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**PRIVATE SECTOR TRAINING NEEDS ASSESSMENT (PSTNA)**

**HUMAN RESOURCES DEVELOPMENT ASSISTANCE (HRDA)  
PROJECT 698-0463**

**USAID/CHAD**

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## ACRONYMS

AFR/TR/EHR	A.I.D. Africa Bureau, Office of Technical Resources, Education and Human Resources Division
A.I.D.	Agency for International Development
AMDP	African Manpower Development Project
AMTT	Agricultural Marketing and Technology Transfer
BDT	Banque de Developpement du Tchad
BEC	Bureau d'Etudes et de Conseils
BEPROCA	Bureau d'Etudes de Projets et de Conseils dans les Affaires
BIAT	Banque Internationale pour l'Afrique au Tchad
BICIT	Banque Internationale pour le Commerce et l'Industrie au Tchad
BTCDD	Banque Tchadienne de Credit et de Depôt
CAMPCC	Centre Africain de Management et de Perfectionnement des Cadres
CDU	Collège de l'Unite
CEFOPAD	Le Centre de Formation et de Perfectionnement en Administration de Developpement
CERF Informatique	Conseils, Etudes, Realisations et Formation
CESAG	Centre d'Etudes Superieures en Gestion
CNPT	Conseil National du Patronat Tchadien
CFP	Centre de Formation Professionnelle
ENAM	Ecole Nationale d'Administration et de Magistrature
ENETRA	
FAC	Fonds d'Aide et de Cooperation
GOC	Government of Chad
HRDA	Human Resources Development Assistance
IBRD	International Bank for Reconstruction and Development
ISG	Institut Superieur de Gestion
OPIT	Office de la Promotion Industrielle au Tchad
ORT	Organization for Rehabilitation and Training
PSTNA	Private Sector Training Needs Assessment
SHRD	Sahel Human Resources Development
SNV	Dutch Volunteer Assistance
SRFMP	Sahel Regional Financial Management Project
STI	Société Tchadienne d'Informatique
UNACOT	Union Nationale de Commerçants du Tchad
UNDP	United Nations Development Programme
VITA	Volunteers in Technical Assistance

**HUMAN RESOURCES DEVELOPMENT ASSISTANCE (HRDA) PROJECT  
PRIVATE SECTOR TRAINING NEEDS ASSESSMENT  
AND COUNTRY TRAINING PLAN**

**EXECUTIVE SUMMARY**

The purpose of the HRDA private sector training needs assessment conducted in <sup>AUG. 90</sup> September 1988 was to determine training priorities which will promote private sector development in line with USAID/Chad's assistance strategy. USAID/Chad's development strategy focuses on promoting sustained economic growth, with projects in agricultural marketing and technology transfer, microenterprise and small business development, small business credit, transportation, and maternal and child health care. In addition to project activities, the Mission provides program assistance to the Chadian government to support the stability of a government that favors free-market principles.

This private sector training needs assessment has concentrated on complementing and reinforcing existing mission efforts in private sector development. The **three year** training plan developed as a result of this assessment will serve as the basis for private sector training activities funded under HRDA from FY 91 to FY 93. Periodic updates of the training plan will ensure that the plan corresponds to the changing economic environment in Chad and to any changes in mission priorities.

During the assessment, team members met with more than 50 key players in private sector development, including individuals from GOC agencies, government companies, training institutions, private sector support organizations, other donors, and private firms from both the formal and informal sectors.

The assessment identified the following major constraints to development of private enterprise, particularly as concerns small to medium-scale enterprises:

- **Competition from neighboring countries**, particularly Nigeria and Cameroon, whose competitively priced products have dampened the formation of a viable manufacturing sector in Chad
- **Narrowness of the internal market**, whose small size is partly due to limited contact between the various regions in Chad
- **Limited availability of and access to credit**, due in part to a <sup>LIMITED NUMBER</sup> ~~lack~~ of banks in Chad as well as inexperience in working with small private enterprises
- **Limited access to skilled labor** due in major part to lack of education
- **Government regulations that inhibit private sector growth**, including a very complex tax system
- **Small size of most enterprises**, most of which are informal
- **Costly and inefficient transportation**, including unofficial transport fees and road blocks throughout the country, a weak road network and expensive trucking charges

In addition to identifying the above constraints, the assessment identified the following major SME training needs:

#### **Formal Sector**

- **For business owners:** training in strategic planning, accounting, investment analysis, publicity and promotion, cost planning, preparation of a balance sheet, finance and leadership
- **For directors and managers:** general management, sales and marketing, financial management, personnel management
- **For supervisors:** personnel management
- **Additional:** specialized technical training in machine repair, mechanics, and other skilled trades

#### **Informal Sector**

- **For business owners:** strategic planning, market studies, accounting and investment analysis
- **Form management teams:** financial management, sales and marketing, personnel management, and technical support

Other training needs identified include exchange rate management, exporting, marketing and market analysis skills, entrepreneurial development, business creation strategies, and creative ways of raising money.

It is interesting to note that fully 30 percent of the formal sector and 29 percent of the informal sector business people surveyed said that there was a very strong chance that they would invest in training in the next 12 months.

From FY 1988 to FY 1990, USAID/Chad participated in the HRDA project at a level of \$500,000 per year and used those resources only for public sector training. FY 1991 will be USAID's first venture into using HRDA for private sector training. It is estimated that the HRDA project will be incrementally funded from the mission's OYB at \$500,000 for FY 91; \$610,000 for FY 92; and \$800,000 for FY 1993, totaling \$3,410,000 over LOP. Of that amount, \$1,080,000 (32 percent) will be devoted to private sector training, including 33 short-term training programs in the U.S. or Africa; 1 study tour; 3 internships in U.S. firms; at least 5 in-country technical consultations; and 29 in-country training activities, which will train approximately 600 people.

**BEST AVAILABLE DOCUMENT**

## **I. HRDA BACKGROUND**

Human Resources Development Assistance (HRDA) is a regional project that was initiated in FY 88 to succeed the African Manpower Development Project (AMDP), Phases I and II, in the Sahel, the Sahel Manpower Development Project (SMDP), Phases I and II, and the Sahel Human Resource Development Project, Phase III.

HRDA's stated purpose is to stimulate, facilitate, and support national and regional training programs that will provide qualified technical, scientific, and management personnel and policy planners to strengthen African development institutions, enhance the growth of the private sector, and increase the participation of women in development.

HRDA differs from its predecessor projects primarily in the populations targeted and training locations. While AMDP incorporated training for the private sector and for women, HRDA stipulates specific targets for these special groups. HRDA reserves 50 percent of training for the private sector, and 35 percent for women. HRDA places increased emphasis on the use of third-country and in-country institutions.

To assist missions in meeting these targets, the Africa Bureau's Office of Technical Resources for Education and Human Resources (AFR/TR/EHR) offers assistance to missions in developing their private sector training needs assessments through its prime contractor, LABAT-ANDERSON Incorporated of Arlington, VA. USAID/Chad requested and received such assistance in preparing this strategy.

A team consisting of Elizabeth McDavid, Labat-Anderson Regional Training Support Advisor, Mamadou Diomandé, a private consultant headquartered in Abidjan, and Bill Piatt, Labat-Anderson Private Sector Training Coordinator arrived in N'Djaména to begin work: July 23, 1990. They were joined by Isaac TEDAMBE, USAID Training Specialist, and Gongtchomé SAHOULBA, Directeur of the Institut Supérieur de Gestion. The study was conducted during the period from July 23 to August 7, 1990. The assessment methodology, questionnaire, and list of persons interviewed are provided in Annexes 1, 2, and 3.

## **II. A.I.D. DEVELOPMENT PRIORITIES FOR CHAD**

### **A. Overview**

The strategy of the A.I.D. program in Chad, as expressed in its Program Rationale statement for fiscal years 1989 to 1994, is to promote sustained economic growth. The Mission intends to gradually decrease the amount of emergency relief and rehabilitation assistance for Chad. This assistance was the mainstay of the A.I.D. program from 1982 to 1985, immediately after war ended and Hissene Habre established a new government. As emergency aid is decreased, program and project support will be increased, with Mission focus being in the agricultural sector.

The Mission is building on its experience with the PVO umbrella project success to invite ACDI to develop a project for marketing fruits and vegetables in the Karal region. In addition, the VITA/PEP project is going into its third phase with a goal to stimulate economic production through the small, medium, and micro business sectors in Chad. The Mission is also designing an agricultural (read: grain) marketing and technology transfer project. These three projects will each develop or refine a strategy to work through the private sector to reach their goals.

In the transport sector, the Mission is implementing a Strengthening Road Maintenance Project which will soon require the Chadian National Roads Office to contract with private firms for road maintenance.

With a goal to reduce maternal and infant mortality and morbidity, the strategy in the health sector is to develop the institutional capacity of the national maternal child health care program at the Ministry of Public Health and to increase the usage of an integrated package of MCMC/FP services in two prefectures.

In addition to the project activities, the Mission has a substantial program component of assistance to the Chadian government where direct budgetary support to development ministries, estimated at \$10 million in 1990, will pay salaries for about 40 percent of the civil service for about 6 months. This assistance directly supports the stability of a government that favors free-market principles.

## **B. Mission Strategy and its Relationship to Training**

Human resource development has continued to be an integral part of the Mission development strategy and transcends all sectors. However, given the critical need for skilled and trained manpower at all levels of government ministries, especially since the end of the war and the formation of the current government, the Mission has provided training for only the public sector, including civil servants dealing with the development of the private sector, through its Sahel Human Resources Development Project and the first 3 years of the Human Resources Development Assistance (HRDA) project.

Through this assessment, the Mission is targeting training to be undertaken for the private sector. However, the Mission has already initiated several activities which promote private sector development and expansion.

One of the major activities is the third phase of the VITA/PEP Private Enterprise Project, which began in July 1990. Loan defaults were estimated at only 6 percent and 80 percent of the loans were repaid on time. The third phase will build on these successes and will expand to Moundou, where a VITA/PEP branch office will be set up. In addition, there will be a concerted effort to target more agricultural and micro-enterprises for loans. To be eligible for VITA/PEP loans, businesses must meet a set of criteria including having a detailed business plan and having prepared a balance sheet for the business. HRDA will support this project through training activities which will help micro-enterprises qualify for loans.

The Agricultural Marketing and Technology Transfer (AMTT) project, currently in the design stage, will have an agribusiness support center that will serve three functions: (1) increase capacity and productivity through improved management by providing consulting services at market rates to assist agribusinesses in developing business plans and finding financing; (2) increase the availability of improved technologies by serving as a technology clearinghouse for agribusiness; and (3) improve project development by providing project profiles and doing prefeasibility studies. HRDA will support this center by working with it to provide training for its clients.

The Sahel Regional Financial Management Project (SRFMP) reached Project Activity Completion Date (PACD) in July 1990, and like the project elsewhere in the Sahel, it has been hailed as a success. Originally designed to assist with the financial management of A.I.D. projects, it rapidly found that the private sector was interested in financial management training. The project's best clients were in the private sector, who were also willing to pay for the training. The project nurtured at least three training and consulting firms in N'Djamena that still exist today and are functioning entirely on their own. It trained a core of Chadian trainers who have committed to continuing training and providing consulting services for the private sector. HRDA will continue to work with those trainers to increase their capacity while providing in-country training.

The HRDA private sector training needs assessment concentrated on complementing and reinforcing existing mission efforts in private sector development.

### **III. PRIVATE SECTOR ENVIRONMENT**

Following is a summary of the environment in which the private sector functions in Chad, especially as regards policy, economic and market factors, human resources, and credit. A brief description of the potential growth areas for SMEs is included as well as an evaluation of the key constraints to SME development and how these relate to training.

#### **A. Policy Environment**

With the assistance of foreign donors such as the World Bank, IMF, the European Central Fund of Cooperation, UNDP, and USAID, the GOC has made a remarkable effort at restructuring its economy. The GOC is taking a number of steps to liberalize the economy and encourage private investment. For example, the road transportation monopoly of the Cooperative des Transporteurs Tchadiens has been abolished and the cooperative dissolved. The Bureau National de Fret, a nonprofit clearing house, has been created to make available information on transportation supply and demand. In addition, the GOC has suppressed 50 percent of the subsidies on the purchase of inputs by Cotontchad for a 2-year period, and laid-off 50 percent of Cotontchad's staff.

At the policy level, domestic prices are, in general, determined by supply and demand. Trade policies are relatively liberal, although customs tariffs on both agricultural inputs and transport equipment are set by the Central African Custom Union and cannot be changed unilaterally by the GOC. Relatively low export taxes on most foodstuffs have assisted exports of vegetables to Europe. Interest rates vary from 9.5 percent for priority industries to 24 percent for short-term working capital for commerce and industry. These measures all illustrate the GOC's clearly stated political will in favor of a private sector-based economy.

The GOC's appreciation of economic realities has facilitated an increasingly positive GOC attitude toward foreign aid, as well. The government is cooperating with a number of foreign development agencies and the organizations they sponsor. An outstanding example of this attitude is the Volunteers in Technical Assistance (VITA) program in Chad, particularly VITA's USAID-sponsored private enterprise project. Since 1984, VITA has loaned a total of \$866,089 to 175 small and medium enterprises in Chad.

The new Agriculture Marketing and Technology Transfer Project is another example of the GOC's growing commitment to business policy reform and private sector growth. Under this project, USAID has requested that the GOC revise procedures for registration of all businesses to make the application a one-step process, at one GOC office, at a cost lower than currently charged. USAID has also requested that the GOC (1) grant access to the benefits of regime A of the investment code, (2) undertake a review of its annual license tax so that it does not impose proportionally greater taxes on businesses which employ greater numbers of personnel, and (3) undertake a review of its own tariff structure to determine the need to decrease tariffs for import of agricultural tools and inputs.

#### **B. Economic and Market Factors**

##### **1. Economic Characteristics**

Chad is landlocked and covers an area of 500,000 square miles. The agricultural sector produces 47 percent of the GNP and provides 85 percent of export earnings. Cotton is Chad's largest export crop, with 10 percent of agricultural land under cotton production. Other major exports include livestock, hides, and arabic gum. Exports increased by 8.6 percent in 1989 and are expected to increase by 9.9 percent in 1990.

Chad's population is estimated at 5,550,000, with almost 50 percent of the population between the ages of 15 and 59. Approximately 58 percent of the total population is female, 41 percent is under 14 years of age, and 50 percent is under 20 years of age. The agricultural sector employs 83 percent of the population,

industry 5 percent, and services 12 percent. The urban population growth rate is 7.3 percent with a 30-percent urbanization rate. The number of wage earners is estimated at 46,000 (about 1.7 percent of the total active population), with approximately 25,000 working in the public sector and 21,000 in the private sector.

Chad's GNP in 1989 was 209.9 billion FCFA. Its GNP grew by 16.3 percent in 1988 and 4.3 percent in 1989. Cottonchad is by far the most important contributor to the GNP, accounting for 50 percent of export earnings and providing the raw materials for 25 percent of the value-added activities of the industrial sector. Commerce and agriculture dominate the Chadian economy, having contributed 33 percent and 44 percent, respectively, to the GNP from 1983-1987. During that same period, the industrial sector contributed 20 percent. Projections for 1990 indicate an 8.8-percent growth of the industrial sector, 3.6 percent increase in the service sector (which includes commerce), and a decrease of 1.6 percent in the agricultural sector.

A total of 323 private businesses are currently registered in Chad. Six are agriculture-related, with an average of 125 employees per firm. The industrial sector has 70 registered firms, with an average of 111 employees per firm. The services sector has 204 registered firms with an average of 17 employees each.

In addition, a plethora of micro-enterprises forms the web of an important informal sector. It is estimated that there are between 53,000 and 67,000 micro-enterprises in N'Djamena alone. As a landlocked country, Chad depends heavily on its neighbors, particularly Nigeria and Cameroon, for most imports and exports. Creating conditions for competitive advantage with respect to neighboring countries must be considered when developing strategies to revamp the economy.

## **2. Liberalization and the Vulnerability of SMEs**

The desired impact of liberalization in the longer term is a more openly competitive economy, including agricultural, manufacturing and service sectors effectively driven by market forces. As is the case with many other countries undergoing structural adjustment, the private sector is prepared for direct competition with cheaper imported products.

Chadian SMEs are fragile entities, and their staying power in the face of competition is weak. They lack financial resources and have limited productive resources and political clout. The Chadian market is small and fragmented, and there are few developed linkages within the SME subsector. Other factors which contribute to their vulnerability are their lack of access to credit, onerous business taxes, competition from the informal sector, stagnant neighboring country markets, their own lack of competitive products for export to world markets, and a general environment that is not yet conducive to true entrepreneurial activity.

Besides the above factors, most of which are beyond the individual entrepreneur's control, most Chadian businesspeople have limited business expertise, particularly in marketing. This lack of expertise makes Chadian SMEs especially vulnerable as markets are liberalized, letting in competing imports.

## **3. Psychology of the Entrepreneurial Community**

The Chadians are very business oriented. Unfortunately, the unstable political environment of the recent past has favored short-term business activities, such as trade, over activities that require long-term investments. To a great extent, the war has been responsible for lowered mid- and long-term business expectations and, consequently, a low level of private sector investment. Now that the country is politically more stable, and now that the GOC is actively supporting private sector investment, it can be expected that the attitude of the private sector will change.

### C. Financial Sector

There are three banks in Chad. Two are private financial institutions: the Banque Tchadienne de Credit et de Depot (BTCD) and the Banque Internationale pour l'Afrique au Tchad (BIAT). The third bank is the local branch of the Banque Central des Etats de l'Afrique Centrale (BEAC).

Two other banks are no longer in operation. The Banque Internationale pour le Commerce et l'Industrie au Tchad (BICIT) closed during the war and never re-opened its offices. The Banque de Development du Tchad (BDT), the only state-owned development bank, is inactive because of defaulted loans.

Beside the three banks that are active in Chad (BTCD, BIAT, and BEAC), three other organizations are involved in the financial sector: Volunteers in Technical Assistance, the Caisse Centrale de Cooperation Europeenne, and the Banque Europeenne d'Investissement. Since 1984, VITA, a USAID-sponsored NGO, has been providing credit to small- and medium-size enterprises (SME's) in Chad. In the first two phases of operation, VITA disbursed a total of \$866,089 to 175 borrowers, averaging \$5,000 per loan. VITA has charged an interest rate of 12 percent and has provided technical assistance and training to a total of 150 firms. The program's impact on the job market has been remarkable: 568 jobs created. Only 6 percent of loans have been in default, and 80 percent have been paid back on time.

VITA's program has had an important impact on the Chadian business community. Its success has generated increased confidence in the private sector and is a model for credit programs for small and medium enterprises. VITA is now negotiating with USAID for funding for a third phase of operations. VITA's proposal for this phase includes a total of \$1.78 million of loan funding to be allocated to 813 SME's and micro-enterprises in N'Djamena and Moundou, and an increase in the interest rate from 12 to 13 percent. In addition, VITA will now charge a fee for technical and training assistance of \$5 for micro loans, 3 to 4 percent for loans to SME's, and 6 percent for loans to larger enterprises. The World Bank is supporting this third phase of the VITA program with a \$500,000 contribution to the loan funds.

The Caisse de Centrale de Cooperation Europeenne and the Banque Europeenne d'Investissement provide funding to commercial banks for loans to micro-enterprises and SME's. The commercial banks have been reluctant to make use of these funds, primarily because of their inexperience in lending to businesses of this size.

### D. Labor and Employment Statistics

Precise employment and labor data for Chad are not available. It is estimated that 85 to 90 percent of economic activity for the country is generated by the informal sector. Unemployment increases every year, yet entrepreneurs report that middle managers are lacking in many sectors. Chad's population is very young: 41 percent of the population is under 14 years; 50 percent is under 20. Women's contribution to economic activity is not negligible: 58 percent of the active population is female.

The government's new policy toward employment will be that employment needs should orient the educational and training sector in Chad. In other words, people should be trained for the reality that awaits them.

Options for promoting employment that the government is considering include a strong call for the private sector to organize itself and a general encouragement of private initiative. The labor code is being revised in an attempt to promote employment or at least to ensure that the code does not discourage the creation of jobs. In addition, the GOC will make available the institutional support, financial incentives and training in support of private enterprise promotion and job creation.

The four employment sectors in Chad are the government, the modern private sector, the rural sector and the urban informal sector. There are 46,000 salaried workers actively employed in Chad, of which 25,000 are in public administration and 21,000 are in enterprises. The estimated need for skilled labor is 1,600 jobs a year, but it is very difficult to fill the available skilled labor slots. The GOC's capacity to create employment is limited. The rural sector and the urban informal sector are the only sectors able to absorb jobs.

### **E. Human Resources**

The need for able entrepreneurs and skilled personnel with hands-on experience is acute in Chad's private sector. As is true of many African countries, Chad's pool of experienced entrepreneurs is very small. The lack of practical experience covers all levels and aspects of business operation. There is a very shallow pool of middle and junior managers, as well as technical talent. Another serious shortage is that of competent supervisory personnel with production and personnel management skills. Due in large part to the absence of training resources in applied technology, there are also few technicians who are technically up-to-date. Qualified skilled labor is also hard to find, with the result that many companies have to train or retrain on-the-job. Repair and maintenance (particularly preventive maintenance) skills need reinforcing, and the inability to operate increasingly sophisticated equipment is of growing concern.

Appropriate training is critical considering the continuing growth of the population, particularly the urban sector, and future reductions in GOC personnel as part of structural adjustment. Given its small size, lack of linkages and fragility, today's private sector has few employment opportunities for these people. The questions now become how to maintain economic growth, how to create a climate conducive for private sector expansion and assumption of more economic activities, how to build the necessary reservoirs of business talent, and how to prepare the constantly growing number of school graduates. A few of those graduates will become entrepreneurs, but most will not. Chad's challenge will be to promote private sector expansion so that it offers more employment and thus absorbs more of the new entrants to the job market.

### **F. Economic and Industrial Potential**

Despite the constraints mentioned in previous sections, there is hope for a significant economic recovery in Chad. The exploitation of petroleum, now in negotiation, has great potential to boost economic growth once an agreement is reached. A balanced budget is expected by 1993. Before then, both public and private investment will depend heavily on external funds, be it aid or loans. In 1990, for example, external funds represent 26 percent of investment. After 1993, it can be expected that the GOC will be much more involved in public investment, which should generate many new contracts for SMEs.

Chad's sector of comparative economic advantage will be value-added industries in agribusiness, including processing of beef, hides, cotton, and arabic gum. As the largest producer of these products, the Sudanian zone has potential as a processing zone, and as a consumer of these and other locally produced products.

Chad's extensive trading relationships with Nigeria and Cameroon increase the potential market for locally produced products. Road maintenance and construction efforts by the World Bank and A.I.D. will improve transport conditions and slow transportation cost increases. Improved roads will increase communication between the various regions of the country trade. Internal markets will grow, creating more business opportunities.

### **G. Key Constraints to Private Sector Development and Their Relationship to Training**

The GOC faces a number of challenges in carrying out its economic reform efforts. These challenges include the dependence of the economy on cotton, a largely undeveloped infrastructure, the national debt, the small size of the formal private sector, and the large size of the informal sector.

## **1. Competition from Neighboring Countries**

Chad has for centuries played a key role in trans-Saharan trade because of its location in the center of the Sahel and close to the savanna and forest regions of the south. As a result, the Chadian economy is strongly affected by its wealthier neighbors, particularly Nigeria and Cameroon, whose competitively priced products have dampened the formation of a viable manufacturing sector in Chad. Despite Chad's growing trade contacts with Europe, its market links to these neighbors have become even tighter in recent years. It will be very important to formulate national policies that take advantage of these traditional relationships. Chadian entrepreneurs will be able to take greater advantage of regional market opportunities if provided with training in transportation, management, marketing, and doing business abroad.

## **2. Narrowness of the Internal Market**

The internal market is very small, due partly to limited contact between the various regions in Chad. A regional approach to marketing will increase the size of the local market for Chadian goods. Training in marketing and market analysis skills would be very helpful.

## **3. Access to Credit**

Credit availability is a crucial obstacle to business anywhere. With only two private banks and one foreign NGO providing credit, credit availability is particularly constrained in Chad. In addition to training in basic management and accounting skills, training in creative ways of raising money and developing business strategies will help entrepreneurs get the financing they need.

## **4. Access to Skilled Labor**

The local labor market constitutes a very serious constraint to business development in Chad. The vast majority of the labor force has virtually no qualifications. Out of 2,800,000 workers, 602,000 have attended elementary school only; 139,100 have attended secondary school and 8,900 have attended university. Approximately 2,030,000 workers have never finished elementary school. This low level of education is a major contributing factor to the lack of technical skills. Firms and business activities that require technically skilled workers, including factories, electronic sale and repair shops, restaurants, gas companies, and carpenters, find a limited pool of qualified candidates to draw on.

## **5. Characteristics of the Legal and Related Regulatory System**

The legal and tax systems and the large number of business regulations are major constraints to business in Chad. Price controls, regulation of the labor market, and parastatals all inhibit the expansion of the private sector.

Some current government regulations inhibit private sector growth. For example, it is cumbersome and costly to register a business in Chad, hence the large size of the informal sector, which in turn diminishes the effectiveness of some business policy reforms. The annual business license tax (patente) discourages expansion of registered businesses, because the rate increases with the number of employees. Effectiveness of the revised investment code is limited by the complex approval process.

The minimum export tax is 10 percent. Livestock products are taxed between 20 and 40 percent. Spare parts for special machinery is taxed at the minimum rate, but the level is 155 percent for imported beer. Generally speaking, the tax system is very complex and difficult for the average businessperson to understand.

## **6. Consequences of the Small Size of Most Enterprises**

According to a survey of 966 informal businesses realized in 1990 by the Department of Management and Economy of the University of Chad, at least 84.39 percent are individually owned. Micro-enterprises provide jobs for roughly 50,000 people and provide income and services for the majority of the population.

The Chadian business environment has favored the growth of the informal sector. Many businesses stay informal because of the difficulty and expense involved in registering with the government. Many businesses, both formal and informal, are small because of lack of resources. Others remain small to keep a low profile and avoid paying taxes. The negative consequence of small size is that smaller businesses are often inefficient in terms of costs. Low levels of production or small quantities of goods imported generate high average costs.

Given the high growth rates of the urban population and urbanization (7.3 percent and 30 percent, respectively) special steps in terms of laws and regulations should be taken by the GOC to incorporate these informal businesses into the formal sector. This will have a wide variety of benefits. By becoming members of the formal sector, these businesses will have enhanced access to credit and support organizations. They will also be able to expand the scope of their activities. The economy generally would benefit by the deposits these businesses would keep in the banking system. The Chadian government would benefit by collecting taxes from these previously unregistered organizations.

## **7. Transportation**

The characteristics of the transport industry are also a challenge to economic growth. Unofficial transport fees and road blocks exist throughout the country in spite of GOC efforts to eliminate them. In addition, the road network is weak and trucking is expensive. As mentioned above, the GOC has taken a number of measures to counteract these and other constraints.

# **IV. EDUCATION, EMPLOYMENT, AND TRAINING RESOURCES AVAILABLE TO THE PRIVATE SECTOR IN CHAD**

## **A. Educational System and Outputs**

The Chadian government spends approximately 15 percent of its annual budget on education. Half of that 15 percent is spent for primary education.

From 1985 to 1988, the numbers of children attending primary school in Chad grew by at least 25 percent. In 1989, the number grew by only 2.8 percent, to a total of 424,942 children in primary school. It was estimated that in 1989 the rate of primary scholarization was 36 percent, that is, only 36 percent of all children of primary school age actually attended school. Moreover, more than two-thirds of all children attending primary school are boys. Class size averages 67 students per teacher. Approximately 33 percent of students repeat, and 16.4 percent drop out, resulting in an average of 8.8 school years per student to complete 6 years of primary school.

Technical and professional schools are characterized by a lack of qualified teachers, poor infrastructure and equipment, and a lack of placement or follow-up of graduates. The literacy rate in French for the overall population is 30 percent, and only 10 percent for women.

The government has recognized the failure of the primary and secondary school systems to address themselves to Chadian realities. Chad is preparing to adopt an education and training policy strategy that will seek (1) to improve the quality of the educational system by revitalizing the infrastructure for

education and training and (2) to increase the number of direct beneficiaries to more accurately reflect the sociocultural and economic demographic realities. Adopting this policy strategy will demand a complete revamping of the education and training system. It will be presented to donors in a conference on education, training, and employment scheduled for October 1990.

## **B. Round Table on Education, Training, and Employment**

The Chadian government, with the assistance of several donors (including USAID), is preparing a Round Table on Education, Training, and Employment for mid-October 1990. In November 1989, an initial seminar on Education, Training, and Employment was held in N'Djamena, which laid the groundwork for the development of a strategy to reconcile education and training to employment and the economic and demographic realities of Chad. A working group has commissioned six different studies for discussion.

In October, the government will present the results of the studies to donor agencies, along with a strategic document which will identify a strategy, a plan of action, and concrete activities or projects for donor consideration. It is anticipated that the strategy will recommend a complete revamping of the educational and training system. Specific proposals may include (1) making technical education part of the curriculum at the primary school level, (2) adapting technical and professional training to the available and projected employment opportunities, and (3) making higher education more relevant to employment. The government is committed to restructuring the educational system toward productive employment and away from an archaic French system of education geared toward training civil servants but which has created an oversupply of administrators without jobs.

Another anticipated outcome of the Round Table is the institutionalization of a Fonds National d'Appui a la Formation Professionnelle and the creation of an observatory on education, training, and employment. The Fonds will target (1) youth who never finished primary school, (2) informal sector workers, and (3) enterprise employees. The Fonds will seek to provide training to make the target groups immediately employable in the productive private sector. The observatory will generate and circulate information on employment supply and demand and maintain a database of employment statistics.

## **C. Training Resources**

This assessment focused on private institutions that provide management training and consulting, although some other training institutions were contacted to gain an overview of the resources available for private sector training. Other in-country training capability, especially as donors such as UNDP and ILO become more active in funding training, may be strengthened. USAID/Chad should periodically review what new in-country training capabilities exist.

Almost every institution cited here has no (or minimal) full-time staff and depends heavily on "vacataires," or people who have permanent jobs elsewhere and offer their services afterhours. (The exception is Cotontchad.) In most cases, even the management of the training institutions was employed full-time elsewhere. This highlights a phenomenon the team found in Chad: people are not confident enough in the system to risk having only one source of income.

### **1. Technical and Professional Training**

#### **a. Lycee Technique et Commercial**

The Lycee Technique et Commercial is a government training institution for high school graduates. When the school opened in 1962, it recruited primary school graduates, but since 1982 when the school reopened after the civil war, it has opted for higher level graduates. Like most schools of this kind, it has three

courses of study, each of 3 years' duration: administrative secretary, accounting, and commerce. Of approximately 1,156 candidates, an average of 403 graduate.

Full-time teachers number 60 (5 women) with 70 part-time teachers. The average level of education of the teachers is barely 2 years more than the level at which they teach. The school has meager computer facilities (provided by the FED) but no one to teach any computer courses. The school plans to begin a program of internships in local businesses and to follow up on its graduates.

#### **b. Centre de Formation Professionnelle et de Perfectionnement de la Chambre Consulaire**

This training center, in only its second year of operation, provides a 2-year program that results in either a BTS in secretariat or in accounting and management. Students are recruited at the BAC level and are given 1 year of preparatory training prior to the start of the program. Currently 60 students are registered.

Beginning in September 1990, the center will begin short-term training in the afternoons and evenings. These courses have been proposed after a study of the training needs of the Chambre Consulaire's membership. The sessions will be paid for by the private enterprises that send their employees.

The donor for the Center is the Versailles Chambre de Commerce and the Fonds d'Aide et de Cooperation (FAC) which together provide 114 million CFA of the total budget of 122 million. The project is to end in July 1991. For the center to become a viable training institution for the private sector, it will immediately have to face the budget problems which the project's end will present. It will have to recover the operation and investment costs of the center through tuition payment and from the Chambre, which may be a lot to ask of an institution which is only in its second year of operation.

#### **c. Cotontchad**

Chad's largest parastatal issued a document in April 1989 that provided an analysis of the training needs for Cotontchad by analyzing each post and each worker. It found that there is a lack of technically qualified Chadians and that there are generally very few "agents de Maitrise," which leaves a self-perpetuating gap between the professionals (who are often expatriates) and the unskilled workers. Cotontchad developed a 3-year training plan for its employees that had as objectives (1) to ease the salaried mass by gradually decreasing the number of expatriates and (2) to reinforce the existing competencies, especially in technical and economic efficiency.

Cotontchad provides almost all its training onsite and according to its priorities. It is increasing the level of technical competence of its services and is training the Chadian professionals who will become the foremen and managers.

Cotontchad is more than willing to share its experiences with other firms and is also prepared to provide training to other firms. It has already done training for other firms, notably in machine repair and mechanics.

#### **d. Conseils Etudes Realisations et Formations (CERF) Informatique**

CERF was created in 1989 by a group of computer specialists in N'Djamena who convinced some monied merchants to invest. It is a wholly private firm, which earns only part of its income through computer training. CERF has a four-level program that gives a total of 320 hours of training, if the option is taken for the whole package. It provides training in a whole range of topics: MS-DOS, word processing, database management, spreadsheets, programming, etc. CERF also makes available one-on-one training and specialized consulting in information management.

Training costs range from 1,000 CFA per hour for organized courses to 5,000 and 7,000 per hour per person for specialized consulting. CERF has found that half of its clients are private businesses and half are individuals, the former being the sure-paying clients.

CERF has 7 computers, 10 to 12 part-time trainers and a part-time management staff, most of whom combine CERF work with university teaching. The challenge for this young firm is to increase the size of the paying clientele and to form a committed management core.

#### **e. College de l'Unite Moundou**

The College de l'Unite in Moundou was created in 1985. It offers degrees in accounting and secretarial skills and will soon add management. There are now 46 students and 14 adults attending evening courses. The College calls on 14 part-time teachers. This little school in the middle of bustling Moundou will probably grow fast in the next few years, providing the government implements its stated policies to promote the development of the private sector.

### **2. Management Training and Consulting**

#### **a. Institut Superieur de Gestion**

The ISG is in its second year of operation and is the only private school of its kind in Chad. ISG began with a VITA/PEP loan. It offers two kinds of training: a 2-year university-level program in (1) accounting and finance and (2) secretarial skills. The school plans to add marketing and information management in the near future. ISG also offers a 9-month course in management and in administrative secretary for primary school graduates and delivers workshops and seminars of short duration.

ISG uses university professors to dispense courses, most of which take place during the afternoon and evening hours.

#### **b. Le Centre de Formation et de Perfectionnement en Administration de Development (CEFOPAD)**

Essentially a FAC-funded training center to complement the Ecole Nationale d'Administration et de Magistrature (ENAM) which provides degree training for future civil servants, CEFOPAD also puts on training seminars at the request (and funding) of other donors and ministries and is willing to do the same for the private sector. CEFOPAD can provide conference or workshop rooms and trainers, depending on timing and availability. It is implementing a training program using short-term French technical assistance.

#### **c. Bureau d'Etudes de Projets et de Conseils dans les Affaires (BEPROCA)**

BEPROCA was founded in 1988 by USAID's training officer. BEPROCA benefitted from the Sahel Regional Financial Management Project's expertise and training, and inherited training modules and other documents when the SRFMP ended in July 1990. BEPROCA provides training in project management, accounting, and financial management and wants to expand into computers, English training, and consulting. Indeed, already they have been hired by other donors to conduct surveys and put on training seminars.

#### **d. Sahel Regional Financial Management Project (SRFMP)**

One of the objectives of this A.I.D.-funded project, which ended in July 1990, was to institutionalize a capacity for financial management training and consulting. No fewer than three private training and consulting firms have benefitted from this project, which provided training of trainers, training in needs

assessment and design and in consulting. BEPROCA, Tchad Business Conseils (TBC), and Bureau d'Etudes et de Conseils (BEC) all were formed under the influence of the SRFMP. Institut Supérieur de Gestion (ISG) is another whose formation was encouraged by the project. Under HRDA, these fragile institutions will continue to be encouraged and HRDA will fund more advanced training of trainers workshops for staff development.

#### e. Other

At least two private accounting firms in N'Djamena provide the usual accounting services and consulting. In addition, two other consulting firms, Tchad Business Conseils (TBC) and Bureau d'Etudes et de Conseils, provide training and consulting services on demand.

### V. PRIVATE SECTOR SUPPORT ORGANIZATIONS

There are very few private sector support organizations in Chad. The majority of the businesses are new. According to our survey, 72 percent of the firms interviewed in the formal sector were created after 1983. This is quite understandable given the destruction caused during the 1979-1982 war period.

Like the whole economy, these institutions are still recovering in some cases or have been recently created in the others. HRDA's support will be crucial in the process of their revitalization. Following are the few that we identified as the potential beneficiaries of HRDA's training and study tours.

#### A. Chamber of Commerce

The role of this chamber is to provide its members with basic information on issues related to trade activities. It also plays a key function as an intermediary between government and traders. Created on the French model, it is run more like a bureaucracy than a business-oriented organization. This explains the passive role that it has played so far in the promotion of the private sector. The state of business in Chad and the heavy involvement of the GOC in economic activities make its operation even heavier.

Chad's trade community is dominated by small merchants. Very few of this category of business owners can think in terms of industry. The concept of a Chamber of Commerce is either beyond their understanding of the business world or does not fit with the current state of their activities.

The new steps toward political stability through democratic elections may allow for less pressure from government. The chamber has ambitious programs which will be carried out by its training institute, the Centre de Formation Professionnelle (CFP). Many contributors have participated in its restructuring and operation.

The Chamber received funds from many sources through its training institute among which the Chamber of Commerce and municipality of Versailles in France, the Caisse de Cooperation of France, the Conference of African and French Chambers of Commerce, and the Chamber of Commerce of Chad.

Fees paid for students in the diverse training programs supplement these funds and ensure a total budget of 61 million CFAF. The share of investment in this budget is 58 percent while 42 percent is allocated to operating costs (salaries, electricity bills, and office supplies).

Senior officials of the Chamber expressed vested interest in our visit. The needs expressed during our interview, which HRDA will fulfill through the current program are:

- Formulate and implement a long-range plan for the Chamber

- Widen the range of activities of the CFP, expanding its training programs to entrepreneurs. Many on-the-job trained businessmen will benefit from its entrepreneurship education programs and its managerial and technical skill development programs.

#### **B. Office de Promotion des Investissements au Tchad (OPIT)**

The main objective of this institution is to provide local businessmen with technical assistance. Its activities are divided into two components: business promotion assistance (conception and evaluation of business plans) and training.

OPIT has 12 employees, very few of whom are qualified for the tasks assigned to the organization. Its assistance and training activities are carried out with collaboration of external resources. This highlights its need for competent and business-experienced personnel.

On top of this, its full control by the Ministry of Commerce and Industry does not allow for the flexibility required in order to function at the pace of its audience.

OPIT will benefit from HRDA's assistance. This will reinforce its capacities of intervention. However, major modifications must be made in the way it is managed in order to perform at the rhythm of businesses.

#### **C. Union of Employees-Conseil National du Patronat Tchadien**

The CNPT (Conseil National du Patronat Tchadien), was 1 year old in June 1990. It assembles 40 enterprises from all sectors of the economy. The majority of its members is constituted by foreign locally established enterprises.

Its main objectives include first bringing the necessity of industrial development to the attention of decisionmakers in the private and public sectors. This gives the CNPT the opportunity to act as an advisory body to public policy decisionmakers on issues related to private sector development, especially the industrial sector. In fact, its opinion was requested by the GOC on the economic reform program suggested by IMF. The CNPT is planning to fully use its strategic alliance with the state in order to increase its impact on public policy.

The International Organization of Labor is its main partner. Its members have already participated in regional seminars organized by this institution. An ILO-sponsored short-term seminar is planned to take place in N'Djamena next December for members of the CNPT. Discussion is in process for the training program.

At this stage of development, the CNPT will need assistance from other donors. Training needs expressed during our discussion focused on short-term programs in development of managerial and technical skills and computer skills.

The CNPT's program is very ambitious. Its actions will cover both formal and informal sectors and focus on the expansion of the industrial sector. Yet its capacity of intervention is very limited. At this stage of development, HRDA's assistance in providing the institution with training opportunities and study tours will improve its understanding of the business world.

## **VI. DONOR ACTIVITY IN SUPPORT OF THE PRIVATE SECTOR**

### **A. IBRD**

The World Bank's program in Chad seeks to lay the groundwork for a structural adjustment program. It is trying to create a favorable environment for private sector expansion. It supports projects in the cotton, livestock, education, and transport sectors, and its projects have components to encourage private enterprise.

Through its Social Dimension of Adjustment program (PADS), the World Bank will support VITA/PEP by providing a \$500,000 line of credit for micro-enterprise lending. It will also provide technical assistance to the Office de la Main d'Oeuvre to create a service that will provide technical counseling to private enterprises.

### **B. Fonds d'Aide au Cooperation (FAC)**

The French support a number of activities which promote the private sector. They have provided the financing and technical assistance for the Chambre Consulaire's training center. They are heavily involved in the upcoming Round Table. They have also financed some of the preparatory studies and plan to organize (with USAID) a Round Table on the private sector in December 1990.

The FAC is currently planning to finance a small project of 3 million French francs that will provide technical assistance and training for the development of PME/PMI in Chad. If the first 2 years prove successful, the project will be extended for 3 years.

The FAC might support the rehabilitation of up to two professional training and apprenticeship centers, depending on the outcome of the Round Table.

### **C. UNDP**

The UNDP feels it has a mandate to push for private sector development and wants to do more than it currently does for the Chadian private sector. The UNDP coordinates the Round Table process and is funding VITA/PEP's expansion to Moundou with \$400,000. It is ready to do more but wants to make sure that any support for the private sector will go to the private sector. It is therefore waiting for IMF-mandated full privatization of the Chambre Consulaire to assist with its reorganization where it may call on UNCTAD and UNIDO when the time comes.

The UNDP would contribute several million dollars for technical training in Chad but only if the schools are totally private.

## **VII. ASSESSMENT OF TRAINING NEEDS WITHIN THE PRIVATE SECTOR**

### **A. Profile of Firms Interviewed**

The PSTNA team in Chad used a different questionnaire from that used for the 20 previous PSTNAs done in Africa. It was tested, adapted and refined in N'Djamena. In addition, the team contracted out to a local consulting firm to administer the questionnaire to formal and informal businesses in N'Djamena. This not only saved time but enabled the team to get a larger sample than in previous PSTNAs. The information from the survey was supplemented by the team's interviews with private businesspeople.

Because the only criteria for whether a firm was considered in the formal or informal sector was registration with Ministry of Commerce, the survey found that many (approximately 10 percent) in the formal sector act like informal sector firms, that is they don't pay taxes, customs, etc., even though they were registered at Commerce. For our survey, they were counted as formal sector.

A total of 101 businesses were surveyed, 67 were formal, and 34 were informal sector. Of the 67 formals, as noted in the previous paragraph, 10 percent act like informals.

The biggest difference in general characteristics between formal and informal sector businesses was in the amount of capital. Eighty-eight percent of the informals had a capital of 1 million CFA (approximately \$3,850) or less. Forty-seven percent of formal sector businesses claimed a capital of more than 10 million CFA (approximately \$38,500). Almost half of the 101 firms surveyed are involved in commerce, 18 percent in manufacturing, and 38 percent in services-type activities. There was no discernible difference between formal and informal as far as type of activity. Forty-seven percent of the 101 enterprises have between 2 and 5 employees. In the informal sector, 68 percent employ between 2 and 5 people and in the formal sector the percentage is 35. Fourteen percent of the formal sector employs more than 50 people.

Overall, there is almost no export activity, and fully 35 percent of the 101 businesses are not at all concerned by competition. Of those who do feel competition, 88 percent say it is from local firms.

Constraints to the expansion of business were cited in the following order:

Lack of sources of financing	57 percent
General economic situation in Chad	35 percent
Customs, fiscal, and administrative regulations	28 percent
Lack of technically qualified personnel	17 percent
Lack of qualified management personnel	17 percent

Although the survey showed that only 17 percent felt that a lack of qualified technical and management personnel was a constraint to business expansion, larger, more sophisticated businesses seemed to give these two areas relatively more weight. In addition, businesses which the team members interviewed had more in-depth discussions and were more likely to cite these two constraints more often than is borne out in the survey results. Those businesses involved in technology-based activities also cited the lack of qualified technical and management personnel as major constraints. The surveyors were instructed not to explain certain technical terms to the people they interviewed, and the team believes that this may have caused these two constraints to be underrepresented.

## **B. Training Needs Identified Among Firms Interviewed**

### **1. Formal Sector**

In the formal sector, **for themselves**, 71 percent of business owners felt that training in strategic planning was important enough to justify an investment. This was followed by a felt need for accounting training (59 percent) and investment analysis (56 percent). Indeed, training in many areas was felt to be so important that a whole list of training actions came out at around 50 percent:

- Publicity and promotion
- Cost planning
- Preparation of a balance sheet
- Financing
- Leadership

For their directors and managers, whose average level of education is between secondary and university, formal sector businesses felt that training is justified:

General management	45 percent
Sales and marketing	41 percent
Financial management	40 percent
Personnel management	40 percent

For their supervisors, of whom 50 percent have secondary education, business owners' most strongly felt need was personnel management (22 percent).

A need for training that was apparent in the team's interviews but did not come out as strongly as expected in the survey was for specialized technical training. Specialists in machine repair, mechanics, and other skilled trades are in short supply in Chad.

The preferred format for training is either 1 to 2 evenings a week (37 percent) or onsite training during the day (48 percent).

## 2. Informal Sector

In the informal sector, overall training needs were less strongly felt judging from the survey results. The team feels that this represents a weakness in the survey methodology whereby the local surveyors were instructed not to explain technical terminology to the interviewees.

For the business owners themselves, the informals felt that training in the following areas was important enough to justify an investment:

Strategic planning	35 percent
Market studies	35 percent
Accounting	35 percent
Investment analysis	35 percent

For the informals' management teams, the need for training was felt in more general areas of management:

Financial management	44 percent
Sales and marketing	35 percent
Personnel management	35 percent
Technical support	35 percent

The format of instruction preferred by the informal sector is 1 to 2 evenings a week (35 percent) and onsite training (23 percent).

In analyzing the private sector environment, other training needs were identified. For export- and import-oriented firms, or those with the potential, training in transit, exchange rate management, and doing business abroad is necessary. A need to improve business operators' marketing and market analysis skills was also cited. In order to help prepare young firms to enter the market and become viable contributors to the country's development, training in entrepreneurial development, business creation strategies, and creative ways of raising money are as important as basic management and accounting skills.

## VIII. TRAINING PLAN

The following training plan describes HRDA training objectives, audiences and activities to promote private sector development in Chad, and covers the 3 year period from FY 1991 to 1993. Before finalization of this plan, USAID/Chad will ensure conformity with the Mission's CPSP.

### A. Training Objectives

The three key objectives of the USAID/Chad HRDA training plan are (1) to sensitize key public sector decisionmakers to promote a more enabling policy environment through supporting awareness about the private sector's contribution and potential contribution to Chadian development; (2) to support the strengthening and expansion of existing businesses; and (3) to support private enterprise creation, especially from informal enterprises.

### B. Target Audiences

The target audience will include key decisionmakers in the Ministries of Plan, Commerce and Industry, Finance, Justice, Labor, and others as appropriate. It will also include potential and budding entrepreneurs in the informal sector and in existing PMEs, as well as trainers from local private training institutions. A concerted effort will be made to train women. HRDA will work with the VITA/PEP project and AMTT's Agribusiness Support Center to identify existing and potential entrepreneurs and other people likely to benefit from this training, including informal sector operators. In addition, the Private Sector Advisory Board will recruit participants for HRDA training activities. Unless otherwise mentioned, an in-country seminar will be planned for 20 people.

### C. Training Activities

The following descriptions of training activities is broken down by objective, target audience, cost and schedule. HRDA budget figures were taken from the Annual Budget Submission for Chad. As it is possible that USAID/Chad put more money into training as a result of higher OYB levels, the HRDA training plan should be reviewed each year to modify it. Indeed, it should be under continual refinement, review and modification by the Private Sector Advisory Board and USAID. If, after beginning implementation of this plan, the mission feels it to be too ambitious, it should scale down the number of activities and only increase them as it succeeds in managing them. The table at the end of this section provides in a nutshell the HRDA private sector training plan.

#### **Objective One: Sensitize key public sector decisionmakers about the role of the private sector**

1. In an effort to register the perceptions of the constraints to private sector development in Chad, the HRDA project will fund a 1- to 2-day seminar for Chadians from both the public and private sectors. This will take place in N'Djamena and will be facilitated by an outside consultant, who will work with local trainers. This seminar should target the highest level possible of decisionmakers in the GOT; that is, directors in the Ministries of Plan, Commerce and Industry, Finance, and Labor and CEOs and owners of Chadian businesses to come together and discuss possibilities and problems with the development of the country in general and the private sector in particular. Much planning will be required on the part of the trainers to guide and facilitate the seminar. Probable cost: \$25,000.
2. USAID/Chad will serve as a catalyst to encourage an HRDA regional workshop in Chad that will bring together key decisionmakers in the public sector ministries in Chad with their counterparts from several other African countries. Such a workshop would use Chad and information from the several surveys that have been performed in the last few years (including the survey done for this

assessment) as a case study. The workshop would examine the contribution of the private sector to Chad's development and would bring in private entrepreneurs in Chad to participate. This will continue the process of dialogue and understanding and will include the regional dimension to share experiences with privatization. The other African countries that send participants will share experiences from their countries. An animator from one of the other participating countries should attend the upcoming Round Table on the private sector in December to be on top of the issues and discussions already in progress. This should be a high-profile affair, with lots of publicity, television coverage, the ambassador and ministers opening and closing, etc., and will involve about 50 persons. One such workshop would cost approximately \$50,000, assuming that HRDA core funds would contribute an equal amount and that the participating countries cover the costs for their participants.

3. From the group involved in the workshop described above, no more than four of these key governmental decisionmakers and private business persons should be selected for a 3- to 5-day study tour in Cote d'Ivoire, Senegal, or another appropriate African country to witness and learn from the way these countries have encouraged private sector development. One study tour of four people will be approximately \$20,000.
4. Building on the study tour and the previous workshop, there should be a follow-up 2- to 3-day workshop involving the same facilitator as in the workshop. At this second workshop, the study tour participants would report on their trip and findings, and the participants would plan actions as they make conclusions about private sector contributions. This should be followed up by a 2- to 3-day workshop a year after that to monitor private sector development. Expatriate assistance will be provided to carry out these workshops. Approximate cost: \$20,000 each.

#### **Objective Two: Support the strengthening and expansion of existing businesses**

1. Using African expertise, HRDA will organize in conjunction with VITA/PEP and the ASC two in-country seminars in business planning, balance sheet preparation, and strategic plan preparation. The seminars will include such topics as investment analysis and cost planning. One of these seminars will be targeted especially for Chadian women entrepreneurs. The expatriate trainer will work with local trainers to improve the capacity of local trainers and to transfer the training technology. This will ensure a multiplier effect and strengthen Chadian training capacities. Two seminars per year will be delivered. Estimated cost: \$20,000 each.
2. In FY 1991 and beyond, HRDA will provide short-term training in business management for three people who are owners or managers of small enterprises. The course should focus on sales and marketing and cost planning as well as some general management principles. The training should take place at a U.S. training institution such as Arthur D. Little which specializes in private business management. Estimated cost: \$16,000 each, \$48,000 for three people.
3. The Office of International Training (OIT) administers the Entrepreneurs International (EI) program where U.S. businesses host African entrepreneurs who are involved in like business activities. It is desirable although not mandatory that the Africans speak English. One person per year should be sought for EI training. Cost: approximately \$6,000, assuming an interpreter is not used.
4. CESAG or CAMPC should be asked to design and deliver two in-country workshops for existing SME managers and supervisors. Training in general management, aspects of sales and marketing, business development, financial management, personnel management should be included in the seminars. Cost: approximately \$20,000 each.

5. During the second and subsequent years of the project, regional African training institutions such as CESAG (Centre d'Etudes Superieures en Gestion) and CAMPC should be used to provide training in small business management to private operators and their management staff. HRDA will take advantage of CESAG's 2-month program in business management, which trains people to be immediately operational in a small business setting. Three people will be sent per year, after the first year, at a cost of approximately \$10,000 each.
6. Also during the second and subsequent years of the project, HRDA will use the short courses in topics in small business development provided on a regular basis by the Centre Africain de Management et de Perfectionnement des Cadres (CAMPC). Three Chadians per year will be selected to participate in the workshops on personnel management, financial management, and leadership. Approximate cost: \$8,000 each, totaling \$72,000 per year.

**Objective Three: Support private enterprise creation, especially from informal sector activities**

1. In FY 1991, HRDA will coordinate with both the VITA/PEP project and the soon-to-be-created Agribusiness Support Center (ASC) under the AMTT project to identify potential entrepreneurs. HRDA will contract with an expatriate firm such as Management Systems International (MSI) to develop in the Chadian context an Entrepreneurial Development workshop. This firm will work with local Chadian trainers to design and deliver the training and to include such topics as strategic planning, investing and marketing in the Chadian context. Approximate cost: \$75,000.
2. Aside from the Entrepreneurial Development workshop recommended above, all training under this objective should be in the form of local seminars, given usually in the afternoons during the week, a few hours at a time, and given by local trainers after the first year. Local trainers with the assistance of one expatriate (during the first year only) should deliver a series of short workshops of three to four afternoons a week for informal operators. The informals can be recruited through the VITA project or through radio, or other means and could be divided by sector (such as metalworking, mechanic shops, tailoring, and agricultural production activities) if response is great enough. The same group should go through the whole series, which would include general management, financial management, planning, personnel management, investing, marketing, and sales. One week of afternoons could be spent on each of the above topics. After the first year, three series a year should be planned, and in other urban areas, in order to try to reach as many informal sector operators as possible. Estimated cost of the first year of activities (six 4-day workshops) is \$50,000, and \$45,000 each year after that (for three series of six 4-day workshops).
3. HRDA in Chad should be prepared to act quickly to requests for in-country training coming from informal sector participants. The VITA project will likely be aware of specific needs for informal sector operators as they arise and should be encouraged to collaborate with the HRDA project in planning to address those needs. Thus, the project should reserve a budget of \$15,000 a year after the first year for two informal sector training workshops to be designed and delivered locally.

**D. Adjunct Training Activities**

The HRDA project provides for four Chadian participants a year to attend HRDA regional private sector workshops or training seminars. These will be held in various African countries.

In addition, the project provides for two USAID training staff to attend A.I.D. training officer and HRDA management workshops. However, A.I.D. regulations are such that only staff whose funding source is program funds (as opposed to Operating Expenses) will be eligible to travel on HRDA funds.

Chad has been sending upwards of 40 participants to short- and long-term training per year. At least once a year, either the training officer or the assistant should make a site visit to one or more of the third-country training sites.

An estimated \$4,000 per person and activity brings this to \$28,000 per year.

#### **E. Training Support**

The computer in the training office is currently being used full time. The HRDA project will purchase a personal computer to enable it to better monitor, report on, and analyze project private sector training activities and outputs. Estimated cost is \$7,000. HRDA core contractor LABAT-ANDERSON can help with procurement and installation, if requested.

As much of the private sector training will be in-country, the project will have to call upon short term local technical assistance to help with the organization of some of these activities. Short-term local technical assistance of up to \$10,000 per year may be required.

#### **F. Funding**

The following summary reflects projected funding levels over the life of project. Private sector training will be funded during the next 3 years (FY 1991-1993). This assumes that the HRDA project will be renewed or extended in September 1992. It should be noted that Adjunct Training Activities and Training Support Activities, which total \$35,000 in FY 1991 and \$28,000 thereafter, will benefit the whole HRDA program in Chad, are included here under the heading "Public Sector."

	Private Sector	Public Sector	Total
FY 88	0	\$500,000	\$500,000
FY 89	0	\$500,000	\$500,000
FY 90	0	\$500,000	\$500,000
FY 91	\$374,000	\$126,000	\$500,000
FY 92	\$347,000	\$263,000	\$610,000
FY 93 (est.)	\$359,000	\$441,000	\$800,000
<b>TOTAL</b>	<b>\$1,080,000</b>	<b>\$2,330,000</b>	<b>\$3,410,000</b>

### **IX. IMPLEMENTATION**

#### **A. Role of the Private Sector Advisory Board (PSAB)**

The PSAB should meet fairly often at first to update training needs, plan for recruitment and selection, evaluate past programs, and meet with trained participants. Then regular quarterly meetings should be encouraged. It should also discuss advertising of training opportunities and keeping the Chadian private sector informed. All decisions of the PSAB will be transmitted to USAID/Chad project officer for approval.

During the assessment, the team met with key private sector players who are potential members of PSAB. It is recommended that the Private Sector Advisory Board be composed of no more than six persons, with the HRDA project officer serving as technical advisor to the board. The following organizations should be recommended to name board members:

USAID (Program Officer)  
Conseil National du Patronat de Tchad (CNPT)  
Chambre Consulaire  
ENETRA (probably the Director General)  
Cotontchad (the Director General)  
Pharmacy concern (where a woman is CEO)

At least two members of the PSAB should be women. In addition, the USAID training officer should attend all meetings as training specialist for the Mission, to coordinate all training activities and to ensure that all A.I.D. standard regulations and procedures for training are followed.

### **B. Recruitment and Selection**

Recruitment and selection of participants are important factors in the success of this private sector training component of HRDA. The PSAB should be responsible for fully informing the local private sector of upcoming training events. This information should be spread as fully and as openly as possible: through newspaper and radio announcements, through notices from employers' associations, through local projects such as VITA/PEP, and through the members of the PSAB themselves.

For each training activity, the PSAB should establish the criteria for selection of candidates. The process should be kept as open and transparent as possible. For U.S. and third-country short-term training programs, participants should be selected based on individual qualifications and on the profile of their firms with special efforts aimed at recruiting and selecting women (see below).

To the extent required by USAID/Chad and the GOC, concurrence of the GOC will be sought in the recruitment and selection of candidates for training under HRDA. PSAB recommendations for selection will be made to USAID which will authorize final approval.

### **C. Recruitment and Selection of Women**

A HRDA goal is that 35 percent of the participants trained be women. In order to attain this target, every effort must be made to provide training for women. Up to now, USAID's record for training women is dismal. Overall, Chadian women have benefitted from only 7 percent of the training USAID has funded. The HRDA project has trained 58 persons so far, of whom only 10.36 percent are women. This record can be improved upon with conscious efforts at recruiting and selecting women and providing training opportunities attractive to women.

Experience has shown that when women are part of the selection committees (the PSAB in this case), there is a greater chance that more women will be chosen for training. In addition, for every recruitment effort for training, women must be explicitly encouraged by the PSAB and USAID to apply and come forward. The PSAB members should be encouraged particularly to look out for good women candidates prior to each selection.

The HRDA training plan will organize in-country workshops and seminars explicitly designed for women entrepreneurs or those involved in micro-enterprises. However, the PSAB and USAID should not depend on these types of training to achieve the 35-percent target. Women must be encouraged to present

themselves as candidates for every training activity planned. The PSAB and USAID should continually monitor its efforts in the recruitment and selection of women.

#### **D. Evaluation and Follow-up**

An important component of any training program is evaluation and follow-up to ensure that training objectives were reached and that the training was appropriate. Returned private sector participants should be interviewed by members of the PSAB shortly after the completion of the training program. There should also be a written evaluation of the training received. All evaluations should be carefully considered by the PSAB and USAID in determining future training programs. Based on the evaluations, adjustments should be made in course content, delivery, etc., as needed.

All returned participants should be invited to periodically discuss follow-on activities to the training received. Where appropriate, follow-on activities should be implemented.

#### **E. Management of Program**

Management of the HRDA training program is more labor intensive than its predecessor projects. This is because of the focus on in-country and third-country training, which often require contracting for technical assistance, detailed logistics, and continual revision and adaptation of training needs to the situation at hand. Rarely have USAID training officers been asked to stretch themselves professionally as much as the HRDA project demands.

Private sector training for Chad will include some activities that may be new to the Mission. It will include a regional seminar to be held in Chad, a study tour, at least six in-country workshops per year, and in later years there will be more third-country training. Periodically, especially at times of heightened in-country training activity, USAID may call upon the assistance of local consultants to help with implementation of the program. Given the management-intensive nature of in-country training, the training office workload should be monitored and additional temporary support provided if necessary.

AFR/TR/EHR will backstop the USAID/Chad training office as necessary and will provide quarterly follow-up visits to assist the training office in programming and implementing its private sector activities and to participate in PSAB meetings.

If the Mission decides to increase the amount of its buy-in to HRDA, AFR/TR/EHR can assist, together with the PSAB, in identifying and programming complementary training activities that address the training objectives.

Progress reports on implementation of the private sector portion of the HRDA project should be submitted to AFR/TR/EHR quarterly, so that adequate follow-up can be provided and so that AFR/TR/EHR may better determine what other support to the Mission is needed.

USAID/Chad FY 1991-1993 HRDA Training Plan

Objectives/Activities	FY 1991	FY 1992	FY 1993
<p><b>Objective one:</b> Sensitize key public sector decisionmakers about the role of the private sector.</p> <p><i>Activity 1:</i> 2-day conference/workshop for high-level public and private actors in Chad</p> <p><i>Activity 2:</i> Regional workshop in Chad for public and private officials</p> <p><i>Activity 3:</i> Study tour to another African country</p> <p><i>Activity 4:</i> Reporting workshop to follow up</p>	<p>20 persons in-country: \$25,000</p> <p>50 persons in-country: \$50,000</p> <p>4-person observation tour: \$20,000</p> <p>20 persons in-country: \$20,000</p>	<p>20 persons in-country: \$20,000</p>	<p>20 persons in-country: \$20,000</p>
<p><b>Objective two:</b> Support the strengthening and expansion of existing businesses</p> <p><i>Activity 1:</i> 2 workshops per year with VITA/ASC for business planning, investment, cost planning</p> <p><i>Activity 2:</i> USST training in senior management, sales, and marketing and cost planning</p> <p><i>Activity 3:</i> EI</p> <p><i>Activity 4:</i> CESAG/CAMPC workshops for SME managers and supervisors</p> <p><i>Activity 5:</i> CESAG 2-month course on business management</p>	<p>40 persons in-country: \$40,000</p> <p>3 persons USST: \$48,000</p> <p>1 person U.S. intern.: \$6,000</p> <p>40 persons in-country: \$40,000</p>	<p>40 persons in-country: \$40,000</p> <p>3 persons USST: \$48,000</p> <p>1 person U.S. intern.: \$6,000</p> <p>40 persons in-country: \$40,000</p> <p>3 persons TCST: \$30,000</p>	<p>40 persons in-country: \$40,000</p> <p>3 persons USST: \$48,000</p> <p>1 person U.S. intern.: \$6,000</p> <p>40 persons in-country: \$40,000</p> <p>3 persons TCST: \$30,000</p>

USAID/Chad FY 1991-1993 HRDA Training Plan (continued)

Objectives/Activities	FY 1991	FY 1992	FY 1993
<i>Activity 6:</i> CAMPC seminars on personnel management, financial management, and leadership. Three persons to each.		9 people TCST: \$72,000	9 people TCST: \$72,000
<p><b>Objective three:</b> Support private enterprise creation, especially from informal sector activities</p> <p><i>Activity 1:</i> Entrepreneurial development workshop (MSI) for informals</p> <p><i>Activity 2:</i> Series of 6 4-day workshops (general management, financial management, planning, personnel management, investing, marketing, and sales)</p> <p><i>Activity 3:</i> Rapid response for informal sector training in collaboration with VITA/PEP</p>	<p>20 persons in-country: \$75,000</p> <p>20 persons in-country: \$50,000</p>	<p>60 persons in-country: \$45,000</p> <p>40 persons in-country: \$15,000</p>	<p>60 persons in-country: \$45,000</p> <p>40 persons in-country: \$15,000</p>
TOTAL	\$374,000	<p>+10% \$316,000</p> <p>31,000</p> <hr/> <p>\$347,000</p>	<p>+10% \$296,000</p> <p>30,000</p> <hr/> <p>\$326,000</p> <p>+10% 33,000</p> <hr/> <p>\$359,000</p>

## Annex 1

### ASSESSMENT METHODOLOGY

The purpose of the private sector training needs assessment was to define a multiyear strategy to promote human resources development within the private sector in Chad.

The four-person team responsible for the assessment in Chad included two private sector analysis specialists and one training specialist, all from HRDA contractor LABAT-ANDERSON Incorporated, and one local expert recruited by OAR/Chad to organize the team's schedule and to administer the survey questionnaire to more than 70 formal and informal sector enterprises. The team was complemented by the OAR training officer, who accompanied the team to most of its meetings and was especially instrumental in helping to develop the training plan.

The assessment was completed in approximately 2 weeks, using the following methodology:

#### 1. Literature search

Literature on the local private sector, USAID's development program, economic analyses, labor and employment statistics, as well as government-sponsored studies on the private sector were reviewed.

#### 2. Contacts with key private sector players and support organizations

The first week and part of the second week were devoted to meetings with private sector support organizations (OPIT, Chambre Consulaire, etc.), key Government agencies (Ministry of Plan, etc.), donors (World Bank, UNDP, PVOs, FAC, etc.), and training institutions (such as the Chambre Consulaire's training center, ISG, Lycee Technique et Commercial, CERF Informatique, and key private entrepreneurs).

#### 3. Interviews with a representative sample of SMEs and informal sector enterprises

During the first week, a new PSTNA questionnaire was tested, refined, and readied to use for a random sample of 30 private sector firms in N'Djamena and Moundou, and 40 informal sector enterprises in N'Djamena. The survey was conducted over a 5-day period by six Chadians and interim results were obtained every 2 days. The questionnaire consisted of close-ended questions administered during an interview of about an hour, after a brief explanation of the purpose of the survey.

Mission staff were regularly briefed on preliminary conclusions of the meetings and survey.

#### 4. Tabulation of questionnaire results

Preliminary results of the questionnaire tabulation were obtained in N'Djamena and were incorporated into the first draft of the assessment. Later in the U.S., the results of the survey were exploited more fully by Labat-Anderson and incorporated into the final draft.

#### 5. Preparation of private sector training plan

A draft private sector training plan was elaborated with the assistance of the Mission training officer. The plan is intended for a period of 3 years, to FY 1992.

**Annex 2**

**Needs Assessment Questionnaire**

DATE: \_\_\_\_\_  
INTERVIEWEUR \_\_\_\_\_

CETTE ENTREPRISE ET SON PERSONNEL

NOM: \_\_\_\_\_

FONCTION: \_\_\_\_\_

ENTREPRISE/SOCIETE: \_\_\_\_\_

CAPITAL: \_\_\_\_\_

ADRESSE/TELEPHONE: \_\_\_\_\_

**A. PRESENTATION GENERALE DE L'ENTREPRISE**

1. En quelle année cette entreprise a-t-elle été créée?

\_\_\_\_\_

2. Est-ce que votre entreprise est enregistrée au registre de commerce?

Oui.....1  
Non.....2

3. Est-ce que vous appartenez à une association professionnelle?

Oui.....1  
Non.....2

3a. (Si oui), à quelle association appartenez vous?

\_\_\_\_\_

3c. (Si oui), quels sont les buts de cette organisation?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Quelle activité décrit le mieux votre entreprise?

Fabrication.....1  
Agro-industrie.....2  
Construction.....3  
Transport.....4  
Service (affaires).....5  
Profession Libérale.....6  
Commerce.....7  
Autre activité (décrivez) \_\_\_\_\_

5. Décrivez les principales activités et/ou principaux produits que cette entreprise fournit.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Est-ce que votre entreprise est :

- Une entreprise privée individuelle.....1
- Une entreprise privée en société (SA, SARL, SNC).....2
- Une entreprise d'économie mixte (para-étatique).....3
- Une entreprise étatique.....4
- Une filiale d'une firme étrangère.....5
- Ou autre (expliquez) \_\_\_\_\_

7. Etes-vous propriétaire de cette entreprise?

- Je suis propriétaire.....1
- Je ne suis pas propriétaire.....2
- Je suis co-propriétaire.....3

8. Combien d'employés travaillent dans cette entreprise?

	<u>HOMMES</u>	<u>FEMMES</u>	<u>TOTAL</u>
Nombre d'employés à plein-temps	_____	_____	_____
Nombre d'employés à mi-temps	_____	_____	_____
Nombre total d'employés	_____	_____	_____

9. Quel est, à peu près, le pourcentage annuel des ventes à l'exportation? (S'il n'y en a pas, passez à la question 10).

\_\_\_\_\_ %

9a. En cas d'exportation de services/produits, où exportez-vous vos produits?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

10. Quel est le pourcentage des importations dans vos activités?

\_\_\_\_\_ %

10a. Quelles sont les origines de ces importations?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

11. Etes-vous inquieté par la concurrence dans ce milieu?

- Très inquiet.....1
- Un peu inquiet.....2
- Pas du tout concerné.....3 (Si vous choisissez 3, passez à la question 11b.)

11a. (Dans le cas où vous avez coché 1 ou 2 pour la question 10) Quelle est l'origine de la concurrence à laquelle votre entreprise est confrontée? (encercler la réponse qui est approprié).

- Est-ce qu'elle est d'origine locale?.....1
- Est-ce qu'elle est d'origine d'un autre pays africain.....2
- Est-ce qu'elle est d'origine d'une firme non-africaine.....3
- Autres \_\_\_\_\_

11b. (Si vous choisissez 3 à la question 11, dites pourquoi vous ne vous sentez pas du tout concerné par la concurrence?

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12. La question suivante aborde le sujet des contraintes à l'expansion de votre entreprise. Évaluez les facteurs suivants de l'échelle 1 à 5, où 1 veut dire que le facteur n'est pas du tout une contrainte à l'expansion de votre entreprise et 5 veut dire que le facteur est une contrainte majeure à toute expansion.

	Pas une contrainte			Une contrainte majeure	
	1	2	3	4	5
Manque de personnel technique qualifié	1	2	3	4	5
Manque de personnel en management qualifié	1	2	3	4	5
Règlementations douanieres, fiscales, administratives	1	2	3	4	5
Manque de sources de financement	1	2	3	4	5
Taille/volume du marché	1	2	3	4	5
Concurrence	1	2	3	4	5
Situation économique générale de votre pays	1	2	3	4	5

12a. Quelles sont les autres contraintes (s'il y en a) que vous rencontrez?

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## **B. ENGAGEMENT A LA FORMATION ET AU DEVELOPPEMENT**

13. Voici une liste d'actions de formation. Évaluez chacune d'elle de l'échelle 1 à 5:

- 1 = Pas du tout important pour justifier un investissement
- 2 = Pas assez important pour justifier un investissement (on peut s'en passer)
- 3 = Assez important pour justifier un investissement (ça peut attendre)
- 4 = Important pour justifier un investissement (ça dépend du coût)
- 5 = Très important (il faut absolument faire la formation).

### **Gestion générale**

- \_\_\_\_\_ Plan/organisation stratégique
- \_\_\_\_\_ Gestion d'approvisionnement
- \_\_\_\_\_ Droit des affaires
- \_\_\_\_\_ Choix des partenaires
- \_\_\_\_\_ Réglementations gouvernementales

### **Ventes et marketing**

- \_\_\_\_\_ Etudes de marchés
- \_\_\_\_\_ Techniques de ventes et de marketing
- \_\_\_\_\_ Publicité et Promotion
- \_\_\_\_\_ Circuits de distribution des produits et services

### **Gestion financière**

- \_\_\_\_\_ Coûts/planification du budget
- \_\_\_\_\_ Comptabilité
- \_\_\_\_\_ Préparation du bilan et détermination de résultats
- \_\_\_\_\_ Analyse des coûts
- \_\_\_\_\_ Méthodes d'analyse de rentabilité des investissements
- \_\_\_\_\_ Comment identifier les sources de financement
- \_\_\_\_\_ Taxes

### **Gestion du personnel**

- \_\_\_\_\_ Gestion du temps
- \_\_\_\_\_ Contrôle de qualité
- \_\_\_\_\_ Motivation du personnel
- \_\_\_\_\_ Développement des responsabilités du travailleur
- \_\_\_\_\_ Politique de rémunération
- \_\_\_\_\_ Recrutement du personnel
- \_\_\_\_\_ Techniques de direction
- \_\_\_\_\_ Administration du personnel
- \_\_\_\_\_ Planification

### **Support de l'entreprise**

- \_\_\_\_\_ Réparation et maintenance des équipements
- \_\_\_\_\_ Gestion financière assistée par ordinateur
- \_\_\_\_\_ Correspondance administrative
  
- \_\_\_\_\_ Organisation et fonctionnement des services administratifs
- \_\_\_\_\_ Compétences dactylographiques/Bureautiques

\_\_\_\_\_ Compétences spécifiques relatives à une industrie  
(Spécifiez): \_\_\_\_\_

13a. Quel est le format d'instruction dans lequel la compagnie voudrait bien investir?

- 1-2 soirée(s) par semaine.....1
- Séminaire en fin de semaine (vendredi ou samedi).....2
- Une semaine intensive de session (matin et soir).....3
- Deux semaines intensives de session (matin et soir).....4
- Formation sur place.....5
- Formation à l'étranger.....6

14. Y a t'il des chances que cette entreprise investisse dans la formation dans les prochains 12 mois?

- Très forte chance.....1
- Peu de chance.....2
- Pas certain en ce moment.....3
- Pas du tout de chance.....4

14a. Quel est le budget que vous êtes disposé à allouer à la formation dans les prochains 12 mois?

\_\_\_\_\_

15. En ce moment, quel pourcentage serait attribué à chacun des groupes suivants:

Propriétaire/Directeur Général	_____	%
Autre Directeurs	_____	%
Personnel de l'encadrement	_____	%
Personnel de l'exécution	_____	%
Personnel support	_____	%
TOTAL =	_____	100 %

**B. PROFIL DE L'EQUIPE DE GESTION**

Ces questions sont adressées à l'équipe de gestion. Cette équipe comprendrait le (s) propriétaire (s), tout autre directeur et/ou autorité supérieure.

16. Combien de directeurs avez-vous dans votre entreprise?

\_\_\_\_\_

17. Quel est le niveau d'instruction moyen de vos directeurs?

\_\_\_\_\_

18. Combien de vos directeurs ont reçu une formation en affaires (business) dans les domaines suivants:

- Formation sur place en affaires (business) \_\_\_\_\_
- Formation en affaires dans un autre pays africain \_\_\_\_\_
- Formation en affaires ailleurs qu'en Afrique \_\_\_\_\_
- Formation sur le terrain \_\_\_\_\_

19. Vos directeurs ont, en moyenne, combien d'années d'expérience dans les affaires?

\_\_\_\_\_

20. En choisissant sur la liste des actions de formation de la question 14, quelles sont les 5 où votre compagnie investira pour la formation de ses directeurs dans les 12 prochains mois?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_

**C. PROFIL DU PERSONNEL D'ENCADREMENT**

Ces questions sont adressées aux autres responsables de votre entreprise qui ont une position de supervision mais qui ne sont pas considérés comme membres de l'équipe dirigeante.

21. Combien de personnel d'encadrement avez-vous dans votre entreprise?

\_\_\_\_\_

22. Quel est le niveau d'instruction moyen de ces responsables?

\_\_\_\_\_

23. Combien de ces responsables ont reçu une formation en affaires, dans les domaines suivants?

Formation sur place en affaires (business) \_\_\_\_\_  
Formation en affaires dans un autre pays africain \_\_\_\_\_  
Formation en affaires ailleurs qu'en Afrique \_\_\_\_\_  
Formation sur le terrain \_\_\_\_\_

24. Combien d'années d'expériences en affaires ont en moyenne ces responsables?

\_\_\_\_\_ ans

25. En choisissant sur la liste des actions de formation de la question 14, quelles sont les 5 qui pourront faire l'objet d'un investissement dans les prochains 12 mois?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_

**D. PROFIL DU PERSONNEL D'EXECUTION**

26. Combien du personnel d'exécution y a-t-il dans cette entreprise?

\_\_\_\_\_

27. Quel est le niveau moyen d'instruction de ces agents?

\_\_\_\_\_

28. Combien d'années d'expériences ont-ils en moyenne?

\_\_\_\_\_ ans

29. En choisissant sur la liste des actions de formation de la question 14, quelles sont les 5 qui pourront faire l'objet d'un investissement dans les prochains 12 mois?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_

**E. PERSONNEL DE SUPPORT** (secrétaires, plantons, receptionnistes, chauffeurs, etc.)

30. Combien de personnel de support avez-vous dans votre entreprise?

\_\_\_\_\_

31. Quel est le niveau moyen d'instruction de ce personnel de support?

\_\_\_\_\_

32. Combien d'années d'expériences ont-ils (le personnel de support) en moyenne?

\_\_\_\_\_ ans

33. En choisissant sur la liste des actions de formation de la question 14, quelles sont les 5 qui pourront faire l'objet d'un investissement dans les prochains 12 mois?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_



## Annex 3

### Persons Interviewed

#### OAR/Chad

Dr. Bernard Wilder, A.I.D. Representative  
Carole Palma, Program Officer  
Samir Zoghby, Human Resources Development Officer  
Isaac Tedambe, Training Officer

#### Government of Chad

Mariam Nour, Director of Plan  
Guélina Nguetoye, Director General of Plan  
Dr. Jemy Koukou, Directeur de la Formation Professionnelle  
Prefet of Moundou

#### CNPT

Mr. Bambe, General Director of Cotontchad  
Mr. Saleh Kebzabo, General Director, STI

#### BTCD

Mr. Evariste W. Keba, Director of Operation

#### Training Resources

Mr. Tchere, Deputy Director, Centre de Formation Professionnelle  
et de Perfectionnement de la Chambre Consulaire  
Mr. Seid Nangoutoum, Proviseur, Lycee Technique et Commercial  
Mr. Maikaila, Director of Training, CERF Informatique  
Sahoulba Gongtchome, Institut Supérieur de Gestion  
Mr. Isaac Tedambe, BEPROCA  
Mr. Michel Bako, SRFMP  
Mr. Jean-Michel Debene, CEFOPAD  
Mr. Youssef Celingue, Directeur, Collège de l'Unité

#### Private Sector Support Organizations

OPIT  
Chambre Consulaire  
Ali Abbas Seitchi, Comité National de Patronat de Tchad  
BTCD  
Iven Ose, Director, VITA/PEP  
Abakaka Mustapha Lopa, Loan Officer, VITA/PEP  
Bamba Konate Mahmout, Loan Officer, VITA/PEP  
Haroun Sow, Agricultural Advisor, VITA/PEP  
Mr. Moussa Lodgina, UNACOT/Moundou  
Mr. Etienne Beatoum, Officer, Chambre Consulaire

## Donors

Mr. Tony Nooyens, Representative, SNV  
Mr. Joe Hindman, Director, Peace Corps/Chad  
Mr. Emmanuel Dierckx de Casterle, Resident Representative, UNDP  
Mr. John Riley, Director, Africare  
Mr. Bill Stringfellow, Director, ORT  
Mr. Etienne Alingue, Charge de Programme, IBRD  
Mr. Jean-Claude Alet, FAC

## Private Sector Firms

El Hadj Mahamat Dasser, ENETRA, construction

## Formal Businesses Interviewed:

Massar Issa, Directeur, Commerce de Gros  
Guelmbaye Marchel, Directeur/Propriétaire de la Croisière, La Croisière  
Dam Pascal, Directeur, Prestige Peinture  
Kodji-on-be Bembaye, Chef de Centre distribution on BGT/Moundou, Boisson La Glacière du Tchad  
Molelnoudjiel Bibiane, Directrice, Le Seul Bon Choix  
Dembaye Berthe, Directrice, Alimentation la Tchadienne  
Mabat Seid Ahmat, Directeur, Bonfine-Tchad  
Bruno Delorme, Directeur Général, Brasseries du Logone  
Iheme Laurence, Directeur, Ets BSCENT Moundou,  
Mohamat Haroun, Electricien, Maison d'Electricite et de Dépanage  
Brahim Baba, Agent Administratif, Soner  
Teibetchang Justin, Directeur Administratif et Financier, Grande Librairie du Tchad  
Diabanda Mayima, Directeur, Imprimerie Brago Press  
Senin Assana, Chef d'Atelier, Menuiserie Bris et Metalligues  
Abba Abbas, Chef d'entreprise, Imprimerie Abba Press  
Madoux Oblid Oudalbaye Philomène, Commerçant/Chef d'Entreprise, Bela Coutoure  
Abaka Hamid Kelei, Directeur Général, Société Import/Export de Produits Petroliers  
Hassan Adam, Fabricant de Chaussures, Entreprise Individuelle  
Laoumaye Mbadiandogoum, Directeur, Dépôt Pharmaceutique Mbaindogoum  
Djimrangar Joseph, Directeur, Quincaillerie Centrale  
Mbdibarem Nelemari, Directeur, Ebenesterie Rustique  
Laoudum Ibarhim Kameleo, Bar de Peuple  
Guy Schmitz, Directeur d'exportation, M.C.T. Manufacturier de Cigarettes  
Madjitchingar Beinde, Directeur, L'Auberge de Logone  
Amat Mahamat Ali, Directeur, Quincaillerie du Lac  
Hassan Seid, Gérant, Boulangerie du Sahel  
So Djalal Kualil, Directeur, Sodimex  
N'Diaye Aliou, Gérant, Vos Bois  
Patrice M'Baikande, Menuisier, Menuiserie Saint-Joseph  
Helbogo Stephanie, Gérant, Pharmaceutique du Chari  
Barka Ibrahim, Transitaire de la Société, STAC  
Mahamat Moussa, Vendeur, MPDA  
Cessibigue Abel Touin, Chef d'Atelier, Couture  
Abderahim Djoro Brahim, Secrétaire Général, Case Vie  
Danainanga Raymond, Menuisier, Le Département de Fabrique et de L'Esthetique  
Mahamat Nour Salah, Directeur Commercial de l'Exportation, Gestion-Transport- Service  
Bednarek Sean, Directeur, Atelier Mechanique Générale et Construction Metallique  
Joe Geli, Commerçant, SETA

Ben A. Kir Josue, Pharmacien d'Etat, Pharmaceutique de la Fontaine  
 Tiimbaye Masra, Docteur en Médecine  
 Guelm Baye Marcel, Directeur, Cyclotchad  
 Issa Adoum, Kerim, Propriétaire, Commerce de Gros  
 Al Hadji Moussa Mahamat Abakar, Commerçant Directeur, Al Hadji Moussa Mahamat Abakar  
 Radallah Ali, Chef de Service Administratif et Financier, Societe Tchad Pétrole  
 Ahmat Hamine, Bijoutier, Bijouterie Gerbe d'Or d'Afrique  
 Mahamat Djobodo, Chef de Personnel, STECHE  
 Djimadoum Alnehr, Contrôleur, Aurora-Hotel  
 Deocidje Nguending Jean, Chef Comptable, SOCOA Tchad  
 Kadidja Kolingar, Directeur General, SOACIT  
 Mahamat Nour Hassagallah, Chef d'Agence, SHO-Tchad-Tractafic  
 Samafou Baba, Professeur, College Jean Paul Sartre  
 Konaye Nekianyo, Veterinaire, Exploitation Agricole  
 Ngartola Francia, Restauration et Auberge, "Pelican"  
 Oudaah Dephallah, Directeur, Biolam  
 Adoum Aguid Ngare, Chef d'Entrepreise, Etablissement Agriod  
 Ahmat Betolma, Technicien Repareteur, Mecano-Tchad  
 Mañamat Moctar, Commerçant, Quincaillerie  
 Oumar Abdallah, Commerçant, Quincaillerie de la Mosquée  
 Kolandi di Pascal, Chef de Service, PFA  
 Brahim, Comptable, Commerce Général du Chari  
 Anonyme, Transitaire, SOCOPAO du Tchad  
 Bdjia Dana, Gerant, Boulangerie Bhada  
 Ahmat Hissene, Directeur, Hôtel La Palmeraie  
 Yousouf, Gerant, Estabiliss

Informal Businesses Interviewed:

3 Electriciens, Général Store/Générateur  
 5 Tailors/dressmakers  
 5 Merchants, Général Shops  
 2 Mechanics, Auto Garages  
 2 Merchants, Auto Parts Store  
 Merchant, Car Tires  
 Merchant, Video Store  
 Merchant, Pot and Pan Shop  
 Owner, Boutique  
 Owner, Tannery and Shoemaker  
 Manager, Taxi Firm  
 Craftsman, Fabrication des valises en fer  
 Refrigerator Salesperson, Appliance Store

## Annex 4

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