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**Guinea: Development of Human Resources for Industry**

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## 1. Context

The industrial sector in Guinea is mainly concentrated in Conakry where there is little integration among the activities of the few existing enterprises. Most industries serve internal markets in the country.

Industries are underutilized relative to their capacity due to their holdover from the previous economic period. Capital investment was generally oversized and the entrepreneurial spirit was largely suppressed. Today, private-sector promoters are still somewhat constrained in their activities because state policies and actions do not always conform to the needs of a liberal economy.

In addition, the industrial sector is constrained by weak market demand, poor marketing structures, and intense market competition vis-a-vis imported goods. Furthermore, the industrial environment does not function in a manner which facilitates healthy industrial growth, that is, there is a shortage of necessary services including credit, infrastructure, communication, and energy. International transport is very costly. Support services such as industrial counselling which includes the provision of pertinent information with regard to markets and technologies is largely absent. Finally, national human resources are clearly insufficient in terms of the administrative and technical capabilities deemed necessary to mount a productive industrial sector.

The national committee of the Schema Directeur d'Industriel (SDI), has designated a first group of six priority sectors based on their potential for development of competitive and efficient activities. A seventh has been considered due to its traditional and current importance in the Guinean economy particularly in regards to female productive economic activities.

The seven sectors under consideration are as follows:

### i) fruits and vegetables

Guinea is particularly well-endowed as a producer of fruit and vegetables. Agro-industry, therefore, has significant linkages to the interior. This industry is particularly important for women as they are located in several aspects of the chain of linkages, that is, in cultivation, marketing, and transformation activities. Agro-industry serves both internal and external markets as it has a relative advantage internationally in terms of the cost of primary materials (which are found locally) and workforce. At present, three out of four agro-enterprises are dysfunctional and the fourth operates at 25% capacity.

### ii) fats and oils

Today, the major contribution to industrial activities in this sector is derived at the artisan level (70% of production) due to mediocre technology and low profitability in large enterprises. Present production covers only part of national needs. Alternative production methods, however, are limited. One option favoured by the Groupe Strategique is to improve small oil and soap enterprises in order to increase the value of resources which are dispersed and to serve better the population. This includes projects which will employ modern cultivation practices for industry and improved transformation of agricultural products using improved technologies at both the industrial and informal sector levels. Women are major actors in soap making in rural areas.

### iii) wood

The industrial network in this sector is constituted of artisan or semi-industrial units largely located in the informal sector. Industrial enterprises are aged, especially the sawmills. Their products are mediocre in quality and are not competitive on the market. The market for wood is split between artisan products and more elaborate and sophisticated goods.

### iv) fish

This sector has identified potential despite the fact that it is presently constrained by its organisational and distributional networks. Furthermore, investment is currently being made in fishing vessels and harbour equipment.

### v) B.T.P./construction materials

The sector for construction materials benefits from several favourable factors such as strong market demand, satisfactory level of technology, trained personnel and a large variety of locally-provided products. An accent will be put on the reintroduction of brickyards in the form of small units in the interior of the country.

### vi) maintenance and transformation of metal

This industrial activity is not strong in Guinea. The network is handicapped by a costly energy input for individual operations, weak use of capital input, non-competitiveness in terms of price and quality of products and the difficulty in the importation of inputs and spare parts for maintenance.

### vii) textiles

Plans are underway to rejuvenate the textile industry in both modern and traditional production.

Existing training programs do not match the requirements necessary to fully develop a human resource base for these industries. In coordination with other strategies presently being undertaken, this study represents a first step in the formulation of a concise program for the training of human resources for industry.

## 2. Training approach

It is essential that an orientation for future industrial training programs in Guinea be adopted and practised. Generally, training programs in the short to medium term must address:

- the fragile nature of the current industrial fabric,
- the limited means of the country, that is, a restricted capacity at both the enterprise and state levels.
- the diversity of needs of the enterprises according to their size and nature of their activities,

In order to have a clear view of needs which will change as industry develops coordination is required between the users and dispensers of training programs.

Specifically, in order to have maximum impact, training programs must also consider the nature of industrial activities which have repercussions beyond the domain of the enterprises themselves. For example, one can juxtapose two differing views, the first of which allocates human resource training resources to the formal sector assuming that the effect will "trickle down" to workers in informal sector activities, that is those involved in PME activities. An alternative approach is one which considers the systemic nature of industrial activities in Guinea and the need for a compatible program of human resource training. It is the latter approach which will be employed in this text.

In this approach, training programs consider the target population as all those involved in enterprises both in the formal and informal sector (at a pre-defined level) as candidates for industrial instruction suited to their needs and capabilities. The primary goal is to integrate as much of the population as possible in the industrialization process. A secondary goal is to minimize the negative effects on the groups of individuals, particularly, artisans, those engaged in non-formal entrepreneurial activities, and women, who will be most vulnerable to this process of socio-economic change.

In this approach it has been useful to examine groups of operators/individuals and designated sectors for industry as the "demand side" for training and industrial structures and training programs as the "supply side". An analysis of the two "sides" forms the base for the recommendations.

### 3. The demand for and supply of training for industry

There are numerous groups of operators/individuals with industrial potential in Guinea and a variety of professional centres to service their training needs.

#### Groups of operators

Within this specific category one finds:

i) industrial enterprises with modern management, generally privately owned with strong foreign participation (most are not yet operational),

ii) large enterprises whose activities balance between commercial and productive often to the detriment of the latter,

iii) Guinean P.M.E.s, the further development of most of which is constrained by insufficient management skills, limited resources and heavy market competition.

iv) female NGO enterprises, for example, AFEG agro-alimentary projects and the GFAF fish project ("Boulbinet") and cooperative enterprises such as those in the APEK project,

v) "informal" enterprises, including artisan activities, which lack the dynamism necessary to mount an industrial enterprise but respond well to certain market demands.

The majority of groups of operators have expressed, through the Groupe Strategique, a need for assistance in the skilling and/or reskilling of their professional staff, support staff and workers.

### Professional training needs

- i) promoters, managers, highly skilled technicians

The composition of this group is mainly persons (cadres superieurs [CS], technicians superieurs [TS]) who have lost their jobs or will lose their jobs as the public sector is continually being rationalized. These workers need retraining in modern management and technical administration for private sector enterprises.

A serious program of business administration is required for this group of workers including training in how to access and use information to mount an enterprise; this includes technical and financial instruction at the broadest level. Additionally, these candidates must be sensitized to problems of investment, systematic management, and organization of activities. Finally, coordination is required towards a wide partnership approach.

- ii) technical agents

This group requires specialized training for modern sector activities (p. 12).

- iii) skilled workers/employees

Many of these workers are now being trained on the job or by apprenticeship instruction at the informal level. The special needs of this group will be covered by Ordonnance O/91/026 and Decret D/91/088-89 of the Plan de Formation Professionnelle Continue et l'Apprentissage. For this reason, it has been difficult to extract their specific training needs.

### Professional training offer

In principle, there are existing structures, both state and private, geared to match these needs as they are identified. For example, there are approximately 26 state-run technical and professional centres in Guinea for basic training and continuing education. Candidates who have already achieved general tenth-level education receive an additional three years of industrial training (CAP). These centres fall under the direction of the Ministere de l'Education Nationale and the Ministere des Affaires Sociales et de l'Emploi.

Continuing professional training programs, designed to coincide with specific well-defined needs, are offered by establishments such as the Centre National de Perfectionnement a la Gestion (CNPG), for state personnel and private enterprises, The Complexe Naby Yansane, a privately-owned institution, which offers courses in accounting, insurance and custom's duties, The Centre de Perfectionnement aux Techniques Automobiles et Mechaniques (CEPERTAM), CEPERMAG (agricultural machinery), OIC (secretarial, carpentry, construction, micro-enterprise management), CFP Maritime (water resources), CFP Donka (electricity, carpentry, masonry, heating systems, auto and general mechanics, plumbing) and the Centre Pilote (equipment fabrication and training coupled with production).

Training at a superior level is offered at l'Ecole Nationale Superieure d'Enseignement Technique (ENSET), Direction Nationale de la Recherche Scientifique et Technique-Conakry, l'Ecole Nationale des Arts et Metiers (ENAM), and l'Universite for engineers. In these institutions, industrial training is generally concentrated

in a limited domain; that is, in the areas of mechanical and electrical engineering, electro-mechanics and naval construction.

Certain enterprises, such as CBG, CFP FRIGUIA, ENELGUI, and SOGETRAG have responded to their internal needs by creating their own continuing training structures. In the coming year, ONFPP will realize a census of Maitres d'Apprentissage in order to identify those among them who are most qualified (skills and means) to be trained as teachers in a more formal structure.

Training at an informal level is offered through programs of apprenticeship, which while rarely practised by the enterprises, constitute an important source of training in the informal sector. Additionally, a few PME offer training in certain areas such as carpentry and ready-made clothing.

According to SODETEG studies realized in 1988 (not gender specific), the general needs for business training at the level of cadre superieur (CS), Technicien superieur (TS), and agent technique (AT) can almost be satisfied by the present educational structures. The specific needs, however, for instruction in the areas of finance including accounting, business procedures, and computer methods is not assured. Additionally, for workers at the level of AT, provision for instruction in general administrative procedures, particularly for informal sector enterprises and rural development is absent. Moreover, the present capacity of state or state-associated institutions to meet the training needs of workers in the group designated ouvriers/employes qualifies (OEQ) is gravely lacking and it has been estimated that present instructional structures can only satisfy 15% of the needs for this group.

#### Other professional training needs and services offered

##### iv) secretaries

Secretaries need supplementary training, both quantitatively and qualitatively, to upgrade their skills.

In 1988, training for secretarial skills occurred in only one state establishment, l'Ecole Nationale de Secretariat. Most candidates (98%) in this program were young women as the trade is commonly considered a female enclave. On average, fewer than half (45%) of the students in the third and final year achieved their diploma which means that the output from this institution was rather weak. Today, a few private schools offer courses for secretarial training such as OIC (French and English, work legislation, basic economics, oral communication, typing, letter forms, basic accounting, commercial transactions, office organization, reception, stenography, organization of meetings and business trips), Ecole de Secretariat des Soeurs de Cluny (with courses in English, mathematics and commercial correspondence), Ecole Professionnelle de Coronthie (typing, French and English), and the Complexe Naby Yansane (general secretarial training). Their training capacity, both quantitatively and qualitatively is greatly constrained by insufficient funding particularly in regards the purchase of modern equipment such as computers. EMSIG, a private school is the sole provider of instruction in computer methods but has not the material nor financial means to serve the enormous demand for this type of instruction.

##### v) research personnel

Research training to explore the potential use of local

agricultural produce such as fruits, cereals and tropical medicinal herbs for industry is required. Responsibility for this lies with The Direction Nationale de la Recherche Scientifique et Technique-Conakry which is under the control of the Ministère de l'Education National.

Beyond the formal system encompassed within the state ministries there are several other sources for professional training. This group of associations tend to offer the most significant industrial training in present-day Guinea. While effective, it must be remembered that many of these programs are characterized by their project specificity and very limited means. More precisely, they are part of multilateral and bilateral programs (UNIDO, FAO, BIT, ACIDI, FAC, GTZ, FED, USAID, World Bank, ...), which are normally two-three years in duration. These institutions include:

- OIC

This American organization services an in-house cliental composed of young adults who have left the formal educational system, young civil servants who have lost their jobs, and women without professional qualification. In three years the centre trained 179 young adults and 111 female entrepreneurs in the areas of secretariat (72), masonry (54), carpentry (53) and management of PME (111). The PME training, financed by USAID, is in the form of regional seminars (Moyenne, Haute, Basse Guinée and Guinée Forestière) to female entrepreneurs specifically in organisation and management, accounting, marketing, finance and planning. Candidates also receive training tools necessary to research remunerative employment and to create their own small enterprises.

Presently the number of students being trained at this institution is secretary (22), carpentry (26), masonry (26). The supply of training places for secretaries (22) nowhere met the demand for these positions (169) in 1991.

- AFEG

This female Guinean NGO, established in 1987, informs, trains and reinforces the activities of female entrepreneurs. Specifically, AFEG identifies funding sources for PMEs; and, it organizes training seminars in matters of business management, marketing and production for members in collaboration with national and international organisms. AFEG also promotes new technologies, defends the interests of members vis-a-vis the government, Chamber of Commerce, and financial institutions. AFEG has formed 22 groups of over 600 women in urban and rural areas involved in trades such as dying, soap making, preserving of vegetables, fish smoking, sewing, extraction of palm oil and gardening. It has also promoted a system of rotative loans at the level of individual groupings. Presently, AFEG is involved in the implantation of pilot factories for the drying of fruits and vegetables and other tropical products with the cooperation of the Chinese Embassy, MICA, l'ONUDI and PNUD. An integral part of this project will be the training of female entrepreneurs in the management and distribution of their products.

- APEK

This project is based on the joint efforts of groups of individuals who live in the region of Kindia, le Secrétariat d'Etat a la Décentralisation and local authorities, and la Loire-Atlantique, a West-France based cooperative organisation. APEK assists potential entrepreneurs to mount their own businesses by providing training



and facilities (including a quality-control research laboratory) for experimental pilot projects in the drying and transformation of agricultural produce. Entrepreneurs who are associated with this project share-cost atelier space, water, electricity, specialised material, a vehicle, and a store which stocks imported inputs.

- CDI

This is a one-person staff office which works in conjunction with CCDE to promote joint business ventures between CEE countries within the ACP programs. CID provides services such as feasibility studies, diagnostic missions, technical assistance to mount an enterprise, financial assistance for international investment promotion, promotion of partnership for joint ventures, and financing for study trips abroad. Since 1983 approximately 50 projects have been submitted for promotion but few (16) have benefitted from the assistance of CDI.

- CECI

With the support of l'ACDI and the technical assistance of 30-40 volunteer workers, CECI offers training programs to trades people in Conakry and to many associations in the interior of the country. Projects are varied but include activities in agricultural production, the extraction and commercialisation of salt, the transformation and promotion of palm oil, and fish transformation. CECI also lends training support to the OIC in Conakry.

- Freiderich Ebert

This German NGO houses three councillors who offer advise in the areas of professional training, promotion of PME and cooperatives. It is currently concentrating on direct work with cooperatives and artisans. This organization specializes in cooperative administration and small-scale credit management.

- GFAG

Recently created (1989), this Guinean NGO with a base of twenty-seven, highly-skilled founding members, provides a discussion forum for business women concerning commercial matters. It is also involved in the creation of formal sector socio-economic activities. GFAG establishes liaisons between female economic operators with foreign homologues and partners and contributes to the introduction of new techniques of production, transformation, and marketing of products. It familiarizes female entrepreneurs with public and private commercial institutions, sensitizes women to entrepreneurial activities, assures that women's rights conform to the policy reform of the state, and contributes to improved professional training for female entrepreneurs.

- others

Within this group one finds many small programs in diverse areas, both functionally and geographically, which have a training component built into the project.

#### 4. An analysis of the general industrial training structure

According to studies (not gender specific) realized by SODETEG, the relative evolution of employment in the rural sector between 1988 and 1993 will show a decreased need at the level of CS (~40%) and

TS (25%), little change at the level of AT, and an increased demand of approximately 10% at the level of OEQ, OES and NQ. For agro-industry, administrative and technical training is required both at the level of the enterprise (rehabilitation for existing, non-functioning, or functioning at a low level, enterprises) as well as at the level of cultivation, commercialization and transformation procedures.

At the farm level, numerous bilateral and multilateral organizations operate programs for the rehabilitation and development of productive rural activities (cultivation, commercialization, and transformation). Professional training for the rural sector is offered at two state agricultural schools where continuing instruction to baccalaureate graduates is geared to mechanized agricultural projects. No professional training is offered in traditional farming practices and training is not assured for the group of AT by these establishments.

SODETAG studies also forecast that the relative evolution of employment in the industrial manufacturing sector between 1988 and 1993 will show little change at the level of CS, an increased demand for TS (55%), AT (50%), and an increased demand of approximately 25% at the levels of OEQ, OES, and NQ. These studies estimate a deficiency of more than two thousand technicians, skilled and semi-skilled workers in the manufacturing sector in 1992. Forecasts in the SODETEG studies are based on data dating from the 1983 census and estimates realized from various incomplete sources used in 1988.

In terms of an industrial context, one finds significant gaps, that is, inadequacies and inefficiencies in the current training system due to the non-existence of a coherent program of coordination among the diverse directorates, training institutions and private enterprises. For example, the best equipped centres are underutilized (ENAM 69%, ENSET 83%, Centre Pilote 80%) while on the other hand, CFP DONKA with very old equipment, operates at more than full capacity. Furthermore, in most establishments the training offer is often inappropriate and of insufficient quality to suit the demands of the factories. Despite the demand for training being greater than the offer, trainees are not all absorbed into the labour market because of their incapacity to satisfy the needs of the productive apparatus.

Moreover, in the Centres de Formation Professionnelle there is no continuing technical education program for candidates with less than tenth-level education (the average age for students is 23). Enrolment levels in these centres dropped and failure rates were high during the 1980's indicating student disenchantment with the programs. Female enrolment in these programs is very modest (approximately 15%). In principle, these programs are divided into theory and practise but as the third year is reserved for in-house training within industries and few openings are available, most candidates find their training limited to the theoretical level. Teaching is maladapted to the new economic conditions and lacks, therefore, specific training in enterprise management. Most of the centres offer professional training in automobile mechanics and construction; there is one establishment for secretarial training, l'Ecole Nationale de Secretariat. CNPG and CCDE are alone in their contribution to training in business management. For a period, Guineans involved in managerial activities benefitted from the CCIAG, an Atlanta Management Institute program financed by USAID.

Upon examination, it is clear that the actual system of training centres outside of the large enterprises have not the means--there

is a deficiency of financial and human resources--to permit the necessary practical training at the level required by the industrial sector. Quantitatively speaking these centres have an actual annual nominal training capacity for 542 workers and superior technicians. If one compares this to the report of SODETEG which indicates the demand for professional training in 1992 for the AT and ONQ at 2368 persons in the manufacturing sector (with an average level of growth of 5.6% per year until 1994), one can clearly see the gap.

In summary, while it is agreed that human resource training is a key element in the promotion of an entrepreneurial spirit as well as in the creation of efficient production processes, this aspect of development has been sadly neglected. Not surprisingly, one finds a marked deficiency, both quantitatively and qualitatively, in the existing staff (workers and employees) at the establishment level.

Given the situation, that is, the fragile nature of the current industrial fabric and the limited means of the country (a restricted capacity at both the enterprise and state levels), it seems that it would be most advantageous to exploit the potential which already exists.

In principal, these centres could meet some of the needs for professional training if exploited rationally. This action, however, can only be realized in a framework of permanent cooperation between the representatives of the productive sectors and those in charge of professional technical training so as to permit a well oriented management training program.

To respond to the need for the creation of an efficient, structured system of training, institutional and financial structures have recently been put in place by the government for continuing education. There are two institutions within the domain of the state which could play a major role in the efficient organisation of professional training in the future. These are:

- ONFPP which presently performs the dual function of conception and realisation of national policy in the matter of professional training as well as the control of the structures of training attached to CEPERTAM, CNPG, and OIC,

- FNQP which manages the fund generated by "the contribution to professional and apprentice training". In principal, a percentage of these funds is to be used for reimbursing enterprises which enact their own in-house training programs and the remainder is to be utilized for basic and continuing training and professional reskilling which includes the creation of educational centres called Centres Polyvalents. The latter revenue is to be used essentially for apprenticeship and for the ONFPP itself. The state has an equal contribution to the FNQP which enlarges the assignment of these resources.

This structure is necessary but not sufficient to consolidate all essential actors in a process of coordination. It does not address the lack of coherence between means and existing networks and the needs of productive structures. State policy must be complimentary to private sector initiatives. In order to rationalize and reinforce the potential which already exists for professional training it will also be necessary to reinforce these institutional structures with a committee of concerned parties.

## **5. Training Programs**

### **Objective 1:**

To institute a system of tripartite consultation and collaboration for the formulation and implementation of industrial training strategies.

### **Situation:**

In terms of an industrial context, one finds significant gaps, that is, inadequacies and inefficiencies in the current training system due to the non-existence of a coherent program of coordination among the diverse directorates, training institutions and private enterprises. In order to rationalize and reinforce the potential which already exists for professional training it is necessary to reinforce these institutional structures with a system of consultation and collaboration.

### **Concise Overview:**

A system of consultation and collaboration will take the form of a "committee of concerned parties". This structure will consist of representatives from the following institutions and formal and informal business sectors: a) ONFPP is charged with the centralization and evaluation of data relative to the needs and means of professional training systems. It is also responsible for the creation and coordination of the management of institutions for professional and continuing training and assistance to these establishments; b) The Consultative Committee of CCDE is structured to provide specific information as to the training needs of industrial enterprises; c) other major players in this area such as CNPG, ONEMO, OIC, CCIAG, and NGOs including AFEG and GFAG. Policies considered by this committee should be harmonized with information concerning the programs offered by bilateral and multilateral organizations. This working committee will give continuous assistance to ONFPP in the development of an ongoing national HRD strategy and plan.

### **Conditions for Realization:**

Create "Committee of Concerned Parties",

Assist ONFPP in the establishment of a national HRD industrial training program for women and men whose policies can be monitored and adjusted as required,

Strengthen the capability of ONFPP to fulfil its promotional role for professional training programs for women and men with the Ministere de l'Education Nationale and Ministere des Affaires Sociales et de l'Emploi,

Establish a human resource planning data base (specifying gender) at the national level and those within different ministries or specialized sectoral agencies,

Encourage appropriate legislative support (including policies which give consideration to women's special needs) for the commitment of training staff and relevant higher education systems to changing priorities of development,

Encourage the Ministère de l'Éducation Nationale to begin programs of technical and professional training at the level of secondary education,

Encourage the Ministère de l'Éducation Nationale to establish promotional and counselling services for girls at the primary level so that they will be encouraged to participate more fully in national education programs; and for young women at the level of secondary education so that they will participate more fully in the CAP training programs.

## **Objective 2:**

To strengthen the capabilities of the university, professional training institutions and the about-to-be-created system of polytechnics that provide training and consultancy services in the technical and vocational fields to the formal and informal sectors.

### **Situation:**

Professional training in the management of private sector enterprises is not assured by formal institutions. Neither is training assured for the group of AT by these establishments. Despite the demand for instruction/training being greater than the offer, professionals/trainees are not all absorbed into the labour market because of their incapacity to satisfy the needs of the productive apparatus. Teaching is maladapted to the new economic conditions and there is a lack of specific training in the management of enterprises. CNPG, CCDE, and OIC are the major contributors to courses in business management and secretarial training. The need for this type of training far exceeds the supply both quantitatively and qualitatively.

Additionally, there are significant gaps in the current instructional/training offer. For example, there is not continuing technical education program for candidates with less than tenth-level education (OEQ).

Furthermore, female enrolment in these establishments is very modest (about 16%). In part this is due to the fact that many girls are not sufficiently educated to qualify for CAP programs. School enrolment data show the number of girls to be about 30% of total primary school enrolment (1984-85). Drop-out rates for girls get steeper at the higher levels of education. Societal factors also constrain female participation in manufacturing activities, which in principle they can perform, but which in actuality are considered male activities (such as welding). Most women are relegated to courses, such as dress-making and dying offered at establishments such as Les Centres de Promotion Feminine which is under the responsibility of the Secretariat Permanent a la Condition Feminine (presently not operative). This limits their integration into industries other than textiles. Finally, training needs in the domains where women can be found, such as secretarial, are insufficient. Secretaries need serious programs of upgrading and reskilling. In conclusion, as most institutional professional training opportunities are in areas such as auto-mechanics, electrical engineering, carpentry, and construction, and female participation in this type of training remains low, male integration into the industrial labour market is strongly favoured.

Most of these relevant institutions have stated that they would like more private-enterprise support in the elaboration of training

programs, evaluation of institutional methods, and provision of training assistance as well as in-plant training space.

**Concise Overview:**

Instructional and training institutions, such as the university, the institutions (ENAM, ENSET, OIC, Centre Pilote, CFP Maritime, CFP DONKA, CEPERTAM, CEPERMAG), and the about-to-be-created polytechnics must establish more coherent training plans and re-orientate their courses to entrepreneurial development and management training. Additionally, training programs must be designed for industrial support functions such as accounting, production management, marketing, repair and maintenance, investment and technology. There must be commonality between training programs in formal institutions and private enterprises. Finally, training priorities for specified skill areas must be established with a correct balance of conventional and advanced technologies, as well as a correct balance between the two sexes.

More specifically, training programs must be restructured in association with representatives from industry and enterprise so that they are adapted to professional realities and coincide with the needs of employers. New specialities which coincide with the needs of the new productive apparatus must be defined and created.

**Conditions for Realization:**

Coordinate and harmonize the efforts of public powers, institutions of training, and enterprises in order to provide effective employment training for women and men,

Assist in the re-orientation of courses, revision of training methodologies and training materials for women and men,

Incorporate training programs for supervisors (AT and OEQ) into already existing training establishments,

Promote more intervention by enterprises in program planning, on-site training and participation in final evaluation, as well as in the assistance of their technical personnel,

Establish dialogue with enterprises on their needs and training contracts,

Promote collaboration between training centres and large enterprises with their own training structures to provide the most training at the least cost,

Strengthen the capacity and capabilities of teaching and support staff, including actions to increase the quantity and quality of female teachers and support staff, that offer training and consultancy services in the technical and vocational fields to candidates in the formal and informal sectors,

Coordinate and finance reskilling and continuing training of teaching personnel in local enterprises and in subregional, regional, and international contexts,

Assist ENSET in instituting a facility for design technique, dress-making, dying, and office skills,

Assist Centre Pilot in establishing a demonstration foundry and facilities for computer design,

Finance modern training equipment such as computers to OIC and finance salaries of additional training staff so that this establishment can increase its secretarial training offer,

Support research facilities and joint-international-research programs under the tutelage of the Direction Nationale de la Recherche Scientifique et Technique,

Finance work materials including modern training equipment such as computers to selected centres as deemed appropriate.

### Objective 3:

To establish a system of training for promoters in formal sector industrial enterprises.

### Situation:

Entrepreneurs and management personnel need general training in "entrepreneurial spirit" and specific professional training, that is, business administration and financial management to improve their decision making and planning of their industries.

To succeed in Guinea as an entrepreneur, one must have a clear view of one's objectives in the short and medium term and be able to take well-calculated risks. One must have an excellent knowledge of the industry and be practical and realistic in term of means--human, technical and financial. One must be able to work hard, persevere, focus and concentrate on activities yet also be a good motivator and communicator. As well, one must be able to manage and organize one's resources in an efficient manner so as to realize a profit. Finally, one must be able to unite the necessary means and collaborate with the right people even if this means the exclusion of family and friends.

Many Guinean entrepreneurs have not a long tradition of enterprise nor sufficient technical and professional training to manage an enterprise. Often they will try to mount an enterprise without a solid business perspective and sufficient understanding of markets and risks. A certain lethargy remains in the spirit of some would-be entrepreneurs who were public servants in the former economic regime. They were not encouraged to assume leadership and responsibility nor to institute change. Most have little experience with industrial competition which forces entrepreneurs in other countries to accept the work discipline necessary to produce quality goods. Additionally, many are not sufficiently implicated in their own enterprise and they have a tendency to try to do too much at one time. They have not a clear idea of their project and tend to seek immediate gain rather than think of long-term investment. This discourages partnership. Finally, Guinean entrepreneurs commonly prefer to employ and to seek council from family members rather than discuss serious problems with qualified personnel. This is in part due to tradition and in part because they have not sufficient instruction in their area to trust the council of strangers. In this same vein, business accounts are not separated from those of the family which often results in an inability to sustain production.

### **Concise Overview:**

Rehabilitation of industrial enterprises must be accompanied by appropriate training (studies abroad, in-plant training, counter-part training, monthly seminars, follow-up training, evaluations, verifications, measurement). Administrative and technical training is required both at the enterprise level (rehabilitation for existing, non-functioning, or functioning at a low level, enterprises) as well as at the level of transformation procedures.

Formal state institutions must offer courses in business administration at the broadest level, including courses in business finance, business economics, and business law all applied and geared to practise in Guinea.

For example, courses must contain information concerning organisation of factors of production to improve productivity (the scale of production, technology and choices of processes adapted to local conditions, the functions and provisions of the market). Knowledge is required about service to the cliental (national and/or international). Courses in financial comprehension include such things as accounting, management of rolling funds, and calculation of price and profit, as well as the notion of credit, short and long term, cost and impact of credit on the enterprise, diverse forms of credit, mechanisms and conditions of access to lines of credit, management of bank accounts, and mechanisms of private financing.

Additionally, instruction is necessary to formulate equitable contracts with suppliers, distributors, clients, and business partners. Entrepreneurs must understand the advantages and disadvantages of association and how to establish cliental. Exporters must have information concerning potential markets in diverse geographic regions and know how to access these, how to follow their evolution and how to develop international contacts. The CCIAG needs to encourage access to its data bank on information necessary to entrepreneurial activity in Guinea and should offer seminars on "entrepreneur spirit" to female and male national entrepreneurs.

### **Conditions for Realization:**

Finance and/or provide studies abroad for entrepreneurs in established industrial enterprises,

Create appropriate business administration courses which cover all the issues necessary to manage efficiently and productively a private sector industrial enterprise in Guinea,

Establish a system of group-training programs combining different techniques such as in-plant training, monthly seminars and workshops, for high-level personnel,

Use international experts to train counter-parts to continue training in the future,

Employ methods of evaluation, verification, and measurement to assess the effectiveness of programs after-the-fact,

Design incentive programs wherein private sector entrepreneurs can retain a portion of "la masse salaire" by providing their own properly-conceived plan for in-



15

house training (including well-defined proposals and systems of verification and measurement).

**Objective 4:**

To provide professional business training programs which will enable informal sector entrepreneurs (artisan activity and PME with less than 10 salaried employees), who have the potential, to mount medium-size industrial enterprises.

**Situation:**

Most urban employment (75-80%) is situated in the non-formal sector. The "traditional" sector, while more or less closed in its rules, more often engaged in reproduction than creation, still has some informal activities which illustrate the inventive spirit of small enterprises. They know and serve a particular market (wood, building materials, textiles, food products). Among this group there are candidates who have the potential to surmount these constraints given the appropriate assistance.

**Concise Overview:**

It is recommended that appropriate representatives from ONFPP and ONEMO and these informal sector groups meet to formulate appropriate training courses. ONFPP joined with ONEMO is charged with the organisation and control of apprentice training on a basis more concrete than that forged by tradition. The Groupe Strategique has recommended that specific associations and cooperative groups be formed on the basis of area of apprenticeship, for continuing training programs. ONFPP and ONEMO must also inform themselves of the numerous training services being offered by institutions such as CECI, OIC, Friederich Ebert, AFEG, and others for those engaged in productive industrial activities in PMEs and cooperative associations such as APEK.

**Conditions for Realization:**

Establish producer associations in the informal sector to improve the provision of training services to their members and to represent them in negotiations with government training institutions,

Promote meetings with representatives from ONFPP and ONEMO and these informal sector groups to formulate appropriate training programs,

Orientate professional training for entrepreneurs in the informal sector with a view to create graduates who are capable of mounting their own enterprise.

### **Objective 5:**

To create professional business training programs which will enable female NGOs and female entrepreneurs, who have the potential, to mount medium and large size industrial enterprises. This category of persons is being favoured because their needs are not satisfied by existing training institutions.

### **Situation:**

L'Article 8 de la Loi Fondamentale stipulates equality of the sexes, races, ethnic and religious groups. That is, equality in the areas of education, employment, property, and security. In reality, the juridical statute of women, is still strongly influenced by past traditions wherein women were considered inferior to men. This is due to the fact that laws have been enacted but not applied. The repercussion of this oversight is serious on many levels, particularly the economic one because many women (approximately 80%) play a vital role in national productive economic activities despite their specifically female constraints such as high fertility rates and a heavy load of domestic chores.

Although women are well-integrated into the productive activities of the economy (cultivation of market crops, livestock raising, extractive industries, transformation of agricultural produce, soap making, dying, dress making, knitting, embroidery, brick-making, construction, services, commerce), their contribution is minimalized by national statistic counting procedures, which do not consider many informal sector activities wherein women are located. These statistics, therefore, falsely suggest that the male participation rate in the economy is much higher than the female rate.

Despite their dynamism, women participate in country development with difficulty. The inadequate application of laws renders women more vulnerable compared to men in the economic arena. For example, they are often unable to penetrate male-dominated institutions which offer informational, technical and financial services necessary to mount an enterprise.

Until the present there has been no viable, credible and functional national mechanism for the promotion, organisation and coordination of female activities and women have been noticeably absent from decision-making structures. September 24, 1991 earmarked the beginning of a new era for women in Guinea. On this day, The Journées De Reflexion Sur L'Integration De La Femme Au Processus De Democratization Et De Developpement En Guinee, organised by the Secretariat d'Etat a la Decentralisation commenced. The conference, held from the 24-27 Septembre 1991 inclusively, was a forum in which women could officially express their frustrations and suggest policies and actions which would change their role in future society of Guinea. Recommendations were made to the government which called for the creation of a state structure for the promotion of women and a federation of female associations freely constituted, as well as more representation of women in decision-making institutions. Women were encouraged to mobilize themselves voluntarily in order to participate in their own socio-economic development, as decision-makers and major players.

### **Concise Overview:**

It is recommended that a coherent program of professional training be designed which takes into account the special training requirements of women. Included in these needs are: the need to the

17

use female trainers as both women and men prefer that women take instruction from other women; the need to use training locations close to women's homes as women's geographical mobility is generally constrained (family duties and custom); and, the need to use local languages, oral instruction and visual images due to low rates of literacy among many female entrepreneurs outside of the capital of Conakry. Rural community radio emissions are also advised as an important training tool.

It is necessary to create more establishments for the instruction and training of female entrepreneurs in agro-industrial, textile, and pharmaceutical enterprises. These are business activities where women are found. Moreover, it is necessary to create new and improved technologies to augment women's productive industrial capacities, and to transfer these technologies to women in industrial activities.

Additionally it is recommended that there be regional and sub-regional cooperation for the training of female entrepreneurs. In this way, the talents of women in business activities in the non-formal sector in all parts of the country can be strengthened so that women can be well integrated into the formal industrial structure in the future.

AFEG and GFAG need financial and technical assistance to improve and increase their capacity to inform and train female entrepreneurs: to purchase office equipment such as typewriters and computers, to create in-house data banks pertinent to female entrepreneurs, and to participate in forums, seminars and travel studies. Moreover, these two female NGOs have requested administrative and technical training assistance for their personnel and animators so that they can develop courses which will address issues such as: "the spirit of an enterprise", the elaboration and mounting of industrial business projects (feasibility, realization, evaluation, and follow-up), the management of human resources in organisations, projects and female enterprises, the management of finances and accounting, negotiation techniques, marketing techniques, modern strategic management techniques, and management of time.

The Secretariat d'Etat a la Decentralisation, when organized, must provide a counselling service to help women organise their professional careers.

Finally, women's participation on policy-making and decision-making boards in education and training institutions must be increased at the level of the state, in the official chambers of the CCIAG, and in training institutions themselves.

#### Conditions for Realization:

Support the newly-created woman's section in the Secretariat d'Etat a la Decentralisation in creating a national training policy to ensure that female entrepreneurs and women on professional career paths have their interests represented,

Support the Secretariat d'Etat a la Decentralisation in establishing a counselling service, including seminars and workshops, to advise young women in the choice of their careers and to expose them to opportunities in the industrial sector,

Support the Secretariat d'Etat a la Decentralisation in

organizing a national federation of female NGOs to ensure harmony and coordination in their activities,

Harmonize the activities of ONFPP and the Secretariat d'Etat a la Decentralisation with a view to establish, monitor and adjust as required, national HRD industrial training programs for women,

Support the CCIAG in providing a business advisory service to advise women on viable areas of manufacturing investment,

Reinforce relations between the non-structured sector and formal manufacturing sector by promoting cooperative regional and sub-regional industrial training programs,

Finance the transfer of new and improved technologies to women in industrial business activities,

Offer training to facilitate the adoption of new technologies or improved technologies and new forms of organisation of production for women in the non-formal sector,

Give institutional, financial, and technical support to OIC so that this establishment can extend its secretarial and small-business courses for women,

Give institutional, financial, and technical support to ENSET so that this establishment can institute a facility for design technique, dress-making and dying; and, offer secretarial courses for women,

Assist Centre Pilot in establishing a demonstration foundry and support their activities in the development and transfer of new and improved technologies for women's industrial activities,

Conduct a feasibility study for the creation of a regional training institute for women in textiles, embroidery, dress-making and knitting,

Define projects of assistance to female entrepreneurs using information collected by the Mission in November/December to identify needs of female entrepreneurs in Conakry and outlying areas,

Assist in identifying sources of finance for female entrepreneurial activities.