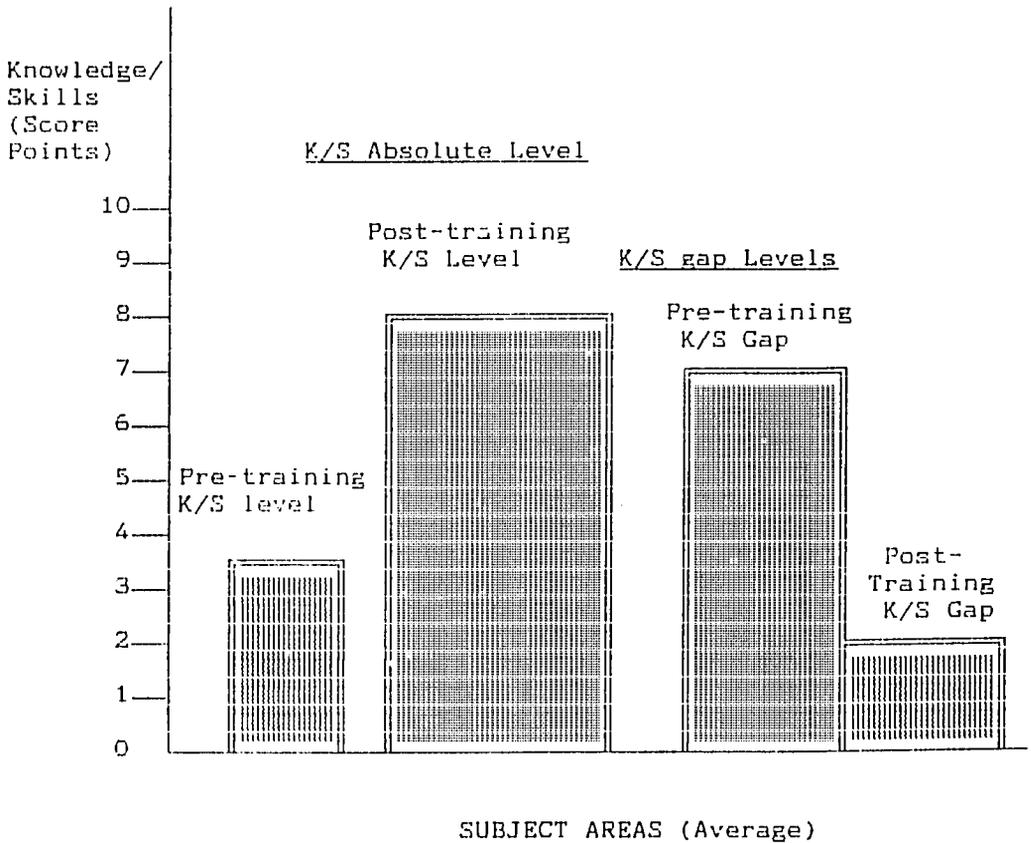
The highest pre-training K/S level score (31%) was in the area of Credit Management followed by Record Keeping/Accounting (30%) followed by Supervisory Management and Marketing (29%). This is understandable given the fact that in spite of the absence of prior training, participants had been forced to practice these. It was apparently the importance of Record/Keeping, Marketing and Business Planning and relative lack of knowledge in these that pushed them to be ranked as key subject areas to be considered for Training by the TNA. On the whole the average pre-training level score for all subject areas was 2.73 (27%). This low K/S level at the beginning justified the training.

- b) The ex-post evaluation of the K/S level indicated a significant rise ranging from 74% in Record Keeping/Accounting to 84% in Maintenance management and averaging 80%. This means significant increase in K/S in each subject area ranging from 44% in Bookkeeping/Accounting and averaging 53% for all subject areas. This further reveals a significant drop/reduction in the K/S gap from a pre-training average high level of 7.27 (73%) to a post-training low level of 2.02 (20%) as the summary in Table 2 below illustrates.

Table 2 Summary: Average Changes in K/S Levels from Table 1 Above

	DESCRIPTION	POINTS	%
A)	Pre-Training K/S level score	2.73	27
B)	Post-Training K/S level score	7.98	80
C)	Post-Training K/S increase	5.25	53
D)	Pre-Training K/s gap	7.27	73
E)	Post-Training K/s gap	2.02	20
F)	Post-Training K/S gap decreases	5.25	53

FIG. 1 CHANGES IN K/S LEVEL



4. Problems encountered

- 4.1 Only very few participants received messages of admission announced through the National Radio Station with effect from the 9th of September 1992. The plans to follow-up the announcement through the more accessible North West Province Radio failed because the station had broken-down. However, we succeeded in using the National Radio from Bamenda and personally contacted individual business men and women in Bamenda during the period 16-19th September to ensure their participation in the course that started September 21st.
- 4.2 Although the opening formalities took place as scheduled i.e Wednesday 21st September 1992, commencing at 11 am; it did not have the anticipated impact on the administration and the community due to extensive preparations for installing the new Governor, Senior Divisional Officer, the Secretary General in the Governor Office and the generally intensive political activity. Attempts to change the date for opening formalities failed due to the rather short notice(given the circumstances) to Mr. Patard the US Embassy economic adviser. In spite of this, the essentials were satisfactory done. The training took off well, the question of impact on the administration and the community was more than achieved at the closing ceremony.
- 4.3 Some selected participants could not show up mainly because they had nobody reliable enough to run the business in their absence. Some of those were replaced.

5 Prospects

The high and sustained enthusiasm demonstrated by the participants throughout the 15 days suggests how useful the training was to them and the likelihood of its application to their enterprises. New contacts were forged, and through the exhibition, some participants found new markets for their products. Mr. Richard Patard's speech at the opening ceremony, gave a new impetus and acted as a stimulant to the business community. The visit by the Director of PAID-WA Dr. Mbandi and USAID representative Mr. Emile Nzalli and his colleague showed how serious the organizers were in promoting business training.

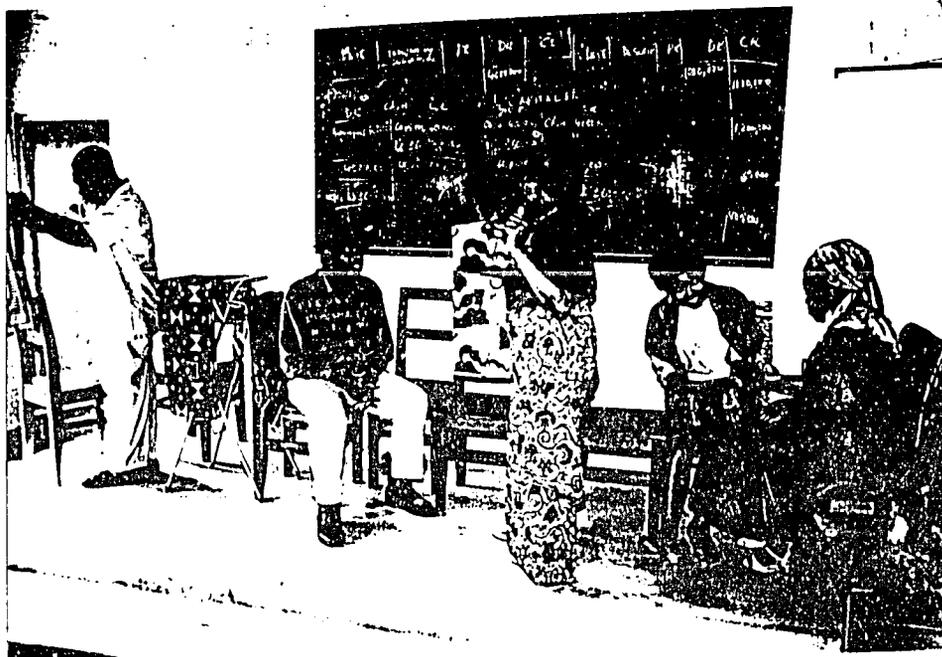
6. Lessons Offered

- 6.1 Business Training and other support activities to Small-Scale entrepreneurs, a critical sector for Cameroon economic development, have been seriously ignored.
- 6.2 Business enterprises reap greater benefits from Tailor-Made-Training Programmes (TMTP) than those not tailor-made.
- 6.3 TMTPs generate far more greater interest and motivation amongst participants than non-TMTPs.
- 6.4 Knowledge and skills are best acquired by "doing" i.e through experiential exercises.

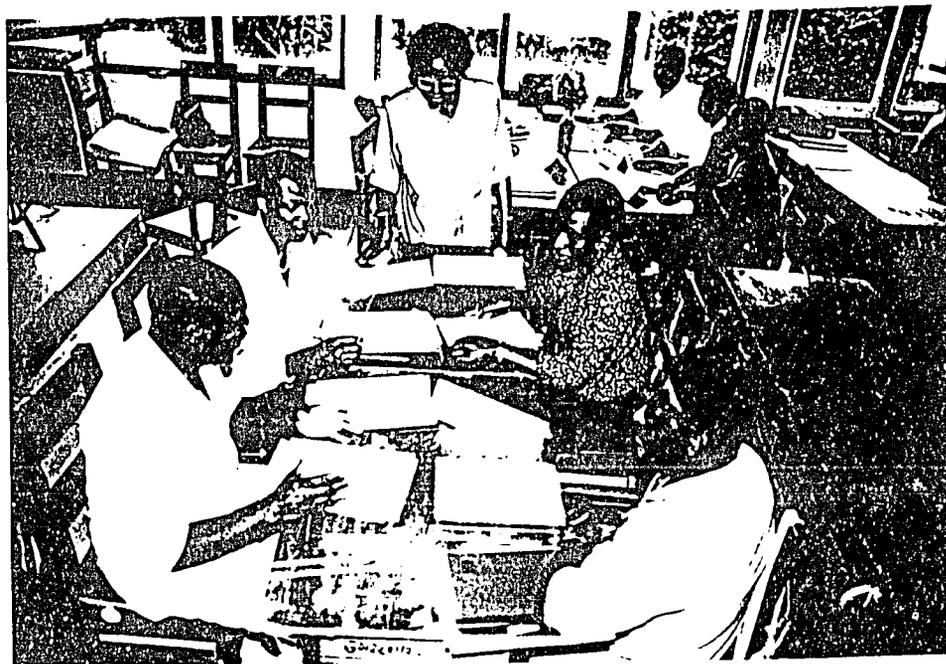
7. Recommendations

- 7.1 If funds are available, a phase 2 of this Small-Scale Business Enterprises Promotional Programme should be developed. This should focus on Technical Assistance (TA) to the same enterprises that participated in the Training. The TA would require the facilitators at the Training spending at least 1-2 days with each enterprise to supervise and put things right. Experience by PAID-WA Buea with Ford Foundation supported Women group enterprises in Nigeria has shown that a combination of Training and Technical Assistance (TA) is the best way of being effective in assisting business enterprises.
- 7.2 Further more, similar Training Programmes should be organised, if funds are available, for Small-Scale Enterprises that did not participate in the Training preferably in other Cameroonian towns.

In the Class Room



Role Playing

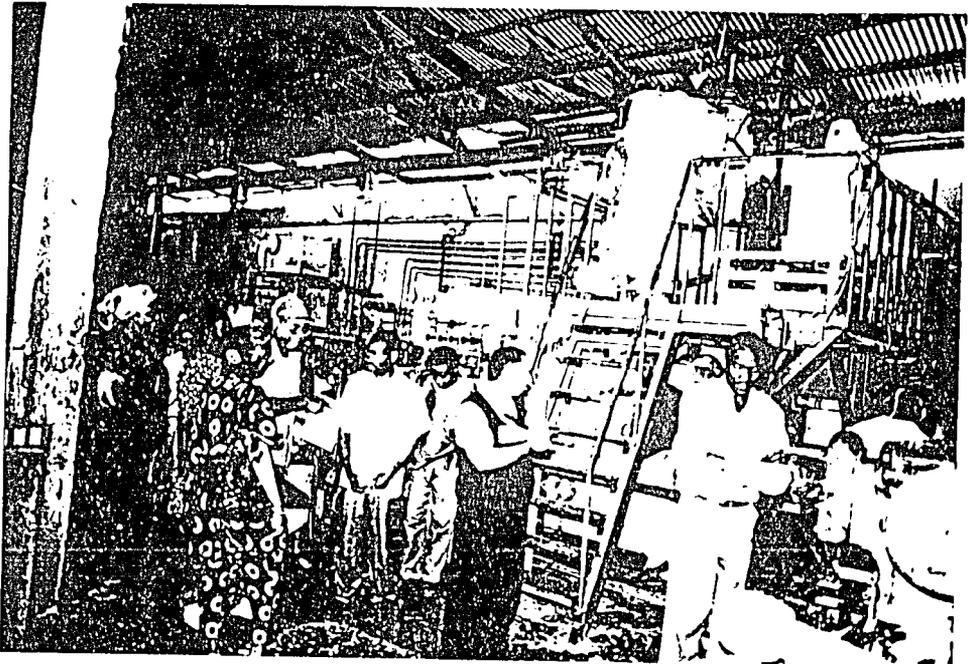


Group Work

Field Visits



AT ANGUH Agricultural Tools



AT FONAB SOAP INDUSTRY

Field Visits



At Gamnje Metal Works

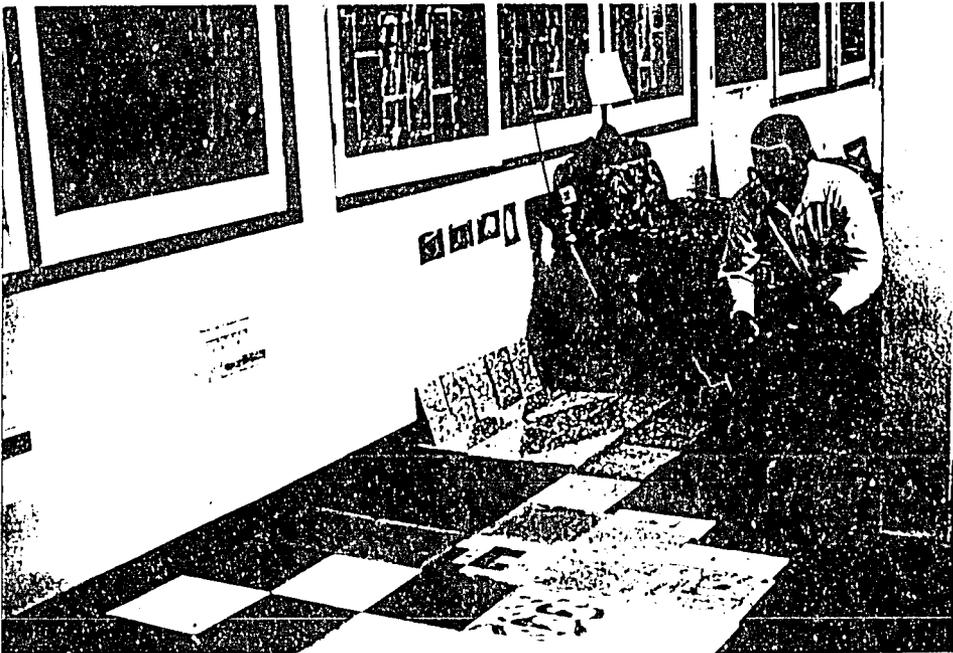


At Mbuw Building Construction

Closing Ceremony

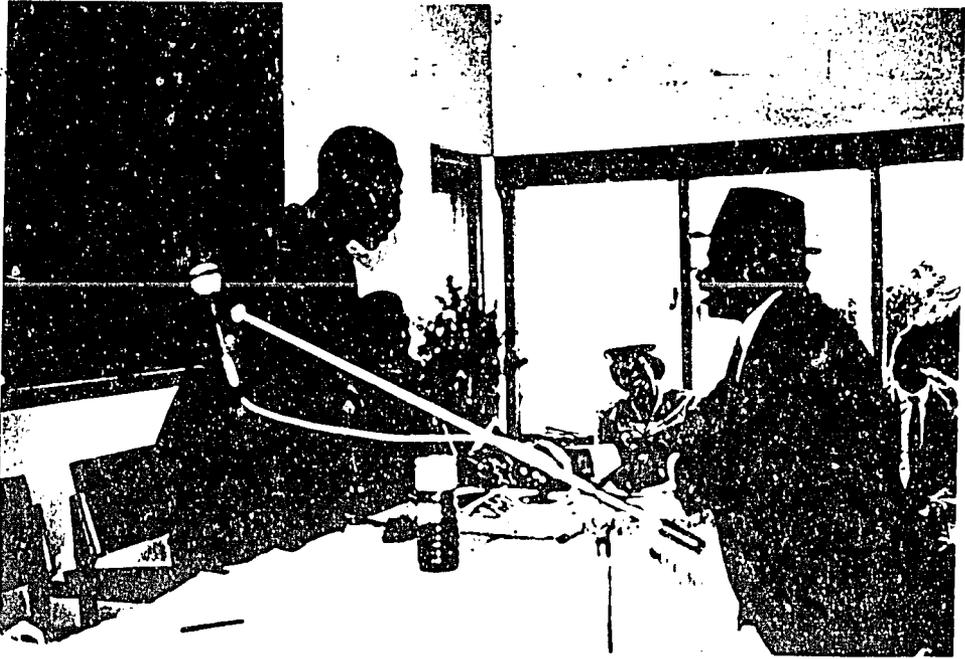


Cross section of Participants at Ceremony

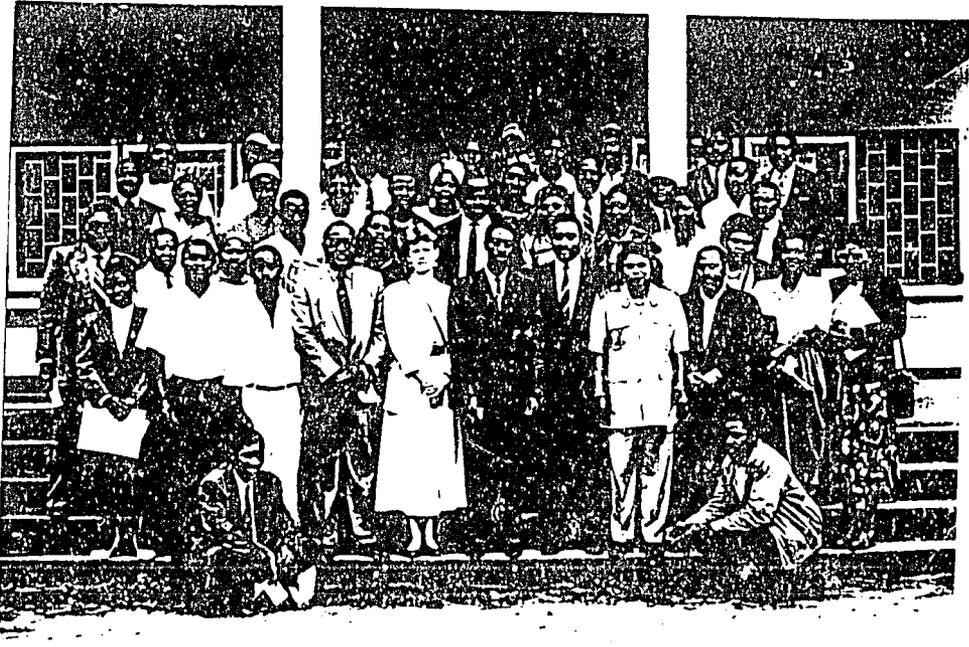


The Exhibition: LOCOBUMI TILES

Closing Ceremony



Award of Certificates



Group Photography at Closing with Ms Lisa Matts representing USAID, and Chief of Administration Affairs in Governor Office in the Centre

PRIVATE ENTERPRISE MANAGEMENT TRAINING WORKSHOP
BAMENDA 21ST SEPTEMBER - 7 OCTOBER, 1992

List of Handouts

- A. Record-keeping and Accounting: A.N. NCHARI
1. Rationale for keeping Accounting Records.
 2. Accounting Principles and Concepts
 3. Categories of items for which Records would be kept.
 4. The Double Entry System: Debits and Credits
 5. Journalising and Posting transactions into the Ledger.
 6. Closing the accounts.
 7. Preparation of Financial Statements.
 8. Relevant Accounting Records
 9. Basic Internal Financial Control System.
- B. Marketing (Mrs R.B. THOMPSON)
1. What is marketing?
 2. Marketing Research
 3. Distribution
 4. Promotion
 5. Costing and Pricing
- C. Business Planning (Mr. ASHAMAW)
1. The Business Planning Process
 2. Preparing a Budget and Controlling its performance
 3. Budgeting Control and variance analysis
- D. Procurement and Stores Management (A.N. NCHARI)
1. Salient Elements of Procurement
 2. Salient Elements of Stores Management
- E. Supervision/Office Management (Mrs. R.B. THOMPSON)
1. Basics of Supervision and Office Organization

F. Time Management (R.B. THOMPSON)

1. Key Factors in Time Management
2. Time wasters Analysis
3. Time Chart
4. Action Plan on Time Management

G. Maintenance Management (Mr. ASMAMAW ENQUOBAHRIE)

1. Some hints on good maintenance management and proper use of machines and equipment
2. Calculating for Machine Replacement
3. Steps when buying a new machine
4. When to replace a machinery or equipment

H. Credit Management (Mr. ASMAMAW ENQUOBAHRIE)

1. The Meaning and Importance of Credit for Business Financing
2. Small-Business Financing

PRIVATE ENTERPRISE MANAGEMENT TRAINING WORKSHOP
BAMENDA 21st SEPTEMBER - 7th OCTOBER 1992

LIST OF PARTICIPANTS

S.N°	NAME	NAME OF ENTREPRENEUR POSITION HELD	MAJOR ENTERPRISE ACTIVITIES	ADDRESS/ EDUCATIONAL LEVEL
1.	MR. AKU Christopher	FONAR SOAP (Foreman)	Soap and Vegetable Oil Production	P.O. Box 370 Bamenda GCE 'A' Level Tel. 36-27-50 Mile 3 nkwen
2	Mrs. Grace MUNAKWA	Growth Products Enterprises (Manager/ Proprietress	Production of -- Soya bean flour -Soya bean milk -Soya Sprouts -Tofu	P.O.Box 257, B'da. Tel. 36-25-46 Loc. Church Centre Junction GCE 'A' Level
3	ABEN Tambi Thomas	LOCOBUMI Proprietor/ Manager	Production of -Floor Tiles -Wall Tiles -Roofing materials	P.O Box 470 B'da Tel. 36-35-55 Fax 36-32-84 Loc SONAC street High School, GB London
4	TANTAN Henry	Cameroon Agriculture Tools in Industry (CATHI) manager	Production of -Farm Tools/ Machinery -Pulper, planter, animal traction implements - Corn and Cassava Mills etc	P.O. Box 5075 Bamenda Loc. Opposite NPMB Mile 3 Nkwen GCE 'A' Level BD Philosophy
5	Mrs. NSUM Pauline Forkwa	Progressive Modern Furniture Manageress, Wife of Proprietor	Production of a variety of furniture -Chairs, beds -Tables, - Cupboard	P.O. Box 599, Bamenda Tel. 36-37-35 Loc. SOMAC Street opposite Immigration office
6	Ms AWA GWAN Juel	New Modern Furniture Manageress/ ... keeper	Production of General Furniture	P.O. Box 135, Bamenda SONAC Street Secondary School GCE. 'O' Level

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7	NSAI Cletus K.	Nsai Family Poultry Farm Proprietor/ Manager	Poultry Hatchery Breeding Sale of egg, Chicken, gardening	C/o Community Dev. Depart. Bamenda Tel. 36-11-93 Ntarikon First School Leaving Certif.
8	GAMNJE John	Gamnje and Brothers Welding Enterprise Proprietor/ Manager	Production of - Window protectors -metal doors, -beds, water, tanks and other metal products	P.O. Box 23, Bamenda Loc. opposite Family Pharmacy Banjah Junction First School Leaving Certif.
9	NDASI Godwin	General Metal Works Proprietor/ Manager	Production of -Windows protectors -Motor Carriage -Beds, Trucks -other metal works	P.O. Box 4060 Bamenda Loc. SONAC Street near Post Office. First School Leaving Certif.
10	CASPA Christopher	Caspa Clasical Furniture Proprietor/ Manager	Production of -Upholstery Chairs -Dinning Set, Table -Other furniture	P.O. Box, 371 Bamenda SONAC Street First School Leaving Certif.
11	Mrs. NGUMAWAH Margaret	Traditional Handicrafts Cooperative Society Manageress	Production and marketing of - Crafts	P.O. Box 123 Bamenda Below Station Hill First School Leaving Certif.
12	NSHOM N. David	MBUY and Family Industry Manager	Production of -Cement Blocks -Roofing Tiles -Wall Tiles -Floor Tiles	P.O. Box 5030 Bamenda Tel. 36-29-43 36-20-28 Loc. Mile 3 Nkwen High School Cert.
13	ANTANGA Martin T.	Earth-- Paradise Horticultural Centre Proprietor/ Manager	Production or -Flowers Jars -Fruit Treas also gardening, Landscaping and dealer in Agric Seeds.	Opposite Roundabout near City Chemist High School Professional School (A.T.6.R)

14	Mrs BONGADU Martha K	Bongadu & Kids Enterprise Proprietress/ Manageress	Production & sale of: -Dry Bitter Leaves -Guava Juice -Plantain chips -Confectioners -Yugort, Alasca	C/o Bamenda Urban Council, Tel. 36-25-19 Mankon Main Market Or C/o Bishops House Bamenda Secondary School
15	Mrs. Ester NANGAH	Queens Restaurant & Snack Proprietress/ Manageress	Preparation of -Food items -Sale of Drinks	P.O. Box 111 Bamenda Tel. 36-17-19 Loc. DFF Fom Street R.S.A 'A' Level
16	Mrs. Julia NDUMU	Black Star Pharmacy Proprietress/ Manageress	Retail of Drugs Prescriptions	P.O. Box, 132, Bamenda Tel. 26-12-04 House 36-1304 Fax 36-39-21 Bachelor of Pharmacy
17	WUTOFU Solomon Daddy	Unique Printers Proprietor/ Manager	Printing and General Supplies	P.O. Box, 592, Bamenda Tel 36-34-07 36-34-63 Loc. Commercial Street Opposite Ebibi Bookshop
	Tallah	Snack Bar Restaurant Manager in Training	-Salad Creams -Various dishes	Bamenda Loc. Handicrafts Coop. at Foot of Station Hill
19	Mrs AROU Christine Tanyi	CAMCCUL Ltd Bamenda Supervisor and Trainer of Women's Groups	Promotion of: -Income Generating Activities -Savings in women's Groups Training Groups	C/o CAMCCUL Ltd P.O. Box 211 Bamenda Tel. 36-13-77 High School GCE 'A' Level

20	Mr. NGONG Henock Vumombi	Alpha Computing	-Design and analysis of information systems -Computer Training -Programming -Distribution & Installation of Computers	P.O. Box 229 Bamenda Tel. 36-36-09 Loc. SONAC Street B.Sc. PGD Computer Science
21	Miss TANDA Mariana Tumsi	Alpha Computing	Training in Computing Preparation of Documents	P.O. Box 229 Tel. 36-36-09 Loc. SONAC Street High School L.C.C.I
22	HUMKEFOR David Amaboh	Bamenda Cooperative Vegetable Society	Production and Distribution of foodstuffs and vegetables	P.O. Box 117 Bamenda Tel. 36-15-50 High School Cert.

RESOURCE PERSONS

1. **Project Manager/
Co-trainer:** Anthony Nforba Nchari - Cameroonian
M.Sc. management Studies
M.Sc. Co-operative Economics

Training Specialist/Management
Consultant in Management/ Co-
operatives.
2. **Private Sector Training
Specialist/Co-trainer** Rosetta Bola Thompson - Nigerian
MBA Enterprise Management/Marketing
B.Sc. Business Administration.

Training Specialist/Management/
Consultant in Small Business
Development
3. **Logistic and
Administration
Co-ordinator/Co-trainer** Asmamaw Enquobahrie - Ethiopian
MBA. Small Business Development/
Marketing
BBA. Management and Accounting

Training Specialist/Management
Consultant in Operation
Management/Small Business
Development.

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PAN AFRICAN INSTITUTE FOR DEVELOPMENT, WEST AFRICAN - BUEA
 PRIVATE ENTERPRISE MANAGEMENT - A USAID HUMAN RESOURCES DEVELOPMENT ASSISTANCE
 TRAINING PROGRAM - BAMEMDA
 PROGRAM SCHEDULE

WEEK 1

Date: 21/9/92 - 27/9/92

DAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
TIME	21	22	23	24	25	26
8.30 - 9.30	Registration and Program Introduction	Record-Keeping and Accounts	Small Business Planning	Marketing	Record - Keeping and Accounts	Field Visits to Business Enterprises
9.30 - 10.30	An Overview of Small Businesses	"	"	"	"	"
10.30 - 11.00	T E A B R E A K					
11.00 - 12.00	Opening Ceremony	"	"	"	"	"
12.00 - 1.00	"	"	"	"	"	"
1.00 - 2.00	L U N C H					
2.00 - 3.00	Small Business Planning	Marketing	Record-Keeping and Accounts	Small Business plan	Marketing	"
3.00 - 4.00	"	"	"	"	"	"
4.00 - 4.30	T E A B R E A K					
4.30 - 5.30	"	"	"	"	"	"
5.30 - 6.30	"	"	"	"	"	"

- N.B. 1. The time allocated to each module includes visits to business enterprises as programmed by the respective facilitators
 2. Programs could be rescheduled depending on the circumstances.

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PAN AFRICAN INSTITUTE FOR DEVELOPMENT, WEST AFRICA - BUEA
PRIVATE ENTERPRISE MANAGEMENT - A USAID HUMAN RESOURCES DEVELOPMENT ASSISTANCE
TRAINING PROGRAM - BAMENDA
PROGRAM SCHEDULE

WEEK 2

Date: 28/9/92 - 4/10/92

DAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
TIME	28	29	30	1	2	3
8.30 - 9.30	Record-Keeping and Accounts	Marketing	Time Management	Record-Keeping and Accounts	Maintenance Management	Field Visits to Business Enterprises
9.30 - 10.30	"	"	"	"	"	"
10.30 - 11.00	T E A B R E A K					
11.00 - 12.00	"	"	"	"	"	"
12.00 - 1.00	"	"	"	"	"	"
1.00 - 2.00	L U N C H					
2.00 - 3.00	Small Business Planning	Record-Keeping and Accounts	Supervision	Credit Management	Procurement & Store-Keeping	"
3.00 - 4.00	"	"	"	"	"	"
4.00 - 4.30	T E A B R E A K					
4.30 - 5.30	"	"	"	"	"	"
5.30 - 6.30	"	"	"	"	"	"

N.B. 1. The time allocated to each module includes visits to business enterprises as programmed by the respective facilitators

" Programs could be rescheduled depending on the circumstances

AFRICAN INSTITUTE FOR
 PRIVATE ENTERPRISE MANAGEMENT - A USAID HUMAN RESOURCES DEVELOPMENT ASSISTANCE

TRAINING PROGRAM - BAMENDA
 PROGRAM SCHEDULE

WEEK 3

Date: 5/10/92 - 7/10/92

DAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
TIME	5	6	7			
8.30 - 9.30	Procurement & Store-Keeping	Action Planning	Program Evaluation			
9.30 - 10.30	"	"	"			
10.30 - 11.00	T E A B R E A K					
11.00 - 12.00	"	"	Closing Ceremony			
12.00 - 1.00	"	"	"			
1.00 - 2.00	L U N C H					
2.00 - 3.00	Action Planning	"				
3.00 - 4.00	"	"	"			
4.00 - 4.30	T E A B R E A K					
4.30 - 5.30	"	"				
5.30 - 6.30	"	"				



Pan African Institute for Development-West Africa

Private Enterprise Management Course at the National Cooperative College, Bamenda Sponsored by USAID Yaounde

Official Opening Programme

Monday 21st Sept., 1992

- | | |
|------------------|--|
| 9.30 hrs | Participants Assemble |
| 9.45 hrs | Arrival of Invited Guests |
| 9.50 hrs | Arrival of USAID Representative, Yaounde
Arrival of Director PAID-WA, Buea |
| 10.00 hrs | Arrival of the Governor, N.W. Province
Introduction of Participants
Remarks by the Director, PAID-WA
or Representative
Remarks by Mr. Richard Patard,
United States Embassy, Yaounde
Opening Speech by the Governor
North West Province
Light Refreshments. |

OPENING REMARKS BY MR. ANTHONY NFORBA NCHIARI ON BEHALF OF
THE DIRECTOR OF THE PAN AFRICAN INSTITUTE FOR DEVELOPMENT
(PAID-WA) ON THE OCCASION OF THE OPENING OF THE PRIVATE
ENTERPRISE MANAGEMENT COURSE FOR SELECTED BAMENDA BUSINESS
MEN AND WOMEN ON THE 21st SEPTEMBER, 1992

YOUR EXCELLENCY THE REPRESENTATIVE OF THE US AMBASSADOR TO
CAMEROON
THE DELEGATE OF CHAMBER OF COMMERCE AND INDUSTRIES,
THE GENERAL MANAGER OF MIDENO,
THE DIRECTOR OF THE NATIONAL COOPERATIVE COLLEGE, BAMENDA
DISTINGUISHED GUESTS, LADIES AND GENTLEMEN,

It is an honour and pleasure for me to welcome you all on behalf
of my Director, Dr. Stephen Mbandi, who is unavoidably absent for
the official opening of the 2½ weeks Training Workshop on Private
Enterprise Management for Small-Scale Business Enterprises in
Bamenda.

This Training Workshop which is about to be official opened is
indeed of great significance because it addresses itself to a
sector considered to be an important element in our development
process. Small-Scale Enterprises have demonstrated their
potential in several countries including Cameroon as instruments
for:

- ° generating employment
- ° raising income
- ° training entrepreneurs
- ° promoting the body needed industrialization
- ° and raising the overall standard of living of the
population.

As Non-Governmental Organizations, Private Small-Scale
Enterprises have proven to be efficient, innovative and above-all
demonstrated their potential strength in uplifting our African
and other third world countries from their state of
underdevelopment to a measure of acceptability.

The chairman, distinguished guests, Ladies and Gentlemen, it is
our strong believe in the Pan African Institute for Development
(PAID) that this potential of the Small-Scale enterprises has not

been adequately tapped. This is more so given the rapidly deteriorating state of our economies which has brought much misery and suffering to quite a number of African people. You are, I presume, all too familiar with the daily expression "economic crises" in our beloved country Cameroon.

There is thus the great need to promote small-scale enterprises to enable them effectively play their role as promoters of our economy here in Cameroon.

It is in the light of this that the Pan African Institute for Development found in the United State Agency for International Development (USAID) a great partner in the promotion of small-scale enterprises as part of its Human Resources Development Programmes in Cameroon.

The Pan African Institute for Development (PAID) is a development-oriented institution established in 1964 to promote development in African Countries through its tri-dimensional approach of Training, Research and consultancy. It has four Regional Institutes located in

- ° Douala (Cameroon) for Central French Speaking African Countries
- ° Ouagadougou (Burkina Faso) for French Speaking African Countries
- ° Kabwe (Zambia) for English Speaking East and Southern African countries and in
- ° Buea (Cameroon) for East and Southern African Countries

The Pan African Institute for Development West Africa (PAID-WA) Buea has long been involved in entrepreneurial and small-scale enterprises development. Besides, its regular 6 weeks short course for entrepreneurs and personnel of small-scale enterprises development and management annually held in Buea, Cameroon, it has run several specially packaged programmes in Anglophone West African Countries usually with the assistance of organizations such as the Ford Foundation of the United States, the Commonwealth Foundation for Technical Assistance (CFTC) and USAID.

This course, initiated and funded by USAID, Cameroon has 3 major phases namely the:

- a) The Training Needs Assessment which is already completed.
- b) The actual Training (Current) based on the Needs identified and
- c) The follow-up Evaluation phase to take place 2 - 3 months after this training.

In the first phase the major training needs identified that cut across the business enterprises were recorded in the domains of:

- ° Record keeping and Accounting
- ° Marketing
- ° Business Planing/Budgeting
- ° Procurement and stores management and
- ° Supervisory management.

It has been around these subjects and other supportive areas that this training workshop has been designed.

To those of you who have been lucky to be selected as participants to the second phase i.e the Training phase, you can only do justice to USAID that is funding the programme and to Cameroon, that badly needs your contribution to her Economic Recovery, if you take the course very seriously. Besides the acquisition of relevant knowledge and skills in selected management areas, we also hope that the Training Workshop will provide of forum for the exchange of ideas between you all in your capacity as business man and women.

We greatly thank the USAID for initiating and funding this programme, the Director of the National Cooperative College for providing the facilities, the participants for accepting the invitation and the distinguished guests for coming.

Thank you.

USAID-SPONSORED BUSINESS SKILLS WORKSHOP BAMENDA, CAMEROON

OPENING REMARKS BY RICHARD J. PATARD
ECONOMIC/COMMERCIAL OFFICER AMERICAN EMBASSY YAOUNDE

It is a great pleasure to have this opportunity to welcome you to this Business Skill Workshop funded by the United States Government's Agency for International Development.

Although I work for the United States Government, I speak to you today not for my Government, but for myself, as a private individual; what I shall say are my private opinions, Not the official policy of my Government.

Before I welcome you to this Workshop as an official of the Government that is paying for it, I want to Welcome you to it as a fellow Business-person, as a fellow-member of a Fast-Growing World-Wide Community of people who seek to create wealth not just by hard work, but also Free Trade: by mutually beneficial voluntary exchanges of goods, services, and ideas.

I claim membership in this community not only because I have worked in business longer than I have worked in Government; and not only because my Government work involves business; but chiefly because I still think like a business-person, which in my country, is considered a useful qualification for many jobs in Government, as well in business.

This community not only bridges differences of race, language, culture and wealth, but also narrows and reconciles them, and in time breaks down the barriers that separate man from man. This community has a distinctive culture, based on the value of free choice, and enforced by the law of supply and demand, that forms among its members a Bond of mutual understanding no less strong than the bonds of language, religion and even kinship

To become fully integrated into that culture, to learn to think as a business person, gives one the ability to learn and understand not just one business, but any business, regardless of what good or service it produces. It also gives one economic

freedom: the flexibility to switch products and businesses, to move from shrinking industries into growing ones, to adapt and adjust to ever-changing markets; and the self-confidence to take risks, to try, fail, rise, and try again. This understanding and this freedom are shared by business-people throughout the world, and unite them in a global community of common purpose and mutual benefit.

To enable you to partake more fully of this understanding and this freedom, not just by teaching you business skills during this brief ten-day-long period, but by motivating you to continue to learn and grow as business-people, is the purpose of this workshop.

There is little that we americans can teach you about how to make your products. There is also little that we can teach you about hard work, patience and sacrifice; we may be less familiar with these virtues of necessity than our forebears once were; and we hope that your children, too may know them less well than you do.

But we hope we can teach you something about trade, about mutually beneficial voluntary exchanges, and about some of the techniques that we use to facilitate such exchanges, including; record-keeping; Financing and Financial Accounting; Marketing; Inventory Management; and Supervision of Personnel.

Understanding the benefits of Trade and the Mechanisms for facilitating it is arguably the key to understanding business, for success in business often depends upon creating opportunities for trade to occur or to occur more efficiently.

Much trade involves Cooperation in Firms rather than competition in markets. Trade occurs within businesses as well as between them. Much Record-keeping and Accounting, supervisory Management, and Inventory Management, are really techniques for facilitating such trade within firms.

To think of interactions between people as trades, to understand why it is good to allow people to trade as freely and cheaply as possible, and to constantly seek ways to help people make trades, is the essence of thinking like a business-person, and a key to success in business. This attitude, and the skills needed to put it into practice are readily transferable from one product to another, and from one industry to another.

It is through changes in people's attitudes, and by improvements in their education and skills, that countries develop

economically, because people are a country's most important resource, and perhaps the only resource that really matters in the long run. :^.

One of the most important changes in attitudes that must occur for a country to develop successfully is that business must be respected. Cameroonians have long tended to rely on Government to solve their problems. Cameroonians have tended to rely on Government to try to control and stabilize prices rather than relying on business to adjust to them flexibly. Cameroonians have long tended to respect Government officials more than business-people; and young Cameroonians have tended to think that the only good job is a Government job.

For the past seven years, Cameroon has suffered the consequences of these attitudes. Its rigid, Government-Dominated Economy has proven unable to adapt flexibly to changing international market conditions.

The days of Government Economic leadership are past. Cameroon's business-people must now lead its economy, and make it more flexible and competitive.

I understand that many of you have very small businesses, low incomes, and little formal education. You may find it very difficult to think of yourselves as potential leaders. If so, perhaps that is because you think of yourselves in product-specific or industry-specific terms.

By the time this workshop is over, I hope that you will no longer think of yourself as a corn miller, or a sweater knitter, or a producer of whatever good or service it may be that you happen to be producing right now. I hope that you will start to think of yourself as a business-person, with attitudes and skills that are broadly applicable to many products, industries and activities, and with a desire and a determination to keep learning new business skills that will make you not only more successful in your current line of business, but more flexible and better able to compete in other lines of business.

I hope that you will also start to think of yourself as a member of a Business Community with common attitudes, values, goals and needs; A community that needs honest and efficient Government that periodically submits itself to competition in the form of contested elections, just as you submit yourselves to competition every day of your lives; a community that can organize effectively to ensure that your Government Pursue Liberal Economic Policies that promote Trade, Competition, and Efficiency.

I ask each of you to start right now to think of him or herself in this way, so that you will be able to learn not just from your instructors, but from each other. You come from many different industries, and you produce many different goods and services. Do not limit your interest to your own product, your own situation, and your own problems. Learn from each other about your diverse situations and problems; and learn from your instructors how the same skills can be applied to help solve these diverse problems in the diverse business situations from which you come.

It is by doing this that you can best help yourselves; and it is by doing this that you can best give the people of the United States a good and profitable return on our investment in your training. For we, too, are Business-people; and the return we ask on our investment in you is nothing less than all you can contribute to create a free, Prosperous, and Democratic Cameroon, that will offer us many opportunities for mutually beneficial trade, and grow into a strong and helpful partner in bettering the world that we share.

REMARKS BY MR. ANTHONY NFORBA NCHARI ON BEHALF OF
THE DIRECTOR OF THE PAN AFRICAN INSTITUTE
FOR DEVELOPMENT WEST AFRICA

ON THE OCCASION OF THE CLOSING OF THE 2½ WEEKS
PRIVATE ENTERPRISE MANAGEMENT COURSE FOR SMALL-SCALE
ENTERPRISES IN BAMBENDA ON WEDNESDAY 7TH OCTOBER 1992

THE REPRESENTATIVE OF THE GOVERNOR, NORTH WEST PROVINCE,
THE REPRESENTATIVE OF THE UNITED STATES AGENCY FOR INTERNATIONAL
DEVELOPMENT,

THE DELEGATE OF THE CHAMBER OF COMMERCE,
DISTINGUISHED GUESTS,
LADIES AND GENTLEMEN

We are all gathered here today to share the joys of our participants who have successfully completed a 2½ weeks Training Workshop on Private Enterprise Management of Small-Scale Enterprises and also to award a certificate of participation which symbolizes a mark of achievement on the part of every one during the 2½ weeks period. This programme as implemented was designed to cater for the specific trainable needs of Small-Scale Enterprises as it was preceded by a Training Needs Assessment undertaken by the staff of the Pan African Institute for Development, West Africa, Buea. In undertaking the one week Training Needs Assessment which took the PAID-WA staff to over 40 Small-scale Business Enterprises, the focus was on those engaged in production i.e the creation of goods. The analysis of the survey released Financial accounting and Marketing as very serious problem areas that, inter alia, militated against the progress of our Business men and women. Other problem areas include Business Planning/Budgeting and as well as the lack of the relevant knowledge and skills in procurement/storage. It was around these problem areas that the Training Workshop was built. During the Training participants were exposed to:

- Record Keeping and Accounting
- Marketing
- Business Planning
- Procurement and Stores Management
- Supervision
- Maintenance Management
- Credit Management and

These subjects were given different weights as prescribed by the results of the Training Needs Survey. To achieve greater effectiveness, active and participative methods based on the participants' enterprises and experiences were used in the Training.

The representative of the Governor, North West Province, Distinguished Guests, Ladies and Gentlemen, this Training Workshop to the best of my knowledge, is the first really intensive course addressed to the specific needs of Small-scale Enterprises in the region. I must emphasize that this rather neglected sector of the Small-entrepreneur, represents the most critical factor for the transformation of our economy. Besides their being the most effective instruments of employment generation, Small-scale potential as institutions for capital formation for reinjection into the economy; as schools for training entrepreneurs that our country badly needs to accelerate economic development and as centres for technical skills formation which is the basis for our industrialization. Why should a sector so vital for our economic recovery be neglected? The role played by the small-scale enterprises such rapidly developing economies as Japan and the Republic of Korea as well other developed and developing countries should provide useful lessons to our country.

The Pan African Institute for Development which uses its tri-dimensional approach of Training, Research and Consultancy to contribute to the development of African countries has over the years developed a strong concern for the development of small-scale enterprises and other Non-Governmental Organizations. This is based on their demonstrated ability to transform hitherto latent energies into active resources, and their apparent efficiency and inventiveness. Besides conducting annually a two months short course in the management of Small and Medium Scale Enterprises, the Pan African Institute for Development, West Africa, Buea, runs other short courses in the domain of small-scale enterprise management in Nigeria, Ghana, Sierra Leone, Liberia and The Gambia. Its other sister institutes located in Douala, Ougadougou (Boukina Faso) and Kabwe (Zambia) perform similar functions.

We, in PAID find in the United States Agency for International Development (USAID) Cameroon, that initiated and funded this programme, a great partner committed to promoting economic development in this country through enhancing the level of small-scale entrepreneurs, and other projects. We can only advocate that they continue to give such encouragement and support. We have no iota of doubt that the effective strengthening of the Small-scale Enterprises sector is the best avenue that can enable us come out of our current economic crises, and ensure our industrialization.

The participants should count themselves as extremely lucky to be the first beneficiaries of this USAID initiated and sponsored Training Workshop. As Trainers we found you extremely enthusiastic and always ready to work throughout the long hours 8.30 a.m to 6.30 pm. more often extending to beyond 7 pm. We cannot pretend that in 2½ weeks, the participants have become experts in the areas. We however, strongly believe that they have acquired the basic knowledge and skills necessary to significantly improve upon the management of their business organizations. Besides, we hope that the course has laid a solid foundation and spring board, from which the participants whilst on the job should be building up greater knowledge and skills for the rapid development of their enterprise to great industrial establishments. Here we wish to draw the attention of the participants to a planned and systematic application of the knowledge and skills to their business and the need for their determination to build up on these. The acquisition of knowledge and skills is one thing and the application is the other. It is only through the application of knowledge and skills acquired and the eventual significant improvement in your various enterprises that can justify the heavy investments in this Training Workshop.

We, however, recognize the fact that, beyond your efforts, realistic national policies carefully and rationally conceptualized and implemented to promote the Small-scale enterprise are absolutely necessary. In this connection, consideration should be given to policies which:

- a) provide training both technical and managerial to the Small-scale business sector
- b) promote the provision of extension services to the SSE business men and women in industry as has been the case in the agricultural sector
- c) facilitate lending to the Small-scale enterprises by the traditional or other credit institutions
- d) enhance the acquisition efficient use of inputs and maximize output. This include the provision of relevant foreign exchange to facilitate purchase of inputs for export-oriented products; the provision of subsidies, tax reduction of exemptions in selected cases.
- e) limited importation of products locally produced by our Small-scale entrepreneurs, and increase the range of marketing opportunities.

We strongly believe that the implementation of such institutionalized policies will go a long way to proving up our small-scale enterprises and accelerating our industrialization.

I wish to cease this opportunity to thank the United States Agency for International Development for its foresight and demonstrated concern for the economic development of Small-scale enterprises and funding many other programmes in this country. We hope that the collaboration with PAID will continue and grow from strength to strength.

Special thanks go to the Director of the National Cooperative College, Mr. Gwayama and his staff for the institutional and logistical support.

To the participants a big thank you for accepting our invitation and demonstrating enormous interest in the course.

We wish you and your enterprises the greatest success and hope you will be the foundation of the industrialization of this province.

LONG LIVE THE SMALL-SCALE ENTERPRISES!
LONG LIVE INTERNATIONAL COOPERATION!
LONG LIVE CAMEROON.

Thank you.

REMARKS BY THE DELEGATE OF THE CHAMBER OF COMMERCE AND REPRESENTATIVE OF THE BUSINESS COMMUNITY MR. ABANDA MARTIAS, ON THE OCCASION OF THE CLOSING OF THE USAID SPONSORED BUSINESS TRAINING WORKSHOP AT THE NATIONAL COOPERATIVE COLLEGE, BAMENDA, ON THE 7TH OCTOBER, 1992

THE REPRESENTATIVE OF HIS EXCELLENCY THE GOVERNOR OF THE N.W. PROVINCE,
THE REPRESENTATIVE OF THE USAID MRS LISA MATTS,
THE DIRECTOR OF PAID-WA,
DIRECTOR OF THE NATIONAL COOPERATIVE COLLEGE BAMENDA,
DEAR COURSE PARTICIPANTS,
DISTINGUISHED INVITEES,
LADIES AND GENTLEMEN,

It is always a great source of delight and satisfaction to me whenever and wherever I am called upon to assist any matters in the interest of any group of the business community of the North West Province, in my capacity as the provincial delegate of the chamber of commerce, Industries and Mines. I was greatly honoured that I was requested to make some remarks at the opening ceremony of this workshop which is ending today. It is a pleasure for me therefore, having been given this opportunity to address you once more at the closing ceremony of the workshop.

As we all are aware, the rich USAID sponsored business training workshop was organized for the benefit of the inevitable development of the small-scale enterprises in the North West Province. I must remark that we are highly privileged to be one of the only two provinces selected by USAID to benefit from this enriching course. In this connection, I wish to convey my profound gratitude and my appreciation to the organizers of the workshop, USAID and PAID. On behalf of the entire business community of this province for the great sacrifices they have undertaken to promote small-scale business enterprises in our locality.

Further more, I must acknowledge that this seminar which took you 2½ weeks to go through was very timely as it came at a period when there is need for every cameroonian business person to acquire new business and managerial skills to combat the economic crises.

Your excellency, distinguished guests, Ladies and gentlemen. I am quite convinced that the seminar experts have successfully equipped the course participants on how to properly and effectively plan their respective businesses prepare budgets and

keep proper financial records. I am also quite pleased that the course, participants have also learnt the techniques and efficiency of producing their goods, managing their stocks, marketing their products and how to improve their knowledge and skills in the management of human resources, credit and time. What a very rich programme.

Dear seminar participants, please, accept my warm congratulations for your high spirit of maturity, devotedness and the ambition to learn demonstrated during the just ended seminar. I do realize that you are the same enthusiastic and conscientious business people who are always ready to exploit every business opportunity and training programme. Considering that this workshop programme has been exceedingly rich, I call on all of you the participants graduating today to ensure that you effectively implement and make maximum use of the knowledge you have greatly acquired so as to upgrade and boost your respective businesses. I count very much on you. Ladies and gentlemen while expressing once more our sincere thanks to the organizers for this kind initiative I also like to take this opportunity to appeal to them to maintain this spirit of generosity by organizing more of such courses in the near future. While having the great conviction that you have realized your objectives and did enjoy your stay here in Bamenda, I wish you all a pleasant day and safe return to your respective destinations.

Thank you all for your kind attention.

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**AN ADDRESS PRESENTED BY THE TRAINEES OF THE PRIVATE ENTERPRISE
MANAGEMENT WORKSHOP CLOSING CEREMONY ON 7th OCTOBER, 1992**

THE NORTH WEST GOVERNOR'S REPRESENTATIVE
THE REPRESENTATIVE OF THE UNITED STATES AGENCY FOR INTER. DEV.
THE DELEGATE OF THE CHAMBER OF COMMERCE AND INDUSTRIES
THE DIRECTOR OF THE NATIONAL CO-OPERATIVE COLLEGE, BAHENDA
THE PAID LECTURERS
DISTINGUISHED GUESTS, LADIES AND GENTLEMEN

We of the student body that was attending the Private Enterprise Management Course, feel highly honoured to have been given some time during this closing ceremony to express our views and sentiments on this workshop training.

When entrepreneurs were being interviewed for selection into this course, some of them who actually came for the course entertained a lot of misgivings about its outcome. There was doubt and suspicion as to what the usefulness of the workshop would be. Some thought that it was a waste of time which is money, and a calculated attempt to keep them away from their already crumbling businesses. Some decided that whatever the case may be, they should give it a trial before passing judgement.

As soon as the course started, everyone realized the immense benefits and there was regular, enthusiastic attendance during the entire duration of the course. The trainees realized that a major ailment of their crumbling enterprises was a lack of Business Planning, no Record-Keeping and no technical know-how of marketing strategies. A lack of Business Planning was likened to a blind-man with no sense of direction and everyone did some self-assessment and realized that he or she had been groping in the dark in his or her business activity. Our facilitator with very simple teaching techniques and humorous examples managed to drive the message of planning home in our minds. At this point, the entire student body will stand and take their PLANNING OATH:

"We believe in Planning
We shall be guided by our plans to achieve our Goals
Good Business Plans + Good Budgeting = SUCCESS"

4/5

As for record-keeping, we are proud to say that we have mastered the techniques of this art to the extent where we can draw up Financial Statements and interpret them, as a means of monitoring the health of our enterprises. Our lecturer within two weeks was able to accomplish the marathon task of turning us into accountants. We are able to go from Journal entries through Ledger Accounts and Trial Balances to Profit and Loss Accounts and Balance Sheets. We can market almost anything successfully by judiciously applying marketing skills we have learned like Market Survey, Budgeting, Promotion etc. etc.

We are particularly thankful to the Pan African Institute for Development (PAID) for sending us very able and dedicated Lecturers in the persons of Mr. Nchari, Mr. Asmamaw and Mrs. Thompson. They have worked untiringly from morning to night to train us to become successful entrepreneurs and we sincerely hope that when they come back in three months to evaluate the effectiveness of the course, they will find that their labours have not been in vain. We would by then be showing or at least starting to demonstrate the potentials of efficiently managed small-scale enterprises by:

- ° promoting the badly needed industrialization of Bamenda in particular and the North-West in general.
- ° Raising the overall standard of living of the population.
- ° Developing attitudes of confidence and economic independence which will prove to the Government that business people are to be respected and relied on for economic development.
- ° Making the Government realize that the economic take-off of our country lies in the hands of the business community and not with the bureaucratic Civil Service which presently lords over business people. This situation has to be reversed so that the business community is No.1 and the Government is No. 2 in our economic recovery from the present crisis.

We would like to remind the representative of the Cameroon Government that, inspite of the skills we have acquired our problems are still far from being solved. There are some which only Government could do something about e.g. high taxation rates, discrimination by financial institutions against Small-Scale Businesses in favour of large ones. We implore the government to look into these problems as soon as possible.

We are deeply grateful to the United States Agency for International Development (USAID) for generously funding this training programme. We hope that by imbibing and practising the skills that the PAID lecturers have instilled into us, the United States Government will find that the investment in funding this

Training Workshop has been worthwhile. We hope that there will be more of such programmes which will eventually go a long way to enhancing the relationship between the American Business Community and the Cameroonian one.

We cannot conclude this address without expressing our appreciation to our host, the Director of the Bamenda Cooperative College and his staff (especially the kitchen team) for their kind hospitality. They have provided us with board, lodging and classroom facilities throughout the entire duration of the course. We have enjoyed our stay so much that we are praying to have another opportunity to enjoy the warmth again.

The trainees of this programme undertake to develop an entrepreneurial spirit which will contribute to the socio.economic growth, with competition for Improvement and not for Jealousy so that the Bamenda Small Business shall FLOURISH.

Long live the Entrepreneur,
Long live International Co-operation
Long live Cameroon

REMARKS BY THE DELEGATE OF AGRICULTURE
NORTH WEST PROVINCE - MS. NJINYAM. AT THE CLOSING
OF THE USAID SPONSORED BUSINESS TRAINING WORKSHOP 7/10/92

Looking outside at the Exhibition actually what I saw, was most of it looking towards agriculture. No one sitting here will deny that they are not wearing agricultural products. The shoes, the Tables, and chairs on which you are sitting, and papers on which we are writing are all from agriculture.

I want to make a very personal and passionate appeal to the business people that, you are; that we are people of the farms, our energies. Our labour, and the way we think is not always exploited to the maximum because we are perhaps forgotten. We have tried because we produce a lot, our Irish Potatoes are being bought in Angola, our beans eaten in Ethiopia and we have a very big potential for food transformation.

I think nobody will deny that guava juice, apple juice, or lets call it orange juice, banana juice would sell well. Cake is made from our sweet potatoes you will admit if you have not tasted it there are boulangeries in town here trying it. They are very palatable and you need not to order any cookies. We are therefore inviting all of you to come, the agric-sector is there. We can tell you that green beans, during the winter that are normally being very needed and carrots, name all the fresh fruits like tomatoes that the winter climate does not permit in Europe now sell more than the price of the so much talked about cocoa and coffee. A kilogram of green beans if canned or preserved in some other acceptable form can sell in Europe at 2000 frs. even sweet pepper or even the other type of hot pepper. I am making this appeal so that we should not think that we can transform things outside or make the business with things that are not readily available here in Bamenda and in the North West Province. You will find a very encouraging population of hard working men and women who are going to supply you.

If you take the chance and risk, and listening from the Director of this course I believe and I trust that all of you have been fed with the skills to take greater risk and we of the agricultural sector, we are here giving the open invitation that we are there waiting for you people so that a big outlet can be created for our agricultural products. I wish also to take the very big occasion to thank the representative of the USAID because without them my country farmers would have been crying. They came to our help and they are here improving upon our cocoa and coffee.

Our cocoa and coffee sector marketing needs improvement and that is why our North West Cooperative Association is being structured and very soon, and actually now they are exporting their coffee directly in the World Market. So we are also inviting the business men who can have other business contacts, to contact people like Mr Abanda we will also like our North West well cherished arabica coffee to be also on high quality so that they should know that we produce something that is very good.

It was for this reason that I begged for your permission and time so that I can tell you that we are your partners in the business

Thank you.

Speech not written.

REMARKS BY THE REPRESENTATIVE OF USAID
MRS LISA MATTS ON THE OCCASION OF THE CLOSING OF USAID
SPONSORED PRIVATE ENTERPRISE MANAGEMENT COURSE, BAMENDA 7TH OCT.,
1992

I am very happy to be here today. I am representing the Deputy Director of the USAID. He couldn't be here today. He sends his greetings and hopes that on the next occasion that he might be able to come to Bamenda again. He enjoys Bamenda very much, he was just here for the first time the week before last. As was said my name is Lisa Matts, I am not a direct employee of the USAID, I also benefit from USAID and my project works for the North West Cooperative Association. As the delegate said we are in the process of helping the North West Cooperative Association structure, in other words to privatize the operations of the Association USAID is committed to the private sector so they have been for quite sometime.

The United States basic foundation is small business; small businesses some of which become large businesses. The project that I am working on is in support of the private sector. Their (USAID) support of this Training Programme is a support for the private sector. We think as everyone has said here today, this can be a major force, a major foundation for the development of Cameroon. One of the areas that USAID is also working on is in the areas that you have just brought up, the participants brought up looking at policies with the Government, seeing what sorts of policies can be changed to encourage the private sector. So again USAID is not ignoring that area your government is not ignoring that area either. We are trying to work together to help businesses-Small businesses to be a success. I just came from a meeting in Yaounde at the USAID to talk about what are they going to do in the future.

One of the biggest topics that they talked about was the private sector, small and medium enterprises, other enterprises. Why is it that the Cameroonian imports all sorts of things that it seems it is very possible for Cameroon to have their own production of many of the products that they now import. This course is particularly important in this time of economic crisis. It is important to increase productivity and efficiency. Many of the participants here some of them I know, I purchased things from them in the past so now with the new skills acquired

I expect things to be better and cheaper. I just have a couple of words of advice to you as I will encourage you as the other people have done to use the skills acquired in the course to improve your business. Improvement of your business is of course the basis the USAID will use to judge this programme and see what they will be doing in the future. This programme they are very

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interested in and if it is all successful I am sure they will continue it. Also try to learn as much as you can whenever you can. I was very happy to hear that "time is money". This is something I do not hear very often in Cameroon in the North West Province-(time is money). Another thing I would like to say is please be self sufficient, don't wait for someone else, just go forward. Many times I hear, oh well, this person is going to help me or this Government Organization is going to help me. Just move forward and do what you need to do.

I can see from the spirit that you have in your group, your good relationship with your teachers and so on; that you have got a very good programme and I myself as I am here in Bamenda hope to see the results. If you have any comments that you would like to share with me I am in my office at NWCA. People know who I am and I would be happy to have you converse with me there and talk about your progress, what possibilities there might be in the future for courses for you and all and general advice. I have other people who are working with me as well who are business people. I would finally like to thank the Pan African Institute for Development (PAID) for the excellent work that they have done and hope to see you in future.

Thank you

**CLOSING SPEECH BY THE CHIEF OF ADMINISTRATION GOVERNOR'S OFFICE
NORTH WEST PROVINCE ON THE OCCASION OF THE WORKSHOP ON PRIVATE
ENTERPRISE MANAGEMENT OF 7TH OCTOBER, 1992.**

THE REPRESENTATIVE OF THE DIRECTOR OF USAID CAMEROON,
THE SENIOR DIVISIONAL OFFICER MEZAM,
THE REPRESENTATIVE OF THE DIRECTOR OF PAID, BUEA,
DISTINGUISHED GUESTS,
DEAR PARTICIPANTS,
LADIES AND GENTLEMEN.

I am particularly delighted to be here this morning on behalf of His Excellency the Governor of the North West Province to formally close this workshop organized by the United States Agency for International Development USAID, and Pan African Institute for Development West Africa (PAID-WA). It is my understanding that the participants in this Training Workshop come from small-scale enterprises particularly those involved in the production of goods for national consumption. The course, I have also learned, had been designed based on a Training Needs Analysis (TNA), earlier undertaken by the Pan African Institute for Development - West Africa. It has therefore been tailored to strengthen the managerial capabilities of Small-scale enterprises of this town. Looking at the course content, and from what I gathered, the training has exposed you to a lot of useful and practical knowledge and concepts for more efficient management of your respective business enterprises. Now that the course has ended it is hoped that you have acquired the relevant knowledge in the various domains and that you are able to properly:

- ° plan your business
- ° market your products
- ° keep your financial records and
- ° effectively manage your employees.

I have also been informed that a similar programme has been running concurrently for selected business men and women in Douala. We here in Bamenda should count ourselves very lucky to have been selected by the Financing agency; the United States Agency for International Development as one of the two towns in our country to benefit from this programme, whose main objective is to develop private entrepreneurial talents with in-country training in business management.

Distinguished guests, Ladies and Gentlemen, I must say that this course for Small-scale Business men and women is very timely. It comes at a time when, our beloved country Cameroon is facing serious economic crises and any measure to improve upon our present poor state of the economy should be highly appreciated. The promotion of Small and Medium Scale Enterprises is a cardinal element of Government policy. The provision of relevant knowledge and skills to those in the private sector is indeed a major element in fostering our development for, statistics show that this sector creates more job opportunities than the public sector.

Dear participants, Industries in the North West Province are virtually non-existent. It is my sincere hope that the training you have received will act as a spring board to our industrialization. We look forward to a time when people will move from other Province to our Province to look for jobs in your industries. This requires inter alia, the application of the knowledge and skills acquired from the training workshop to improve your business and the spreading of such knowledge and skills to others not opportuned to participate in this training workshop.

The Training Workshop, although designed for participants, must have been rewarding to facilitators as well. In workshops of this nature, where experience and ideas are exchanged, there is bound to be the acquisition of some new knowledge and ideas on the part of the organizers. I hope the latter have learnt something valuable from the participants, which could be instrumental for

I wish to cease this opportunity to thank the USAID/Cameroon for initiating and funding the programme. It is now widely recognized that USAID is doing a lot for this country. I also thank the Pan African Institute for Development for implementing the training workshop and using its wide acquired experience in our country.

With this I declare the Training Workshop closed.

LONG LIVE SMALL-SCALE ENTERPRISES
LONG LIVE INTERNATIONAL COOPERATION
LONG LIVE CAMEROON.

PRIVATE ENTERPRISE MANAGEMENT COURSE
FOR SMALL SCALE ENTERPRISE

Action Plan to Improve your Business

INSTRUCTION

1. The implementation of this plan should commence not later than Monday 12th of October 1992.
2. Use Gantt Charts for the starting and finishing dates for each activity.
3. Prepare your plan in 2 copies: one to be kept by you and the other to be handed over to the Trainers.
4. After approximately three months, your enterprise will be revisited by some staff of the Pan African Institute for Development to:
 - a) Evaluate the impact of the Training on you and your enterprise.
 - b) Evaluate the extent to which you have implemented your Action Plan.

Name: _____

Enterprise: _____

1. List 3 major problems areas you will address in order to improve your business.

i) _____

ii) _____

iii) _____

2. What activities do you plan to solve each of these problems?

PROBLEMS 2

Activities Planned with starting and finishing dates:

Who will be responsible:

Resource required:

Results expected:

Barriers anticipated

PROBLEMS 2

Activities planned with starting and finishing dates

Who will be responsible

Resources required:

Results expected:

Barriers anticipated

PROBLEMS 3

Activities planned with starting and finishing dates:

Who will be responsible

Resources required:

Results expected:

Barriers anticipated

SB

Pan African Institute for
Development - West Africa
PO Box 133, Buea, Cameroon

United States Agency for
International Development
Yaounde

USAID HUMAN RESOURCES DEVELOPMENT ASSISTANCE
PRIVATE ENTERPRISE MANAGEMENT TRAINING

PARTICIPANTS COURSE EVALUATION FORM (EX-POST)

Instruction: Kindly evaluate the course objectively. Do not write your name.

Section One: Please indicate for the respective subjects listed below the skills you believe you have acquired in the Training Program and explain how you can apply them to improve your business performance.

Subjects	Skills acquired (List top 3)	How the skill would be applied to improve the business
Business Planning and Budgeting		
Record Keeping		
Marketing		
Procurement and Store Keeping		
Supervision		
Credit Management		
Maintenance Management		
Time Management		

Section Two: Please rate the characteristics by making a tick () mark under the respective rating scale. The rate chosen would reflect the degree of satisfaction experienced by the participants.

PROGRAM CHARACTERISTICS	POINT RATING SCALE		
	(Tick Appropriate Rate Below)		
1. <u>Overall Training Program</u>			
a) To what extent has the objective of the program been attained?	<input type="checkbox"/> Below 50%	<input type="checkbox"/> 51-70%	<input type="checkbox"/> 71-80%
b) How useful was the training for developing your business situation?	<input type="checkbox"/> Not useful	<input type="checkbox"/> Fairly Useful	<input type="checkbox"/> Very Useful
c) How relevant were the lectures, discussions and exercises to your business situation?	<input type="checkbox"/> Not relevant	<input type="checkbox"/> Fairly Relevant	<input type="checkbox"/> Very Relevant
2. <u>The Classroom Setting</u>			
a) Was the classroom situation conducive for learning?	<input type="checkbox"/> Not conducive	<input type="checkbox"/> Fairly conducive	<input type="checkbox"/> Very conducive
b) Were the equipment and facilities used by the facilitators useful for conducting their sessions?	<input type="checkbox"/> Not Useful	<input type="checkbox"/> Fairly Useful	<input type="checkbox"/> Very Useful
c) How suitable was the sitting arrangement, lighting and ventilation in the classroom?	<input type="checkbox"/> Not suitable	<input type="checkbox"/> Fairly suitable	<input type="checkbox"/> Very suitable
3. <u>Training Materials</u>			
a) Were handouts useful and relevant for the discussions and exercises?	<input type="checkbox"/> not useful and relevant	<input type="checkbox"/> fairly useful and relevant	<input type="checkbox"/> very useful and relevant
b) Were the handouts adequate?	<input type="checkbox"/> not adequate	<input type="checkbox"/> fairly adequate	<input type="checkbox"/> very adequate
4. <u>Training Methodology</u>			
How useful were the methods used by the facilitators to pass skills and knowledge to the participants?	<input type="checkbox"/> not useful	<input type="checkbox"/> fairly useful	<input type="checkbox"/> very useful

PROGRAM CHARACTERISTICS	POINT RATING SCALE		
	(Tick Appropriate Rate Below)		
<p>5. <u>Accommodation</u></p> <p>Were beddings, toilets and bathroom facilities complete and convenient?</p> <p>b) How suitable was the quality and variety of food served?</p> <p>c) Were the tea/coffee break facilities satisfactory?</p>	<input type="checkbox"/> not complete/convenient	<input type="checkbox"/> fairly complete/convenient	<input type="checkbox"/> very complete/convenient
<p>6. <u>The Facilitators</u></p> <p>a) Do the facilitators have the required experience for the areas they have covered?</p> <p>b) How satisfactory were their skills in presenting their ideas and motivating discussions?</p> <p>c) How capable were the facilitators to manage and conduct their sessions?</p> <p>d) How fit are the facilitators for training adults like yourself?</p> <p>e) How helpful and cooperative were the facilitators to the participants?</p>	<input type="checkbox"/> Do not have the experience	<input type="checkbox"/> have just adequate experience	<input type="checkbox"/> have a lot of experience
	<input type="checkbox"/> not satisfactory	<input type="checkbox"/> just satisfactory	<input type="checkbox"/> very satisfactory
	<input type="checkbox"/> not capable	<input type="checkbox"/> just capable	<input type="checkbox"/> very capable
	<input type="checkbox"/> not fit	<input type="checkbox"/> just fit	<input type="checkbox"/> very fit
	<input type="checkbox"/> not helpful and cooperative	<input type="checkbox"/> just helpful and cooperative	<input type="checkbox"/> very helpful and cooperative
<p>7. Please express additional comments that you may have which could help improve future similar programs.</p> <hr/> <hr/> <hr/> <hr/>			

Section Three: Please grade your knowledge skills level at the beginning of the Course (B) and at the end (E) in each of the following subject areas using the Grading Grid 1-10.

SUBJECT	GRADE										
		1	2	3	4	5	6	7	8	9	10
1. Record Keeping and Accounting	B										
	E										
2. Marketing	B										
	E										
3. Business Planning	B										
	E										
4. Procurement and Stores Management	B										
	E										
5. Supervisory Management	B										
	E										
6. Time Management	B										
	E										
7. Credit Management	B										
	E										
8. Maintenance Management	B										
	E										

B = Grade of knowledge and skill at Beginning of the training.

E = Grade of knowledge and skill at the end of the training.

OFFICIAL CLOSING PROGRAMME OF THE
PRIVATE ENTERPRISE MANAGEMENT WORKSHOP AT
NATIONAL COOPERATIVES COLLEGE 7TH OCT., 1992

- 10.30 AM. PARTICIPANTS ASSEMBLE
- 10.40 AM. ARRIVAL OF INVITED GUESTS
- 10.45 AM. ARRIVAL OF THE DELEGATE OF THE CHAMBER OF COMMERCE
- 10.50 AM. ARRIVAL OF THE REPRESENTATIVE OF THE UNITED STATES
AGENCY FOR INTERNAL DEVELOPMENT (USAID)
- 10.55 AM. ARRIVAL OF REPRESENTATIVE OF THE GOVERNOR OF N.W.
PROVINCE
- 11.00 AM. REMARKS BY THE DIRECTOR - PAN AFRICAN INSTITUTE
FOR DEVELOPMENT, WEST AFRICA (PAID-WA)
- REMARKS BY THE DELEGATE OF THE CHAMBER OF COMMERCE
REPRESENTATION OF THE BUSINESS COMMUNITY
- REMARKS BY A REPRESENTATIVE OF THE COURSE
PARTICIPANTS
- SPEECH BY THE REPRESENTATIVE OF USAID
MRS LISA MATTS
- AWARD OF CERTIFICATES
- CLOSING SPEECH BY THE GOVERNOR NORTH WEST PROVINCE
- INSPECTION OF EXHIBITION
- GROUP PHOTOGRAPH
- REFRESHMENTS.

