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A. Acronyms

Acronym	Definition
AGI	Association of Ghana Industries
AOR	Agreement Officer Representative
BSP	Business Service Provider
CoP	Chief of Party
DCoP	Deputy Chief of Party
EDC	Enterprise Development Centre
EG	Economic Growth
EHS	Environment, Health and Safety
GoG	Government of Ghana
GOGSPA	Ghana Oil & Gas Service Providers Association
IFC	International Finance Corporation
IOC	International Oil Company
IT	Information Technology
JTTC	Jubilee Technical Training Center
MDA	Ministries, Departments and Agencies
MoEP	Ministry of Energy & Petroleum
MoTI	Ministry of Trade & Industry
MoU	Memorandum of Understanding
NBSSI	National Board for Small Scale Industries
O&G	Oil and Gas
PMP	Performance Management Plan
PSC	Project Steering Committee
QMS	Quality Management Systems
SCD	Supply Chain Development
SME	Small and Medium Scale Enterprise
STCCI	Sekondi-Takoradi Regional Chamber of Commerce and Industry
USAID	United States Agency for International Development

B. Introduction

PYXERA Global is pleased to submit this quarterly report to USAID for the period covering January to March, 2014 for the Ghana Supply Chain Development Program (SCD). In 2010, Ghana’s Jubilee field produced “first oil,” and experts estimated its production could reach 120,000 barrels per day. It has yet to reach that plateau despite increased public pressure and increased private investment. The government pledged to use oil to develop the economy and has now passed the Petroleum (Local Content and Local Participation) Regulations. This law sets a goal to achieve 90% local content in the industry in the next ten years. This new legal reality, and its ambitious targets, is an important factor in the delivery of the SCD Program. Local content legislation represents opportunities, challenges and higher expectations, particularly from SCD stakeholders and beneficiaries. To support achievement of new local content targets, SCD is focused on strengthening the SME sector by building capacity of local enterprises.

C. Program Goal and Expected Results

The Performance Management Plan (PMP) outlines the program’s goal and objectives and presents a comprehensive monitoring plan to achieving deliverables and set targets. The overall goal of the SCD Program is to increase competitiveness of SMEs and BSPs in oil and gas and other related sectors. This is in line with USAID’s Development Objective 2, Sustainable and Broadly Shared Economic Growth, as spelled out in the 2013-2017 Development Cooperation Strategy for Ghana.

To achieve the Program’s goal, expected intermediate results (IR) have been set to guide approach and interventions. The table below shows summary of expected IRs of the SCD Program:

USAID Development Objective 2: Sustainable and broadly shared economic growth	
<i>SCD Goal: Increase competitiveness of SMEs and BSPs in oil and gas and other related sectors in Ghana</i>	
SCD IR 1: Improved capacity of BSPs to serve SMEs	SCD IR 2: Improved capacity of SMEs to meet supply requirements and standards
SCD IR 1.1: Training and consulting abilities of BSPs strengthened	IR 2.1: Increased access to training and capacity building
SCD IR 1.2: Organizational capacities of BSPs	IR 2.2: Increased understanding of SMEs on procurement requirements, standards and

built to obtain long-term sustainability	best practices
	IR 2.3: Improved access to market and finance

Table 1: Program goal and expected results

The PMP contains the SCD results framework (attached) which includes eight key performance indicators identified to measure the above goal. It is worth noting that these indicators are currently under review to ensure and reaffirm their relevance based on evolving information, feedback, and engagement with BSPs, SMEs and other stakeholders within the relevant sectors.

D. Program Activities

The SCD work plan (Gantt chart attached) was developed, outlining various activities planned to achieve deliverables set for Year 2. During the reporting period, most of the activities undertaken were geared towards SME identification, SME engagement and BSP development. The Program worked to understand and provide the necessary support to both beneficiary groups and also continued its collaborative engagement with key stakeholders.

1. SCD IR 1: Improved capacity of BSPs to serve SMEs

IR 1.1: Training and consulting abilities of BSPs strengthened

IR 1.2: Organizational capacities of BSPs built to obtain long-term sustainability

In order to improve the capacity of BSPs, SCD needed to identify suitable BSPs and later analyze and select relevant companies to receive appropriate training and skills development. A careful selection was made as these BSPs would themselves require expertise that meets international standards in order to provide appropriate technical assistance to SMEs. Specific activities carried out during this quarter for this purpose included the following:

a. BSP Identification

SCD commenced BSP engagement from the program’s inception. Twenty-five (25) BSPs were identified by September 2013. These BSPs had been identified through high-level referrals, stakeholder engagement, and local knowledge and office walk-ins. During the Association of Ghana Industries’ (AGI) local content conference in October 2013, the SCD exhibition booth had several visitors and the BSP numbers increased, first to 42 and finally to 89 by the end of this quarter, as shown in the graph below.

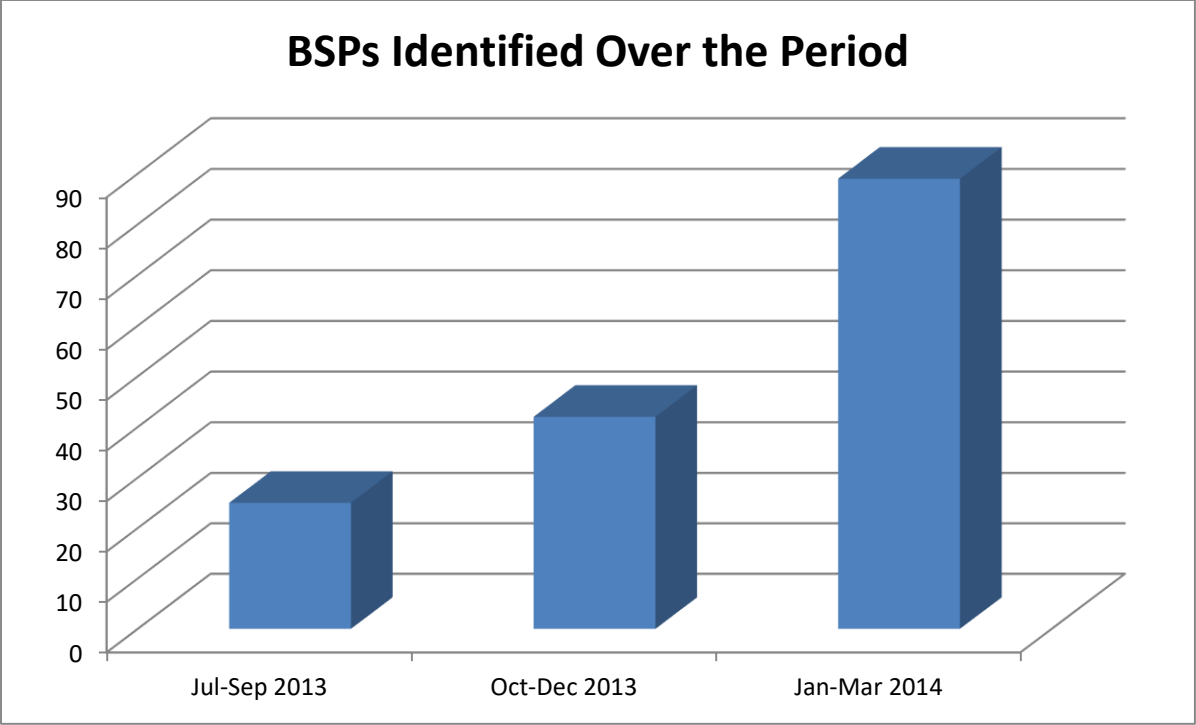


Figure 1: Number of BSPs on list

Firm contacts were made with 35 BSPs which were invited to SCD’s BSP workshops held in Takoradi and Accra. Following these initial BSP workshops, SCD has maintained regular engagement with these BSPs and others, mainly through regular SCD staff engagement, site visits, and other communication. Several of these BSPs submitted service delivery proposals for SCD.

b. BSP Assessment

- Tier 1: 80 points and above
- Tier 2: 60-79 points
- Tier 3: Below 60 points

	BSP	SCORE	LOCATION	TIER
1	Stratcomm	97	ACCRA	1
2	Rainbow Consult	94	ACCRA	1
3	Cicada Consult	91	ACCRA	1
4	DANEST Engineering Ltd	89	TAKORADI	1
5	Centre for Logistics and Supply	86	TAKORADI	1

6	Ferbert Consult	84	TAKORADI	1
7	The West African Dimensions	83	ACCRA	1
8	Greater Heights	83	TAKORADI	1
9	Excellence Consulting	82	ACCRA	1
10	EDC Consult	79	ACCRA	2
11	Qualms Consult	78	ACCRA	2
12	Perfect Team	71	TAKORADI	2
13	Ferengeo Consult	70	TAKORADI	2
14	Top-Notch Group	67	TAKORADI	2
15	Gratis Foundation	62	TAKORADI	2
16	Best Safety	53	TAKORADI	3

Table 2: List of identified BSPs in tiers

c. BSP Directory

While 16 BSPs have already been selected for planning of appropriate training on needed skills and certification, the SCD team continues to reach out to more potential BSPs who could also receive training and links to other business related resources. A directory (attached) was developed and is being updated with profile information of each BSP identified. By the end of this reporting quarter, the directory contained 37 BSPs and more are yet to be added.

d. BSP Proposals

An important outcome from the BSP workshop was to make certain the BSPs understood both the SCD Program and its opportunities for partnership. BSPs were encouraged to consider and submit service delivery proposals to SCD. These proposals would form the foundation of initial capacity building services for SMEs. To date, 21 proposals and profiles (see list attached) have been submitted and reviewed. Some have already been selected and are at varying stages of acceptance and delivery.

2. SCD IR 2: Improved capacity of SMEs to meet supply requirements and standards

IR 2.1: Increased access to training and capacity building

IR 2.2: Increased understanding of SMEs on procurement requirements, standards and best practices

IR 2.3: Improved access to market and finance

While BSPs were being identified, vetted and supported, SMEs are also being scrutinized for the Program. Initially, SCD gathered information on SMEs located mainly within the Western Region through sources including business associations - AGI, STCCI, NBSSI, and GOGSPA. Initially, a number of SMEs had also been identified by SCD during last year's AGI's local content conference in Accra. By the close of this reporting period, SCD has listed a total of 1,134 businesses. This list has been narrowed considerably based on further review of those SMEs.

a. SME Engagement / Assessment

With such a large list of enterprises, it was necessary to determine which ones were most likely to benefit from and collaborate successfully with SCD. Phone calls and site visits helped to develop an initial group of thirty-two (32) SMEs [appendix 3] covering various skills and trades including engineering, construction, freight handling, waste management and furniture manufacturing. This group all expressed direct interest and demonstrated proven experience in the current oil & gas supply chain, generally because of previous tendering or contracting experience with an IOC or major contractor.

Following a similar approach with BSPs, SMEs need to be assessed to determine where gaps exist in their business processes. A gap analysis will assist SCD in its design of training programs and linkages to markets and finance. SCD began administering a questionnaire (appendix 4) to selected SMEs to gather preliminary data on the status of their businesses. Information gathered was in the following categories:

- SME business history
- HR and Policies
- Finance and Tax Systems
- Contracts and Reference
- EHS and QMS
- Procurement
- Local Content
- Administration
- Marketing

By the end of March, 2014, nearly all of the selected SMEs had received the questionnaire and started submitting their responses. Earlier interactions indicated some important gaps. Most do not have EHS (Environment, Health and Safety) policy in place, nor do they have any type of QMS (Quality Management System). These two areas will figure prominently in future SCD deliverables for SMEs once a complete gap analysis has been completed. SCD will complete this activity during the next quarter, employing short-term technical assistance from the PYXERA Global Head Office.

Unlike the BSPs who were quick to receive and respond to surveys mostly via e-mails, SMEs needed more time to get this done as most of them requested and received the questionnaires and submitted responses in person. The SCD team is still in the process of administering questionnaires and receiving responses. This challenge also confirms IT gaps within SMEs which need to be addressed as a capacity building skill.

b. SME Workshop Planning

SCD began preparations towards organizing its first SME workshop, similar to the BSP events held during the previous quarter. This kind of workshop is not in itself a training session but rather a kick-off to training delivery. The workshop will be a platform for SCD to present its program objectives and scope and to obtain feedback from SMEs in terms of how best SCD could effectively respond to some of the most critical skill and development gaps.

c. Banking Guide

Another important aspect of the SCD Program is facilitating access to credit/finance which is one of the major difficulties for SMEs. In preparation for that, SCD has reached out to several banks, savings and loans and microfinance institutions. The aim was to first describe SCD and to gain their support for the Program, in addition to gathering information on their processes and products that might assist SMEs in obtaining credit. Based on this outreach and engagement, a document which will serve as a banking guide (draft attached) is being developed by SCD. This guide will also serve as a foundation for upcoming SCD deliverables such as the “speed dating” referred to in the Grant Agreement and proposal. Efforts are underway and ongoing to ensure that SCD can identify and work with those institutions favorable to supporting SMEs and supply chain development activities.

3. Coordination with Stakeholders

The SCD Program focus on two target groups (BSPs and SMEs) requires a great deal of multi-stakeholder engagement in order to achieve its overall goal. There is significant overlap within

the target groups as well. Major stakeholders include relevant government agencies, business associations, financial institutions, community and elected leaders, IOCs, and the target groups themselves.

a. Ministry of Trade and Industry (MoTI)

SCD continues to work with the Ministry of Trade and Industry (MoTI). On January 22, 2014, a Memorandum of Understanding (MoU) was signed between SCD and MoTI to formalize collaboration efforts. The signing ceremony was graced by the US Ambassador Gene Cretz, USAID AOR Kim Kim Yee and other USAID dignitaries. In large part due to MoTI's planning and organization of the event, significant media attention was generated. Eighteen media houses reported on the event (See appendix 5). Hon. Haruna Idrissu, Minister of MoTI, agreed that this support from USAID is in line with GoG's objective to create the necessary environment that will improve productivity, entrepreneurship capacity, innovation and access to finance, as oil and gas developments are critical to Ghana's development.

Immediately after signing the MoU, SCD started to work closely with MoTI. SCD Chief of Party (CoP) met on various occasions with the MoTI team for discussions on collaboration and planning. During subsequent visits further discussions were made on developing an implementation plan. SCD's Deputy Chief of Party (DCoP) then made a presentation to MoTI on further details of SCD program. Arrangements are underway to develop a joint action plan based on SCD's annual work plan and MoTI's Industrial Sector Support Program (ISSP). MoTI will participate in SCD workshops and other deliverables.



Figure 2: Signing of MoU between SCD and MoTI

b. Ghana Oil and Gas Service Providers Association (GOGSPA)

The Ghana Oil and Gas Service Providers Association (GOGSPA) promotes “the interests and integrity of oil and gas service providers in Ghana”, to ensure that they carry out their activities to the highest professional standards. GOGSPA aims at facilitating local content in the industry and ensuring that high professional standards and best practices are maintained by members.

In pursuance of their agenda, GOGSPA contacted the USAID Mission and were directed to the SCD program by their AOR. Prior to this introduction from USAID, GOGSPA had been invited to the BSP workshop in December 2013. The first meeting was with GOGSPA National Vice President Kwame Macafui, who is also CEO of Macro Group. This was followed by a second meeting that also included GOGSPA President and Executive Director. GOGSPA is interested in expanding their scope of operations to collaborate with SCD for implementation of the local content agenda.

Discussions between SCD and GOGSPA led to identification of several common interests. The SCD team expressed that the program would benefit from advice and relevant information from GOGSPA. On their part GOGSPA secretariat would need SCD’s support to gain high level of recognition and to build a robust infrastructure. A number of actions were shared between the two parties including providing the list of GOGSPA members to SCD and pursuing a MoU. It is expected that the MoU will be finalized in the next Quarter. GOGSPA also facilitated an

important connection for SCD with the Petroleum Commission. This led to an agreement for future involvement with the Commission and SCD. This is of critical importance to SMEs who are now required to consider registration and other requirements of the Commission in order to work in the oil & gas sector.

c. Enterprise Development Centre (EDC)

Although not much has been achieved in efforts to partner with the Enterprise Development Centre (EDC), the Centre Director, Shika Acolatse, paid a courtesy call on SCD in March 2014, accompanied by two EDC managers. They expressed a desire to collaborate and even asked if SCD would share information on its BSPs and SMEs – to which SCD agreed. SCD remains ready for improved direct engagement with EDC to maximize collaborations efforts benefitting Ghanaian SMEs.

d. Potential Partners

While SCD has not relented in its efforts to ensure collaboration with EDC and international oil companies, the team is also identifying other partners who have common interests and are willing to collaborate for mutual benefits. SCD's priority focus is in the oil and gas industry. The program also considers other related sectors especially in energy which demand high standards and requirements in procurements. In addition to Newmont (mining), Volta River Authority (power), and Takoradi Ports & Harbors, the Program is also now developing working relationships with the Atuabo Freeport Project (power, oil & gas) and the Tarkwa Chamber of Commerce (mining, oil & gas).

SCD was unable to complete MoUs with the AGI or STCCI. Though both are key stakeholders with which SCD has had significant engagement, timing and other issues prevented final decisions on any MoU. Both topics will carry-over to the following quarter for final resolution. SCD has also failed to establish a more formal relationship with the Jubilee Technical Training Center (JTTC). This facility, located on the Takoradi Polytechnic Campus, is a potential source of future training and other important technical skill development services. SCD will continue to outreach JTTC in the coming quarter.

E. Administration/Operations

Staffing

As SCD program activities increase, a greater level of effort is required to carry out necessary actions. SCD was pleased that the team was joined by Ezra Gyimah as Program Assistant who will provide program, administrative, and research support. An M&E Advisor has also been

identified for the Program. Currently completing other assignments at the PYXERA Global Head Office, she is expected to join the team early in the next quarter.

Training

The Office Manager and Accountant, Maxwell Amoah, attended a week-long course organized by USAID on grant and cooperative agreement from March 24-28, 2014. The course was attended by nineteen (19) USAID implementing partners from Ghana and Liberia. Maxwell brought good feedback from the course and has since been advising SCD team on compliance, branding and reporting issues.

Internally, PYXERA Global Headquarters organized a virtual training session in March for SCD Client Relations Officers on *Salesforce*, an online tool for data collection, analysis and reporting. PYXERA Global employs *Salesforce* as their database and survey tool on most of their programs, including other local content development programs such as the current Anadarko funded Mozambique Supply Chain Development Project. *Salesforce* will serve as a useful tool for SCD program monitoring and evaluation activities.

F. Program Results Achieved

During the quarter, some activities are notable for progress and achievement of expected results. Signing a MoU with MoTI, while not a deliverable, represents a notable milestone for the SCD program in its collaboration with the GoG. MoTI will be resourceful in continuous selection and assessment of SMEs by providing added value to existing SCD activities. MoTI will also provide a critical information link between SCD and the GoG. Another advantage of partnering with MoTI should be the facilitation of meaningful engagement with the EDC. MoTI is one of the co-sponsors (with MoEP) of the EDC.

The SCD team has been successful in identifying BSPs and SMEs for program participation. With nearly 50 SMEs identified for further engagement to date, SCD can complete assessments in order to begin planning needed trainings. Assessment of selected BSPs is nearly complete and preparations are underway to conduct certification trainings for selected BSPs. SCD will offer IFC (International Finance Corporation) certifications for BSPs which will boost their own branding, marketing and service delivery capabilities.

A look at the performance indicators tracking table (below) by the end of the reporting quarter indicates that targets set for the year have not yet been met, though activities are underway. It is important to note that having identified qualified SMEs and BSPs at this level is a good

“stepping stone”. It is also necessary to complete a gap analysis to determine specific relevant interventions.

It is also necessary to complete a gap analysis to determine specific relevant interventions. This important work is ongoing as SCD continues to update its knowledge and information on gaps, issues and concerns – with each encounter with SMEs. Once the maiden SME workshop has taken place, SCD will be much closer to finishing a comprehensive gap analysis report and list of recommendations.

SCD continue to work with its growing stakeholder base. This includes not only the BSPs and SME’s but also CSOs, Business Associations, Traditional and Community leadership. The SCD office, located in Takoradi, continues to attract regular and significant visits – often from entities wishing to present their work to SCD. Collaboration remains an important link amongst the various stakeholders. SCD is playing a positive role in both maintaining and coordinating greater engagement and collaboration among interested stakeholders.

USAID - SCD Objective, Results and Indicators	Baseline Value	FY2014 Target	FY2014 Actual	FY2015 Target	FY2015 Actual	FY2016 Target	FY2016 Actual	FY2017 Target	FY2017 Actual	FY2018 Target	FY2018 Actual	LOP Target	LOP Actual	% Actual vs Target
SCD 2.2 Increased SMEs' understanding of sectors' procurement requirements, standards and best practices														
Indicator 7: Number of SMEs/Individuals achieving specified industry specification	0	20 (40% of SMEs)		40										
SCD- IR 2.3 Improved market and finance information, access and linkages														
Indicator 8: Number and value of contracts received by SMEs trained with USG assistance	0	15		30										

Table 3: Performance Indicators Tracking Table as of 31 March, 2014

G. Challenges

Progress has been steady but slower than expected. Program implementation has not been without certain challenges. SCD has had a low level of cooperation from certain key stakeholders. Efforts made to collaborate with the MoEP have not yielded positive results yet. Engagement with IOCs has been less than anticipated. Overall management of stakeholder and opinion leader expectations has surfaced frustration and lack of confidence regarding supply chain opportunities, employment and investment.

In terms of information sharing, frustration was also expressed by the Centre Director for EDC when she paid a courtesy call on SCD in March. And yet by design, the EDC was meant to be the source of such information for the SCD program. The general lack of information from the industry has been a major setback to SMEs who are already in, or aspire to be in the oil & gas supply chain.

Due diligence requirements are vitally important. The SCD model relies heavily on working with the right local partners. PYXERA Global maintains its own strict criteria in this regard. Some of the BSPs have struggled to provide timely necessary documentation. A planned SME workshop was postponed because the provider could not meet SCD procurement requirements in time to finalize plans for the event. By the end of the quarter, plans were made to conduct the same SME workshop, but with a different service provider who was better prepared to comply with due diligence requirements.

SCD's Website / Social Media implementation was slowed due to a slower design process with local vendors than anticipated. However this deliverable remains an important SCD tool that will become operational in the coming quarter.

The SCD team continues to spend significant time working directly with beneficiaries, mainly located in the Western Region. While this engagement has been an important connection to BSPs, SMEs and others, the team is handicapped by limited vehicle support. This concern has been noted to USAID and various options for short-term vehicle assistance are currently in place and supported by the PYXERA Global Head Office.

H. Conclusion: Next steps

The period ended with plans in place for SCD's maiden SME workshop. This was a culmination of work done over the preceding quarter to identify, assess and select high-potential SME's. Ultimately this effort proved successful, though not as expeditiously as planned. Delays implementing some deliverables during the quarter hindered progress in meeting work plan dates and targets. Important lessons learned and refinements in planning future activities were gained from these delays.

Early in the next quarter there will be a noticeable scaling up of SCD staff and activities. In addition to SME workshops and trainings, the next phase of BSP activities will commence as well as a concerted effort to address key SME concerns such as access to finance, lack of information from IOCs/contractors, and internal skills development. This information is already essential in planning upcoming Program deliverables, and will become central to upcoming SCD activities next quarter.

I. Appendix List

Appendix 1: SCD Results Framework

Impact	USAID GOAL: DEVELOPMENT OBJECTIVE 2 Sustainable and Broadly shared Economic Growth		Assumptions: 1. MoEP and MoTI collaborate with SCD to build capacities of SMEs in the oil and gas, power and other sectors 2. Companies in the Oil and Gas, Power and other sectors increase demand for goods and services from local SMEs 3. Stability in production and demand for products in Ghana from the oil and gas, power and other sectors. 4. Sustained commitment of relevant public and private sector institutions to the implementation of the local content law 5. BSPs will remain active participants in the SCD certification and program delivery requirements
	SCD GOAL Increased competitiveness of SMEs and BSPs in the Oil and Gas, Power and other sectors		
Outcome	SCD IR1: Improved capacity of BSPs to serve SMEs	SCD IR2: Improved capacity of SMEs to meet sectors' supply requirements and standards	
	Output SCD IR 1.1 Training and consulting abilities of BSPs strengthened SCD IR 1.2 Organizational capacities of BSPs built to obtain long-term sustainability	SCD IR 2.1 Increased access to training and capacity building, SCD IR 2.2 Increased SMEs' understanding of sectors' procurement requirements, standards and best practices SCD IR 2.3 Improved market and finance information, access and linkages	
Indicators	1. Number of BSPs who have received USG supported training 2. Number of BSP person hours of capacity building related training supported by USG assistance 3. Number of BSPs Certified to deliver SME training and consultancy services	4. Number of SMEs who have received USG supported training 5. Number of SME person hours of capacity building related training supported by USG assistance 6. No of training and capacity building tools developed 7. Number of SMEs/individuals achieving specified industry certifications 8. Number and Value of contracts received by SMEs trained with USG assistance	
	Development Hypothesis AS BSPs enhance their capacity through improved skills, knowledge and awareness of the oil & gas, power and other sectors they will better enable SMEs to compete effectively in the supply chain and promote local content at all levels		

Appendix 2: BSP Survey Form

Business Service Provider - Details

LEGAL NAME		INDUSTRY		
ADDRESS		CITY/COUNTRY		
CONTACT NAME / POSITION		PHONE		
MAIN SERVICES		N EMPLOYEES		YEARS OLD

Leadership and Human Resources:

1. How did you get into this business? What is your business vision - where do you hope to be in 3-5 years?
2. In general terms, describe the core trainers you use to deliver SME training or the kinds of training most relevant to our needs? What do you most look for and value in a trainer?

3. What is your business model for delivering training and consulting services? Do you rely mostly on in-house trainers, consultants? How do you approach the work organization and delivery?
4. How would you describe your leadership style?
5. How do you ensure that the technical staff/consultants/trainers you offer are sufficiently skilled to offer quality services? How are they recruited? How do you develop or help maintain their expertise? How do you monitor the quality of their work?
6. How do you ensure and/or document a transparent hiring process for staff and/or consultants?
7. What is your assessment of your current practices and systems?
 - Happy with them the way they are, given the size and type of business/operations we have
 - See a need and would like to or plan on developing them further
 - Crisis: need help now

Marketing:

8. Explain the name of your firm/organization and how it relates to your business identity, vision and plan?
9. What is your main marketing strategy? What are your main marketing activities?
 - Word of mouth
 - Professional networking: attending conferences, seminars, social events, charity events
 - Public networking: appearing on radio shows, conducting newspaper and magazine interviews, writing advice columns, interacting on social media
 - Bidding for contracts
 - Advertising: newspaper, radio, websites
 - E-mail blasts, company newsletters
 - Other _____
10. What marketing tools and systems do you have in place?
 - Clear name that conveys primary services and customer base
 - Standard graphics and materials: logo, business cards, e-mail signature, stationary, guide for bids and reports, etc.
 - Brochures, annual reports, company profile materials
 - Contact database
 - Videos
 - Website
 - Other _____
11. What is your assessment of your current practices and systems?
 - See a need and would like to or plan on developing them further
 - Crisis: need help now

Market:

1. What is your opinion of the demand side of your kind of business / the kinds of training and services you offer? (Growing, shrinking, changing...)
2. What is your opinion on the supply side of your kind of business / the kinds of training and services you offer? (many suppliers/only few, highly competitive, supply driven, changing in any way)
3. In general, what needs to be done to support businesses like yours, to support and promote the kinds of training and services you offer?

Appendix 3: List of SMEs

NAME	AREA OF OPERATION	LOCATION
1. Jam Kay	Engineering & Clothing	Adiembra, Sekondi
2. Paa Tom	Engineering	Kokompe
3. Jestan Engineering	Engineering	Tema
4. Slikem	Graphic Designing	Pipe Ano, Takoradi
5. Kwansa Auto Ltd	Engineering	Adentem, Takoradi
6. Run on Time	Engineering	Adentem, Takoradi

7. Mobicrane	Logistics	Airforce Base, Takoradi
8. Vetrotec Solutions	Fire Safety	Esikafo Ambantem No 1, Takoradi
9. Stresster Engineering	Engineering	Adentem, Takoradi
10. Yenok Construction	Construction	Fijai, Takoradi
11. Safebond Company Ltd	Logistics	Harbor, Takoradi
12. Zeal Environmental	Waste Management	Harbor, Takoradi
13. Seaweld	Engineering	Harbor, Takoradi
14. McDan Shipping Co. Ltd	Logistics	Shippers Council, Takoradi
15. Kaak – Dan	Networking/Installation of Airconditioners	Esikafo Ambantem No 1, Takoradi
16. Mattez Garment	Clothing	Sekondi
17. Zodiac Marine	Clothing	Harbour, Takoradi
18. Gratis Foundation	Engineering	Industrial Road, Sekondi
19. Vanotoo International	Engineering/Health Services	Adentem, Takoradi
20. Takoradi Gas Co. Ltd	Engineering	Wamco, Takoradi
21. Wayoe Engineering	Engineering	Wamco, Takoradi
22. King George Mechanics	Engineering	Kokompe No 2
23. Macro Group	Logistics	Shippers Council, Takoradi
24. Flat C Marine	Logistics	Takoradi
25. Sigma Base	Engineering	Liberation Road, Takoradi
26. Baj Freight	Logistics	Takoradi
27. Conship	Logistics	Takoradi
28. Cape 3 Services		Takoradi
29. 13:05 Engineering	Engineering	Adentem, Takoradi
30. Stenarf Engineering	Engineering	Anaji, Takoradi
31. Electrofax Engineering Services	Engineering	Takoradi
32. Express Resourcing & Engineering	Engineering	Bankyease, Takoradi

Appendix 4: SME Assessment Form

SME ASSESSMENT FORM

	LIST	INTERVIEW QUESTIONS	ANSWERS/ SUPPORTING DOCUMENTS <i>PLEASE COMPLETE THESE FIELDS</i>		SCORES <i>OFFICE USE</i>	COMMENTS <i>OFFICE USE</i>
A	SME DETAILS					

A.1	Full legal name of the company:				
A.2	Business address:				
A.3	Fixed telephone numbers:				
A.4	Mobile numbers:				
A.5	Contact person (name, title, telephone numbers, e-mail).				
A.7	Please provide a copy of your Tax Identification Number (TIN).				
A.8	Have you registered with the Petroleum Commission? YES/NO. If YES please provide a copy of your registration certificate.				
A.9	Please provide a copy of your license to operate legally				
A.10	Type of company (i.e. Corporation, Private Company, Partnership, State-owned, Govt. Agency, Other):				
A.11	How many years has the company operated under the current name?				
A.12	If your company is a Joint Venture or has been built according to any other type of collaboration agreement with a foreign partner, please provide details including the names of partner companies and their percentage of				

		ownership. / type of collaboration agreement				
	A.13	What are the lines of business that your company intends to register in Ghana Supply Change Development vendors' database?				
	A.14	Please describe the company system for issuing a quote (proforma)				
	A.15	Do you agree to allow SCD staff to visit your office premises and facilities in order to conduct an audit and speak with senior management?				
				TOTAL		
B	HR AND POLICIES					
	B.1	Please provide an organizational chart that defines the work roles and reporting relationships of key personnel within your company. LIST OF EMPLOYEES indicating: sex, local or expat, education level and career (college / engineer, no career - on-the-job learning, etc...), position (title) & main				

		responsibilities, type of contract (permanent / non-permanent contract...)				
	B.2	Please provide the number of personnel currently employed:				
	B.3	Please provide the number of permanent employees employed with your company for the last three (3) years.				
	B.4	Do you have a company policy on ethics? How is its application monitored and by whom?				
	B.5	How many women are employed? How many hold managerial positions?				
				TOTAL		
C	FINANCE AND TAX SYSTEMS					
	C.1	The company's annual report for the last one (1) fiscal year (including annual balance sheets, profit/loss statements, and cash flow statement).				

	C.3	Please give a general list of all assets (factory, equipment, materials) pertinent to your principal operations.				
	C.4	The company's liability insurance certificate				
				TOTAL		
D	CONTRACTS AND REFERENCE					
	D.1	Please list clients to whom you are providing or have provided products/services [at least the three (3) largest clients]				
	D.2	Have you had a contract canceled by a client in the last three (3) years? If so, please explain with details.				
	D.3	Have you ever had a contract with the oil industry? If so, please provide the date and the name of the company.				
				TOTAL		
E	EHS AND QMS POLICIES					
	E.1	Do you have a written HSE policy?				

	E.2	Does your company have an HSE manual (accident prevention, safety audits, record keeping and analysis etc.)?				
	E.3	Does your HSE management system conform to any international standards?(please state the standard)				
	E.4	Do you have a written Quality policy?				
	E.5	Does your company have a quality manual (customer related processes, resource management, quality planning etc.)?		TOTAL		
	E.6	Does your quality management system conform to any international standards?(please state the standard)				
F	PROCUREMENTS					
	F.1	Please describe the company system for purchasing products or services from suppliers.				
	F.2	Please provide a list of your main suppliers AND information of the main goods & services they offer + on whether they are local (partnership with a foreign				

		company, 100% Ghanaian etc...)				
	F.3	What type of work do other companies perform for you as subcontractors? Please list subcontracting companies and describe the work they do.				
				TOTAL		
G	LOCAL CONTENTS					
	G.1	Please indicate which of the products you offer are manufactured or assembled in Ghana & by local employees. // Please indicate which of the services you offer are provided by local employees. // Use a separate sheet if necessary.				
	G.2	Do you provide any training programs for local employees with the view to occupy Leadership positions within the company? If so, please provide details.				
	G.3	Please provide the list of local employees; precisely the type of contract they have				

		(permanent, part-time...)				
	G.4	Please provide the number of local staff in managerial positions.				
				TOTAL		
H	ADMINISTRATIVE					
	H.1	Please describe how your company manages the services it provides, the products production/delivery: planning (tasks, resources needed per task, time etc...), work progress follow-up, reporting to the client / customer, etc...				
	H.2	Please provide a sample of your billing (invoice?).				
				TOTAL		
I	MARKETING					
	I.1	If available, please provide the following marketing materials: pamphlets or brochures, letters of introduction, catalogs, website, and Power Point presentations.				
				TOTAL		

Appendix 5: Media Reports on Signing of MoU between SCD and MoTI

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MoTI and US Company sign pact to strengthen local content in oil sector

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Ministry of Trade and Industry signs MoU to boost Supply Chain Capacity



Haruna Iddrisu, Minister of Trade and Industry

THE Ministry of Trade and Industry formalized a working relationship with PYXERA Global by signing of a Memorandum of Understanding (MoU) on Wednesday.

The Ghana Supply Chain Development Program will enable collaboration towards increasing the participation of local small and medium sized enterprises in the supply chains of international oil companies operating in Ghana.

Earlier in 2013, USAID awarded a 5-year \$4.9 million grant to PYXERA Global to implement this program in the Western Region. Based in Takoradi, the program seeks to increase sustainable participation of Ghanaian small businesses in oil and gas procurements in Ghana. The program strives to increase capacity of local business service providers relating to sector procurement regulations and standards; create market linkages between the oil and gas sector; and collaborate closely with the

Enterprise Development Center to facilitate the sustainable provision of business development services.

Ambassador Cretz noted that, "Today's Memorandum of Understanding signing is a visible demonstration of the U.S. commitment to ensuring that Ghanaian businesses have the expertise and support needed to bid for and, most importantly, win procurements in the oil and gas sector in Ghana. There can be no clearer example of our strongly-held view that local content is a worthy goal and can be mutually beneficial when there is a cooperative process of consultation and shared understanding."

Ambassador Cretz stated that it was his real pleasure to join the sector minister and the Pyxera Country Director to witness the signing of the MOU for the Ghana Supply Chain Development Program (SCD) funded by USAID.

"As the Minister knows, my government and I shared our views with the Government of Ghana as it

developed the local content regulations for the petroleum sector," he said.

According to him, at times they disagreed even publicly on some of the specifics within the regulations, "but we have always agreed that increasing local content in the petroleum sector and throughout the economy is crucial to Ghana's long-term economic success."

He was of the view that the signing of the MoU was a visible demonstration of his government's commitment to ensuring that Ghanaian businesses have the expertise and support needed to bid for and, most importantly, win procurements in the oil and gas sector in Ghana.

"There can be no clearer example of our strongly-held view that local content is a worthy goal and can be mutually beneficial when there is a cooperative process of consultation and shared understanding. I am planning to visit Takoradi in March, and I hope to see the Supply Chain Development Program (SCD) in action and to also visit the Jubilee Partner's Enterprise Development Center to see firsthand how we collaborate to strengthen those local businesses interested in working with the petroleum sector."