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GHANA SUPPLY CHAIN DEVELOPMENT PROGRAM

ANNUAL REPORT, FISCAL YEAR 2015

October 2014 – September 2015



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October 2014 – September 2015

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LIST OF ACRONYMS

Acronym	Definition
AGI	Association of Ghana Industries
AOR	Agreement Officer's Representative
AWS	American Welding Society
BSP	Business Service Provider
COP	Chief of Party
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
EDC	Enterprise Development Centre
EG	Economic Growth
EHS	Environment, Health & Safety
FTFMS	Feed the Future Monitoring & Evaluation System
GoG	Government of Ghana
GOGSPA	Ghana Oil & Gas Service Providers Association
IP	Implementing Partner
IFC	International Finance Corporation
IOC	International Oil Company
IR	Intermediate Results
JTTC	Jubilee Technical Training Center
LI	Legal Instrument
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
METSS	Monitoring and Evaluation Technical Support System
MOEP	Ministry of Energy & Petroleum
MOTI	Ministry of Trade & Industry
MOU	Memorandum of Understanding
O&G	Oil and Gas
PIRS	Performance Indicators Reference Sheet
PMP	Performance Management Plan
PSC	Project Steering Committee
QMS	Quality Management Systems
SCD	(Ghana) Supply Chain Development Program
SME	Small and Medium Scale Enterprise
STCCI	Sekondi-Takoradi Regional Chamber of Commerce and Industry
USAID	United States Agency for International Development

1. EXECUTIVE SUMMARY

PYXERA Global's Ghana Supply Chain Development (SCD) Program, based in Takoradi, Ghana, was established in March 2013 as a provider of capacity building services to Ghanaian SMEs in the oil and gas, mining and energy related sectors. The program's goal is to improve the competitiveness of local small and medium enterprises (SMEs) operating in the O&G, mining and energy sector supply chains.

The three primary methodologies used to achieve these objectives are: training and capacity building interventions targeting enhancement of technical managerial qualifications of professionals across the sector(s), strategic and targeted campaigns to address access to finance issues inherent to the Ghanaian private sector, and increasing market linkages and partnerships amongst market participants and providers of extension services, both domestic and international.

Over the past fiscal year, the SCD Program underwent a number of transitions which have strengthened the program's ability to deliver on its objective of greater sustainability. In addition to an impressive suite of capacity building trainings in both seasoned and new topics, the SCD introduced a cost-share model to increase buy-in from SMEs and ensure the sustainability of the program. In May 2015, Chief of Party Ken McGhee exited the program, as was planned from the beginning of the SCD, allowing PYXERA Global to direct a transition period. From May to October, Senior Technical Advisor Kyle Gunther managed the transition, with strong support from PYXERA Global's headquarters office. The overall goal for program leadership continues to be the placement of a local Ghanaian Program Director to manage operations through the end of the grant period. In addition to the transitions, SCD has also developed partnerships with FinGAP to assist SMEs' efforts on access to finance (through GAX listing, although progress has been limited to date), and with TRACE International to aid SMEs in complying with and demonstrating anti-corruption standards (with strong results). Finally, some relationships that are being developed with multinationals, were started in FY2015 to help broaden exposure of

targeted SMEs. This includes Atuabo Free Port (Lonrho) and FMC, among others.

The visual represents the SCD Program's proven ability to interface and engage with public and private sector stakeholders associated with the sectors of relevance to the SCD mandate, but more importantly the impact and momentum the Program has been able to achieve since



inception through the end of the 2015 fiscal year.

2. PROGRAM OBJECTIVES AND METHODOLOGY

The goal of the SCD Program is to increase the competitiveness of Ghanaian businesses in oil and gas, power and other related sectors in order to contribute to Ghana's local content. While the broad impact sought is the number and value of contracts that SMEs win with IOCs and other multinationals, the two intermediate results against which the SCD measures progress toward this goal are 1) improved capacity of BSPs to serve SMEs and 2) improved capacity of small and medium enterprises (SMEs) to meet industry supply requirements and standards.

The program has now been operational for almost three years, and the evolution of the SCD showcases a high degree of dedication, flexibility, and expertise of the staff in Takoradi. Sustainability, as a cross-cutting theme, has been built into the program from the outset, but, more recently, sustainability has become a major focus of both programmatic and managerial decisions. Most notably, the SCD has begun to roll out a training model in which SMEs are expected to financially contribute to the cost of the training they are receiving, taking greater ownership of their capacity development process.

The overarching objective of the program, as stated in the initial proposal, is to contribute to the development of Ghana's local content via the program's two main activity areas, as mentioned above. After the discovery of oil in the Jubilee field in 2010, the government pledged to use oil to develop the economy and passed the Local Content and Participation in Petroleum Activities Bill in 2013 mandating 90% of oil and gas procurement to be sourced locally by 2020. The Bill (Legislative Instrument 2204) seeks to

“promote the maximisation of value-addition and job creation through the use of local expertise, goods and services, business and financing in the petroleum industry value chain and their retention in the country; develop local capacities in the petroleum industry value chain through education, skills transfer and expertise development, transfer of technology and know-how and active research and development programmes; achieve the minimum local employment level and in-country spend for the provision of the goods and services in the petroleum industry value chain; increase the capability and international competitiveness of domestic businesses; and achieve and attain a degree of control for Ghanaians over development initiatives for local stakeholders” (General Provisions, Regulation 1 (a-h)).¹

The SCD Program has established itself as a leading provider and facilitator of services for SMEs and BSPs which contribute directly to the advancement of Ghanaian local content. All of the SCD Program's activities serve to further develop the aforementioned local content focus areas. For example, regarding the “develop[ment] [of] local capacities in the petroleum industry value chain through education, skills transfer and expertise development,” the SCD has

¹ "Local Content Law ...engine of Growth for Ghanaian Enterprises." Ghana Web. 25 Feb. 2014. <<http://www.ghanaweb.com/GhanaHomePage/NewsArchive/artikel.php?ID=301693>>.

conducted Training of Trainer (ToT) seminars for local BSPs to 1) develop their own local businesses and 2) be positioned to better transfer their knowledge and expertise to SMEs in and around Takoradi. Regarding “increasing the capability and international competitiveness of domestic businesses,” the SCD has recently formalized a partnership with TRACE International to certify Ghanaian companies on internationally recognized anti-bribery and anti-corruption compliance standards, making them domestically and globally competitive in their industries. These activities, amongst others, and the strong results produced thus far are detailed below.

3. FY 2015 ACTIVITIES

3.1 Training and Capacity Building

With an external focus to train and build capacity among stakeholders including Ghanaian SMEs as well as BSPs, the Program offered up an array of initiatives over the course of the fiscal year.

Trainings and technical assistance continues to constitute the main offerings of the SCD to its beneficiaries. Trainings conducted in FY2015 included:

- Advanced OHSAS 18001:2007
- Procurement Best Practices
- Advanced Environment, Health, and Safety
- Welding Visual Inspection
- IT Accounting Software Implementation
- Advanced Welding Series
- Legal & Compliance



The SCD Program initially set out to develop and implement a fee-based approach to its training and technical assistance activities. The SCD held off on introducing this approach into the marketplace in FY2014 and for most of FY2015, as the market was not mature enough nor demand high enough. However, after carrying out multiple trainings, it became clear that there were multiple benefits associated with the introduction of fee-for-training services:

- Increasing the buy-in of trainees to fully participate and the likelihood of implementing changes post-training (“owning the knowledge”);
- Offsetting or defraying costs/expenditures to SCD of overall training;
- Operationalizing and building a model to support BSPs in driving demand for training services;
- Educating the market and changing mindsets in relation to fee-based training and advisory service structure, in turn leading to increased demand for local BSPs in other areas.

During the 4th quarter of FY2015, SCD introduced a cost-share process in partnership with a local BSP for a Quality Management Systems training series. The partnership included the BSP and SCD jointly recruiting SME participants, all of whom would pay a nominal fee which in total constituted approximately 20% of overall value of the training budget. These fees were collected by the BSP, as the SCD is limited by the USAID grant agreement and cannot receive any income. The process was not easy, as multiple SMEs tried to negotiate down the fee amount, or simply refused to pay. Other SMEs were enthusiastic about the course contents and were willing to pay for the course. Section 2 goes into further detail on the steps that are still needed to implement a solid fee-based training model, expected to be fully rolled out by mid-FY2016.

3.2 Partnerships

In Quarter 3, the SCD identified two strong long-term partners in TRACE International and USAID FinGAP. TRACE is a non-profit business association that provides members with anti-bribery compliance support and certifications. As part of the partnership, TRACE agreed to provide 40 of the SCD Program's SMEs with free certifications, a process that usually costs \$2,800 per certification. In total, there are 37 SMEs which have been introduced to TRACE as an



Kwansa Auto Limited, Ghana SCD Program SME

organization and have subsequently become interested in obtaining TRACE certification.

TRACE also agreed to conduct three webinars to help SMEs in Takoradi to understand the organization's offerings and how they can benefit from TRACE certification. These webinars were conducted in Q4. Plans are being developed to host the 1st Anti-Corruption forum in Accra in January, bringing together TRACE, PYXERA Global, and Invest in Africa.

The SCD also established communication and overlap efforts with the USAID-funded Financing Ghanaian Agriculture Project (FinGAP). FinGAP addresses one of the key constraints that restricts the development of commercial agriculture in Ghana – access to finance. The collaboration between the SCD and FinGAP will specifically target access to finance issues across the Ghanaian private sector as it relates to the Program's SMEs. One such avenue is through the Ghana Alternative Market (GAX) of the Ghana Stock Exchange. The Ghana Stock Exchange introduced the GAX to allow companies to access long-term capital at relatively lower cost, initiate improvements in the financial position of the GAX company, reduce risk, and improve liquidity.

SCD Partnerships

Partner	Activities
FinGAP	<ul style="list-style-type: none"> • SCD assistance to help selected SMEs list on the Ghana Alternative Market (GAX) • Six SMEs have received assistance: Conship, MEA Catering, Danest

	<p>Engineering, Stresster Engineering, Kwansa Auto, Mobicrane Ltd.</p> <ul style="list-style-type: none"> • A meeting was recently organized by BELA (a renowned local law firm) to provide these SMEs with consultations on the GAX
TRACE International	<ul style="list-style-type: none"> • Initiation of the “Certify the World Campaign” which pledges free TRACE certification for 37 SMEs in SCD’s network • Seven SMEs have received TRACE certification thus far • Six SMEs are under review by the TRACE due diligence team • Remaining 24 are in the process of entering their information into the TRACE online portal
Various entities within Takoradi	<ul style="list-style-type: none"> • In order to identify common ground on which SCD can collaborate with other implementing partners within the local content sphere in Takoradi, the Program has begun preliminary collaborations with the Sekondi Takoradi Chamber of Commerce, the Western Regional Coastal Foundation, and the Enterprise Development Center (EDC) • Most recently, the SCD and EDC have shared training calendars in order to avoid duplication

3.3 Stakeholder Engagement and Events

Over the course of the fiscal year, the SCD both led and participated in multiple events that enhanced its position as a leading provider of services oriented toward increasing the overall competitiveness of participants across the Ghanaian private sector. The year’s events kicked off in Quarter 1 (November 18, 2014) with “Engagement for Partnership,” a one-day stakeholder event that brought together SMEs, BSPs, and other relevant parties within Takoradi’s oil and gas sector. Selected SMEs and BSPs were given a platform to introduce their products and services, as well as highlight the benefits they’ve received through their engagement with the SCD.

In Quarter 2, the SCD hosted a one-day workshop in collaboration with the Petroleum Commission and Invest in Africa. The dual objective of the event was to encourage SME registration with both partners' supplier databases to gain visibility among international oil companies (IOCs) and increase SMEs' competitiveness in the market. The event attracted 84 stakeholders (representing 43 SMEs and five BSPs), of which 16 had registered with the Invest in Africa database by the end of the day.

Quarter 3 was by far the year's busiest on the event circuit. In April, PYXERA Global Vice President Harry Pastuszek was invited to give the keynote address at the CWC International Oil & Gas Summit. Also in April, the SCD co-hosted the IREX-YALI Local Content Event in Accra, which identified opportunities to increase the involvement of local youth in major extractive projects in Ghana and West Africa. In May, 38 private sector stakeholders, SCD personnel, and USAID representatives attended the 3rd annual SCD Stakeholder Forum in Takoradi. The event offered updates and an overview of the SCD Program, enabled local networking opportunities for participants, and provided attendees the opportunity to showcase and share testimonials of successes achieved through partnering with the SCD. Other Q3 events included the IFC Local Content Forum (June) and the SCD's hosting of a Western Region Implementing Partners Meeting (March).

Quarter 4 saw a focus on the promotion of newly formed partnerships. A series of webinars was held by TRACE International to boost the visibility of its partnership with the SCD and inform SMEs how they can benefit. The SCD also co-hosted an event with FinGAP to promote awareness around issues related to access to finance. More specifically, the newly formed GAX, an alternative market where high growth Ghanaian SMEs can publicly list, is a relatively new alternative to traditional avenues in accessing capital locally.

Crucial to the Program's visibility were two USAID visits in Quarter 2. Outgoing Ghana Mission Director Jim Bever and West Africa Mission Director Alex Deprez met with a group of SCD stakeholders during a visit to the SCD offices on February 20, 2015 as part of their Western Region projects tour. For nearly two hours, prominent members of the oil and gas SME sector exchanged views with the Directors covering key concerns such as the difficulties in accessing finance, the need for more technical certifications, and the importance of maintaining donor support for capacity building.

The SCD team met with Agreement Officer's Representative (AOR) Pearl Ackah on February 11, 2015. Ms. Ackah followed the meeting with a series of site visits and briefings from program beneficiaries, each of whom had participated in the full slate of SCD trainings. Each SME that was visited had also won contracts over the past year, which they attributed to SCD intervention and support.

During Q4, the SCD developed a relationship with Lonrho, the UK-based multinational building the Atuabo Free Port (AFP) west of Takoradi, to be built specifically to service the oil and gas industry in Western Africa. The AFP and the SCD decided to move forward with jointly sponsoring its 1st Supplier Awareness Event, to be held the first week of October in Takoradi. The purpose of the event was to bring together AFP representatives and various SCD-client SMEs and BSPs to better understand the upcoming opportunities during the AFP's construction and operation phase, and to learn how to register as a vendor and become eligible to bid on tenders. The SCD plans to continue hosting similar supplier awareness events throughout FY2015, as these events are a great opportunity for SMEs to engage IOCs and multinationals.

Finally, the relationship with METSS has continued to evolve, and support from them has contributed to SCD's further development of its yearly targets. In late Q4, the SCD held a Work Plan retreat to outline its plan for FY2016 activities and targets. The event wrapped up the discussions that had been ongoing for several months, including setting realistic performance targets for FY2016, and identifying ways in which the program would implement its proposed fee-based training system moving forward. During the 2nd day of the retreat, SCD staff were joined by two members of METSS, to discuss and agree on proposed targets and training and activity plans for the new fiscal year. The Work Plan document was finalized by the end of September and submitted to USAID for approval.

3.4 Monitoring and Evaluation

At the beginning of FY15, the SCD Program, with the assistance of USAID's Monitoring, Evaluation, and Technical Support Services (METSS) in Ghana, decided to review and revise the Performance Indicator Reference Sheet (PIRS). Over the course of the FY14, the SCD gained a deeper understanding of the market in which it was working through an industry gap analysis and stakeholder engagement. It became evident that a revision of indicators was needed to gather the most relevant, useful data, and improved tools were required to effectively collect, record, and assess that data. Internal discussions, aided by feedback from METSS and the Program's SMEs, provided assurance that revised indicators could help the SCD report the results more effectively.

Ultimately, the definitions and methodologies behind the existing indicators were revised and the overall number of indicators was increased from eight to 14. This has placed the SCD in a better position to collect more relevant data and draw meaningful conclusions from that data.



Vital Creations (SCD Program SME) receives EHS signage from Tullow Oil

4. SCD Program Management, Administration & Reporting

4.1 Implementation Team and Structure

During the final quarter of the reporting year, there was an organizational shift in the management structure of the Program. In May of 2015, the SCD began a transition in its leadership and management model. As outlined in the grant agreement, PYXERA Global proposed a program that would, by Year 3, transition to Ghanaian management. Regardless of the fact that very few donor-driven programs in the country have such a plan in place, this was and continues to be seen as the best way forward in ensuring sustainability of its model and high-level objectives.

In May PYXERA Global also presented a Management Transition Plan to USAID to lay out the details of the proposed transition. This included the need for STTA from experienced consultant

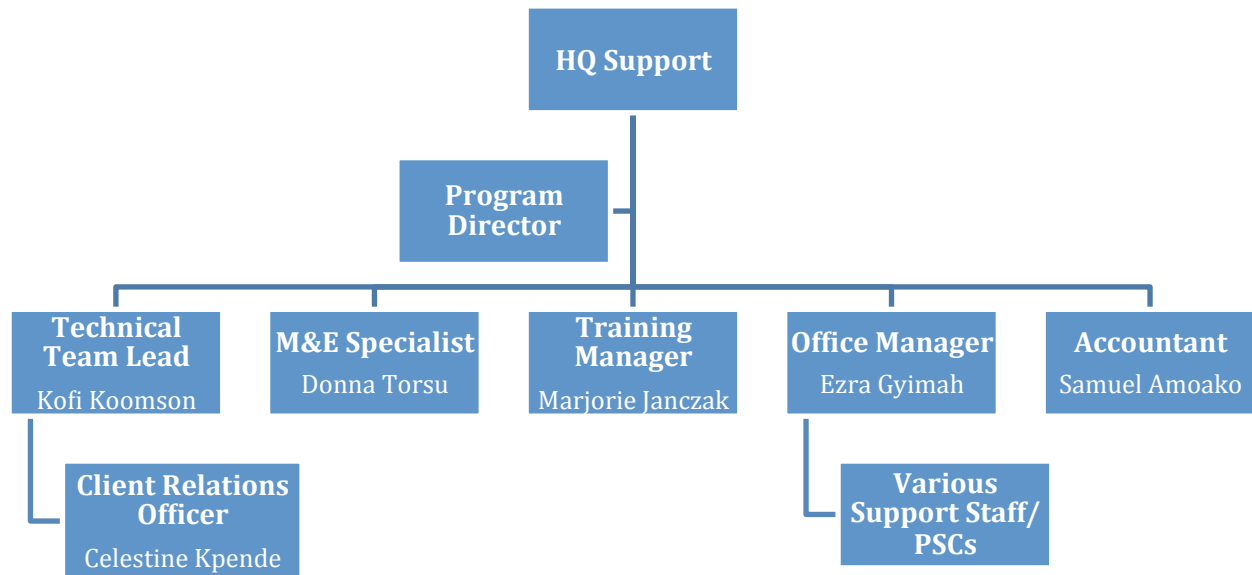
Kyle Gunther, and strong head office (HQ) support via the Program Manager and the Vice-President. During this time, one of several goals was to identify a capable local leader to take the reins of the program and smoothly move into FY16 activities.

The transition period served as a good opportunity to reevaluate the capacity of the existing SCD staff to both lead and implement program activities. In close coordination with PYXERA Global's HQ, Mr. Gunther was able to quickly join the team and lead what has become a very successful period, including an increase in scope and quantity of partnerships and training activities, as well as a jump in number of contracts and value of contracts reported by SMEs as a result of USG assistance, a key performance indicator that demonstrates the level of impact the program is currently having. The transition period also served as an opportunity to reassign some program resources, with the goal of improving efficiencies and reassessing the qualifications and skills desired in the local leadership position being pursued.

During the transition period, the SCD decided that the best model forward was to consolidate the COP and DCOP positions, and roll the leadership tasks into one position, to now be called the Program Director. A detailed Job Description was created and advertised on local and international job boards. Additionally, the local and international staff worked on sharing the opportunity through an existing networks of contacts in the development as well as in the private sector.

HQ also assessed local staff capacity and recognized their ability to carry out most of the activities planned for FY16 and beyond, including trainings and outreach activities with SMEs and BSPs, and related monitoring tasks. The SCD still requires a strong leader to further develop and coordinate partnerships, considering the need identified in the previous sections to re-engage certain stakeholders. Thus, all efforts are currently underway to identify and recruit a capable Ghanaian Program Director. Until that position is filled and the person fully up to speed, HQ will still provide strong oversight of the program with interim management and all USAID-level communication led by the Program Manager and overall direction from PYXERA Global's Vice-President.

A restructuring has allowed the Program to re-align roles and responsibilities for select SCD personnel in order to create a structure that adapts more effectively to the three strategic lines of action identified in the work plan summary. The following visual provides identification of the approach moving ahead in terms of management and technical personnel for the Program.



The Program believes this is a prime time to focus on establishing and formalizing partnerships between stakeholders, be them client SMEs, BSPs, buyers (such as IOCs), civil society, and other donor initiatives. One Client Relations Officer (CRO) has been promoted to Technical Team Lead, and will assume responsibilities to drive ahead efforts associated with SCD partnerships.

Efforts in this respect have already yielded positive results. Two examples from the 4th quarter of FY2015 include a collaborative partnership with leading international NGO Trace International on real efforts to promote transparency in matters related to anti-corruption and anti-bribery in Ghana (resulting in TRACE’ piloting of a program to offer *at no cost* targeted due diligence and certification services to 25 Ghanaian SMEs – services which typically cost \$2,800 per firm, or \$70,000 in total), and a partnership between SCD and the Sekondi Chamber of Commerce in leveraging capacity building of EHS mentors/coaches to provide EHS advisory services to those newcomer SMEs affiliated with the Program which have participated in EHS Foundation and OHSAS 18001:2007 trainings.

The Program Assistant has been promoted to take on increased responsibilities associated with office management and administration, including procurement.

4.2 USAID Reporting

In addition to regular communications with the USAID AOR, METSS and others in the Economic Growth Office, SCD will maintain the following reporting schedule with USAID.

Bi-weekly Reporting – Key operational highlights and progress against activity areas will be submitted each 2-week period, similar to FY2015.

Quarterly-Annual Reports – To be submitted no later than 30 calendar days from the end of each quarter. The fourth submission will be the Annual Report.

Quarterly Financial Reports – To be submitted within 30 days from the end of each FY quarter.

Success Stories – Per informal agreement with the USAID AOR, the Program endeavors to submit one program success story per month, or three per quarter. These stories are shared monthly with the AOR and the Communications department at USAID.

Other: Assessments, Evaluations, Manuals, Training Plans & Materials – As mutually agreed upon.

Accrual Reports – Not later than ten days before the end of each financial quarter.

5. FISCAL YEAR PMP REPORTING AND NARRATIVE

During FY2014, the SCD reviewed its indicators and made necessary revisions that would enable the Program to report adequately on its performance. In total, the agreed number of indicators to be utilized for measuring program performance totaled fourteen (14) and these have been reported on throughout FY2015. FY2014 data for all 14 indicators were also updated in the Performance Indicators Tracking Table (PITT).

For this reason, the attached Performance Indicators Tracking Table (PITT), as included as **Annex A**, contains results for both FY2014 and FY2015. It also disaggregates data, including by gender. For almost all of the revised indicators, FY2014 also has no set targets and so only actual data for FY2014 are shown. The revised Performance Indicators Reference Sheets (PIRS), already submitted to USAID, outline revised definitions and methodologies. In FY2016, a new revised version of the 14 indicators and their definitions (based on discussions concluded at the staff retreat in September 2015) will be reported on.

While the Performance Indicators Tracking Table in Annex A is a good snapshot representation of the program's performance against its stated Fiscal Year objectives, there is a definitive need to provide narratives with each of the indicators to substantiate progress that has been made.

The narrative is provided in this section, sharing both aggregated versus disaggregated data. To allow for understanding of performance versus fiscal year targets, those as well are included for the 14 indicators as set forth and agreed between SCD leadership and USAID.

SCD trainings have helped improve my ability to package company presentations and tender proposals, enhancing best practices.
- Albert Entsie –Febert Consult

Indicator 1: Number of individuals from BSPs that have received USG-supported training

Fiscal Year Target: 40 / FY2015 Performance: 22

During FY2015, 22 individuals representing twelve Business Service Providers (BSPs) received training in nine subject areas².

Although the total disaggregated number of participants according to the breakdown is 32, the aggregate number of individuals is 22, as shown in the PITT. The reasoning being that a select few BSPs participated in more than one USG supported training in FY15.

It should be noted that six³ BSPs that have participated in SCD-funded trainings have also served as lead training entities as contracted by the Program. This is indicative of an enhancement in the quality orientation of BSP training capacities, one of several mandates of the program. BSP *Best Safety Consult* led the first successful cost-share training in Quality Management that was held in August 2015 bringing together four BSP and 24 SME participants.

Also of interest is that, aside from BSPs *B-BOVID* and *BELA*, all other SCD partner BSPs have reported an increase in advisory services, consulting services, and contracts awarded since partnership with SCD. Each BSP directly attributes its contractual successes to SCD assistance.

Note: The definition for indicator 1 includes attendance and participation of BSPs in access to finance events, such as 'speed dating' and otherwise. Although six BSPs attended these type events, they are not included in Indicator 1 results for FY15, but instead are captured solely in Indicator 11.

At the end of the reporting year, SCD met more than half (55%) of its set target. The number of individuals from BSPs trained does not match the set target. Given the cost involved in providing BSP-specific type of training (such as Training of Trainers), SCD was unable to hold another in FY2015. Efforts were made through discussions with other potential partners like IFC/World Bank and the International Labor Organization. However, no positive result has come out of this outreach yet.

Indicator 2: Number of individuals certified to deliver SME trainings and consultancy services as a result of USG support to the oil and gas, power and other related sectors

Fiscal Year 2015 Target: 10 / FY2015 Performance: 0

During FY14, the Program implemented a capacity building effort aimed at enhancing the training skills of Ghanaian business service providers (BSPs). Trainers from five respective local BSPs participated and were certified under the IFC-Business Edge training of trainers program.

It was believed that the Program would follow up with additional training and capacity building efforts with either this program, or similarly reputable programs. Due to the price of the IFC training, it was and is still believed that better value-for-money could be achieved elsewhere.

During the Q4 of FY2015, SCD sought opportunities to collaborate with other institutions which might have interest in building capacity of BSPs in the western region of Ghana. However, little

1. Fundamentals of Welding Visual Inspection (2); Procurement II (2); Legal and Compliance (8); EHS Foundation (2); Welding Technology and Blueprint Reading (6); OHSAS 18001:2007 Implementing Course (1); OHSAS 18001:2007 Internal Auditing (1); Quality Management Systems (4); TRACE (6) **Total= 32**

³ Febert Consult; Danest Engineering; B-BOVID; Qualms Group; Bentsi Enchil Letsa & Ankomah (BELA) and Best Safety Consult

progress was made. Since no training leading to award of certificates in training skills took place during FY2015, no individual was certified in that regard.

Indicator 3: Number of BSPs that have received and applied business application tools as a result of USG support

Fiscal Year 2015 Target: 15 / FY2015 Performance: 7

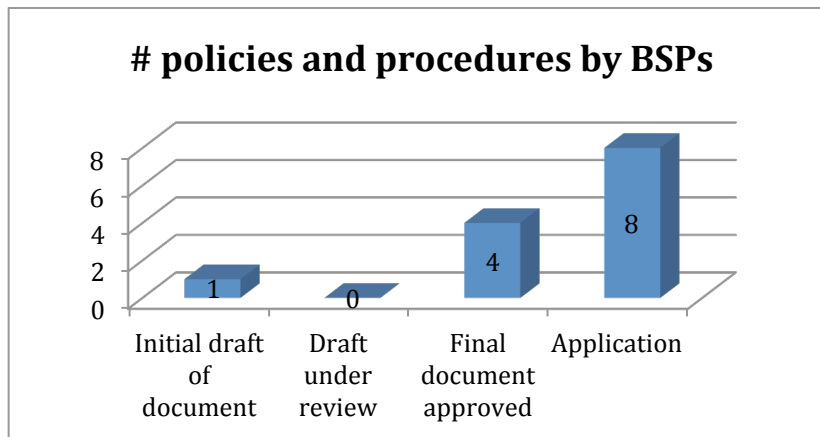
During FY2014, SCD partnered with local BSP Excellence Consultancy Services to offer accounting software solutions to both SMEs and BSPs alike. In total, three given BSPs received and implemented accounting software solutions *EasyBooks*; one (1) additional BSP has integrated or upgraded this accounting software solution in FY2015.

Additionally, six (6) BSPs have begun to utilize the application WhatsApp as a primary tool and form of communication between (i) other BSPs, and (ii) the private sector SME community. This has led to streamlined correspondence and knowledge sharing amongst 40 users, and has facilitated the formalization of contracts.

SCD is in collaboration with *Excellence Consultancy Services* to organize more Easybooks training sessions on a fee-basis and to make this tool available to more SMEs in FY2016.

Indicator 4: Number of business policies and procedures at different stages of development by BSPs as a result of USG assistance

Fiscal Year 2015 Target: 15 / FY2015 Performance to Date: 13



In addition to training and capacity building, SCD has overseen the introduction of improvement tools and frameworks, or policies and procedures, which are indicative of positive change across operational settings of BSPs and SMEs alike.

In FY2015, it was envisioned to introduce frameworks associated with key trainings,

such as EHS or QMS, then implement policy/procedure frameworks to promote understanding and ownership in these key areas.

By end of FY2015, a total of thirteen policies and procedures have been introduced and implemented across five business service providers. This includes EHS, Quality Management, HR, and Construction and Emergency Preparedness. All are either at approved or implementation stage except for one QMS policy at the first stage (initial draft).

Toward the end of FY2015, SCD began its Quality Management workshop series, along with targeted advisory assistance that is expected to lead to additional numbers of policies and procedures introduced, approved and applied within partner BSPs. During the first quarter of

FY2016, a follow up on this training will track additional QMS policies and procedures put in place by BSP participants as a result of Quality Management training.

Indicator 5: Number of BSPs that have improved management (score in percent) as a result of USG assistance in the oil and gas, power and other related sectors

Fiscal Year 2015 Target: 40 / FY2015 Performance: 0

It was envisioned for SCD to undertake surveying with BSP stakeholders to ascertain a level of improved management capability in one of six areas⁴. The indicator will be reported during mid-term (FY2015) and Program end (FY2018).

This has proven to be a challenge, as collecting baseline data is not yet completed for all BSPs due to delays in submission of information. By the end of FY2015 though, a number of assessment forms were completed. SCD will study these completed forms, make any necessary follow up or site visits, and give each BSP a score based on set criteria. The baseline data collected will then be reported on during the first quarterly report of FY2016. Data will be duly updated when newly completed forms are received from time to time.

Indicator 6: Number of individuals from SMEs that have received USG supported training

Fiscal Year 2015 Target: 150 / FY2015 Performance: 144

As an aggregate number, SCD has trained 144 separate individuals across more than 61 SMEs, representing achievement of the FY2015 target by 96%.

The total number of trainees increases substantially when disaggregated, as many individuals participated in more than one training area over the course of the year. When taken as a disaggregate total, SCD trained 261⁵ through the end of FY15.

Over the course of the year, SCD interfaced and trained participants from 22 new SMEs. Since program inception, the SCD has partnered with 130 SMEs in the Ghanaian private sector.

Note: The definition for Indicator 6 includes attendance and participation of SMEs in access to finance events, such as 'speed dating' and otherwise. Although 54 SMEs attended these type events, they are not included in Indicator 6 results for FY15, but instead are captured solely in Indicator 11.

Indicator 7: Number of Individuals from SMEs that have received certification as a result of USG assistance in the oil and gas, power and other related sectors

Fiscal Year 2015 Target: 100 / FY2015 Performance: 81

⁴ Areas include strategic planning, human resources, finance, marketing, quality and EHS.

⁵ General Workshop (24); OHSAS 18001 Implementing (41); OHSAS 18001 Internal Auditing (40); Fundamentals of Visual Inspection (10); Procurement II (23); Welding Technology and Blueprint Reading (20) EHS (23); Legal (32); QMS (21); TRACE (27) **Total=261**

This indicator focuses on training certificates that are highly relevant to the oil and gas, power and other related sectors. By the end of FY2015, 81 separate individuals from SMEs that took part in select courses or training areas⁶ have received certificates.

There are two things to note here. First, the disaggregated number of certificates issued totals 150, meaning of the 81 individual participants, there exist some that participated and received more than one certificate across multiple areas. For example, an individual participated in a Foundation level EHS course, followed by more Advanced OHSAS 18001:2007 training courses. This shows a logical progression of advancement within the SCD training program.

Second, relevant training areas that have not been included in this calculation include Best Practices in Procurement, as well as Legal & Compliance Issues for the oil and gas sector. If included, the number of certifications would increase considerably.

Moving ahead, SCD will continue to provide additional trainings and subsequent certifications per demand as expressed by the private sector and per budget conditions of the program.

One of the big achievements of the SCD Program is a new, innovative partnership with TRACE International, which has led to certification of 3 SMEs⁷ so far on anti-corruption and anti-bribery. An additional 37 SMEs are slated for certification. This number is not included in the indicator data above since the indicator only counts individuals and not companies that have received certification. In light of this, this indicator is undergoing revision in order to incorporate the new data by the first quarter of FY2016.

“As a result of the OHSAS trainings, I was able to take my colleagues through the system months before the external audit was done. We are now OHSAS 18001:2007 certified.”

Gordon Smith – Wayoe Engineering

SCD Program partnership with TRACE that has led to certification of three SMEs¹ so far on anti-corruption and anti-bribery, with thirty-seven more underway.

Indicator 8: Number of SMEs that have received and applied business application tools as a result of USG support

Fiscal Year 2015 Target: 50 / FY2015 Performance: 27

In addition to 10 SMEs that received and applied *EasyBooks* Accounting software package in FY2014, one (1) new SME received the application tool during Q3 of FY2015. This new addition occurred during a follow up that was carried out by SCD BSP partner *Excellence Consultancy Services* during the quarter to ensure effective utilization of the tool.

The follow up by this BSP aided in solving identified issues encountered by participating SMEs with application implementation and utilization. Challenges include re-training some SMEs that had lost staff accountants, or had continued issues in understanding the functionality and applicability of the tool to their operations. Generally, however, *EasyBooks* as a business

⁶ EHS Foundation course; OHSAS 18001:2007 courses; Fundamentals of Welding Visual Inspection; Welding Technology and Blueprint Reading; and Quality Management

⁷ Wayoe Engineering Company; 7 Eleven Energy Services; and Danesh Services Ltd.

application has been very useful to SMEs for ease of financial reporting, and more importantly, on how real-time data allows for more pro-active decision making across business operations.

SCD is in collaboration with *Excellence Consultancy Services* to organize more training sessions on a fee-basis and to make this tool available to more SMEs in FY2016.

Additionally, social media tools and applications have begun to gain traction amongst BSPs and SMEs within the Ghanaian marketplace. As explained with Indicator 3, the utilization of social media tool *WhatsApp* has had a positive influence on the way companies are interfacing and engaging with one another.

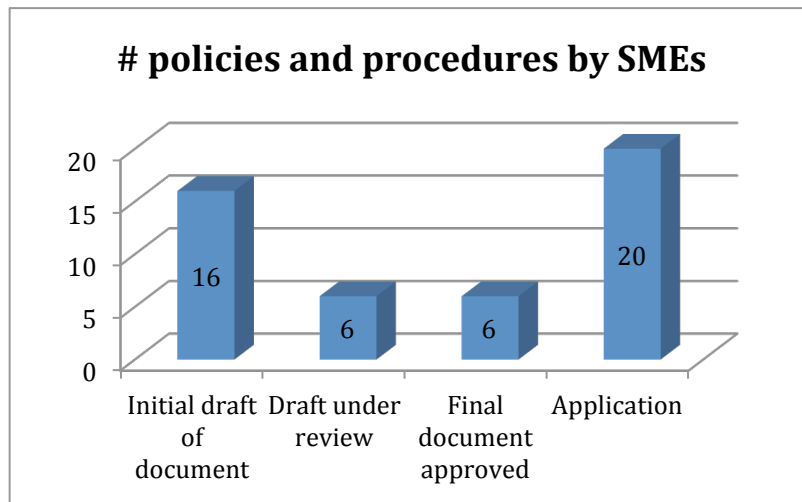
During the last reporting quarter of the fiscal year, a WhatsApp SCD BSP/SME group has grown organically with assistance from the Program, to attract six BSPs and 27 SMEs. A moderator has been identified to facilitate information flow amongst participants, leading to increased knowledge and formalized contract agreements between parties. One example is a contract won by *BAMG Ghana Ltd.*, a local company (based in Takoradi) which provides services to the oil industry. *BAMG* won this contract with GOIL as a result of following up on the sharing of such opportunity through WhatsApp.

SCD EHS trainings have equipped me with some practical skills to make suggestions for my company's EHS policy & manual for continual improvement

Louisa Kwarkye – Zodiac Marine Services

Indicator 9: Number of business policies and procedures at different stages of development by SMEs as a result of USG assistance

Fiscal Year 2015 Target: 100 / FY2015 Performance: 48



As stated with Indicator 4, SCD has overseen the introduction of improvement tools and frameworks, or policies and procedures, which are indicative of positive change across operational settings of BSPs and SMEs alike.

In FY2015, a total of 48 policies and procedures at different stages (as shown in the chart) by 29 separate SMEs have been introduced and implemented across three business service

providers. These include EHS, Quality Management, Social and Environment, Housekeeping, and Human Resources Management functions.

Indicator 10: Number of SMEs that have improved in management (score in percent) as a result of USG assistance in the oil and gas, power and other related sectors

Fiscal Year 2015 Target: 70 / FY2015 Performance: 0

It was envisioned for SCD to undertake surveying with SME stakeholders to ascertain a level of improved management capability in one of seven areas⁸. The indicator is to be reported during mid-term (FY2015) and Program end (FY2018).

This has proven to be a challenge, as collecting baseline data is not yet completed for all SMEs due to delays in submission of information. By the end of FY2015 though, a number of assessment forms were completed. SCD will study these completed forms, make any necessary follow up or site visits and give each SME a score based on set criteria. The baseline data collected will then be reported on in FY2016. And, the data will be duly updated when newly completed forms are received from time to time.

Indicator 11: Number of SMEs at various stages of accessing credit with support from USG**Fiscal Year 2015 Target: 50 / FY2015 Performance: 60**

By the end of FY2015, a total of 60 SMEs including six BSPs have been linked to financial institutions. This represents new linkages by fourteen (14) new SMEs during the Q3 of this fiscal year. Forty-six (46) had been linked during events (particularly the “speed dating” event) sponsored or hosted by SCD in FY2014. Of the linkages established in FY2014, two resulted in business loans with local banking institutions.

The fourteen additional SMEs in FY2015 were linked to three financial institutions, including *EcoBank*, *Fidelity Bank*, and *Unicorn Happy Investments* during a May 2015 stakeholder engagement session held in Takoradi. Prior this, 46 SMEs in Takoradi and Accra were linked to over twenty financial institutions.

While this represents out-performance of the indicator in relation to the target set for FY2015, in reality most of the SMEs linked to financial institutions are still finding it extremely difficult to formalize loan packages with these institutions. This is a serious obstacle and impediment to the growth of SMEs, not just in SCD’s portfolio, but across the Ghanaian economy.

The SCD Program plans on working with other implementing partners to identify courses of action to free up access to finance, or identify more affordable capital in the Ghanaian market. One such avenue is public listings on local stock exchanges so as to raise debt financing or issue equity financing. SCD partner SMEs were introduced to the Ghana Alternative Market (GAX) of the Ghana Stock Exchange during a workshop held by USAID FinGAP in collaboration with the Association of Ghana Industries in August 2015. Some of the SMEs under the SCD Program participated in this event. In FY2016, the SCD will follow up with them to monitor any progress made in getting listed.

Indicator 12: Number of SMEs at different stages of relationship with IOCs, subcontractors or other related agencies for industry information as a result of USG assistance**Fiscal Year 2015 Target: 70 / FY2015 Performance: 82**

⁸ Areas include strategic planning, human resources, finance, marketing, quality, EHS and Local Content.

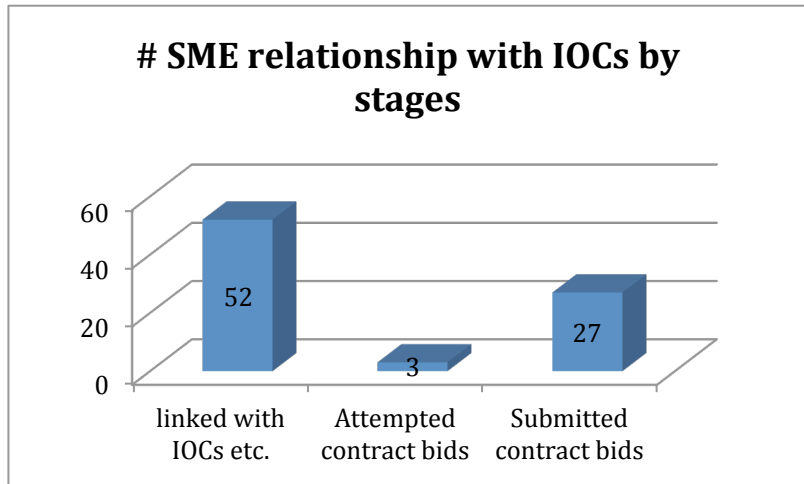
By the end of this fiscal year, eighty-two (82) SMEs and BSPs have been in contact with International Oil Companies (IOCs) and industry actors at different levels.

This includes participation in group or individual meetings with IOCs, as well as attempts to participate in procurement cycles.

SMEs have shown increasing aptitude in building and sustaining relationships with IOCs. Additionally, market linkage events and platforms, such as the African Partners Pool (APP) an initiative of Tullow Ghana Ltd. and managed by Invest in Africa, will continue to drive numbers and strengthen relationships between buyers and sellers in the marketplace.

Definitive examples exist which showcase SCD’s impact for SMEs across the industry. One example is *Danest Engineering Company Ltd*, whom won a contract with South African steel fabrication company *Belmet* through a local content workshop co-sponsored by SCD.

Although the Program has outperformed its indicator through end of FY2015 by 17%, enhanced efforts will continue so as to realize new contracts for existing and new clientele of the Program.

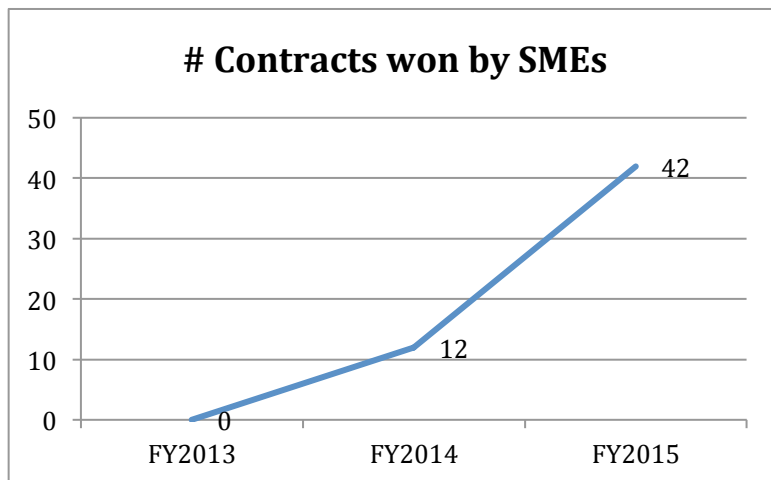


Indicator 13: Number of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors

Fiscal Year 2015 Target: 40 / FY2015 Performance: 30

While twelve (12) contracts were awarded to SMEs affiliated with the SCD in FY2014, through end of FY2015, the number of new contracts realized amounted to thirty (30) in total.

SCD Indicator 14 targets the value of these contracts. Not only have the number of contracts increased year to year, but the value has increased significantly.



Companies associated with awards include the *Ghanaian National Petroleum Company (GNPC)*, *GOIL*, *Tullow*, *Baker Hughes*, *Schlumberger*, *Modec*, *Technip*, *Belmet*, *Weatherford*, *Technip*, *Trana-Tek*, *Haliburton*, *Golden Royal Investments Ltd.*, and *FMC Technologies* as well as mining companies *Goldfields* and *Anglogold Ashanti*.

In total, twenty (20) SMEs and BSPs have been awarded 42 contracts to date; all contracts are attributed to USAID and SCD assistance.

Although 75% of the set target is met for this indicator, the value of these contracts won are high as seen in Indicator 14 below which has exceeded its target.

Indicator 14: Value (USD) of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors

Fiscal Year 2015 Target: \$1,500,000 / FY2015 Performance: \$ 12,013,773

In FY2014, twelve contracts were awarded, worth USD 999,743. The target for facilitation or formalization of contracts in FY2015 was USD 1,500,000.

By the end of FY2015, the Program has facilitated the winning of 30 additional contracts, out of which 27 are valued at USD 12,013,773 representing outperformance against indicator 14 this fiscal year by 801%. The values of the three (3) remaining contracts were not disclosed by SMEs for confidentiality purposes.

The size of contracts awarded ranges from USD 250 to USD 10,000,000.

To date, contract awards rest at USD 13,013,516.

Note: Due to considerable currency fluctuations with the Ghanaian currency, a new approach was implemented to start of FY 2015 to account for exchange rate volatility.

FY2014 contracts realized had an applied Fx rate of 3:1 against the US Dollar. In consultation with USAID METSS, the SCD has implemented a system of using a calculated quarterly average of historical exchange rates as applied for conversion of contract values throughout FY2015. The source of exchange rates applied is <http://www.oanda.com/currency/historical-rates/>.

6. IMPLEMENTATION CHALLENGES AND CLIENT CONSTRAINTS

6.1 Dumsor power situation

There is no need for discussion on the continuing power crisis, deemed ‘dumsor,’ on public and private sector operations and productivity results. Both domestic and outside investors see no viable solution in sight. Existing operators across the O&G sector continue to ramp down operations due to increasing costs directly caused by this power crisis. SMEs and BSPs affiliated with the Program attest to a reduced level of engagement and demand across the sector for products and services as operations are scaled back and employment rosters are reduced to bare minimums needed to sustain operations.

The SCD did not foresee the need to budget as extensively regarding costs affiliated with an office generator. Costs are indeed high and serve as a real opportunity cost when measured against other possible programmatic assistance that could be offered to the economic community. The challenge has forced the SCD to shift some resources to cover generator costs. While the situation has apparently begun to improve in Takoradi, the SCD is still monitoring the

situation and expects that high fuel use and maintenance costs will remain in place throughout FY2016.

6.2 Volatility of the Ghanaian Cedi

Volatility of the Ghanaian Cedi against the US Dollar has impacted local business operations, and SMEs and BSPs aligned with the Program. Over the duration of the fiscal year, the Ghanaian Cedi has appreciated against the US Dollar, with various “swings” taking place, between 15 and 25%. Given the extent of imports necessary to support local business operations, firms are finding it more difficult to compete as operating margins are significantly cut.

6.3 Suppressed Price of Crude on Economy and Firm Level Performance

Low prices associated with the price of crude oil continue to negatively impact the outlook for the local economy, and operators that depend upon a burgeoning O&G sector. Investment into the ‘Oil City’ of Takoradi is perceived to be very low, and operations themselves are not ramping up, but rather stagnating until a time when a more favorable pricing environment is realized globally. While there are some expectations of new off-shore reserves being tapped, the future outlook for local content development is still unknown. The SCD continues to monitor progress and seek opportunities for collaboration with new partners and opportunities for greater involvement of local SMEs.

6.4 SCD Budget Constraints

Momentum has been established with programmatic endeavors as pursued between SCD and the Ghanaian private sector. Demand exists to increase level of engagement and assistance in trainings, as well as sponsorship of other market-oriented activities. The SCD budget does not afford the opportunity to address all demand stemming from the private sector.

In FY2016 and beyond, the SCD will pursue a cost-share scenario, both with SCD SME/BSP clientele for technical trainings, but is also pursuing external strategic partnerships with IOCs, in order to increase sustainability of the program and potentially alleviate funding limitations. As opportunities arise and are firmed up, the SCD will communicate with USAID on any progress in this area.

7. INTEGRATION OF CROSSCUTTING ISSUES AND USAID FORWARD PRIORITIES

The Program was designed to address relevant USAID Forward priorities. In this section we (1) recap relevant crosscutting issues, and (2) provide a succinct overview of specific program activities that address these issues.

7.1 Gender Equality and Female Empowerment

The Program has continually sought ways in which to promote gender equality, and ways in which to empower females across the Ghanaian private sector. It should be noted that the Oil & Gas sector is traditionally heavily weighted toward males. During fiscal year 2014, female training and Program participants represented 27% of overall beneficiaries. During fiscal year

2015, women again represented 28% over overall participation with the Program. This is indeed impressive and speaks to the level of proactive engagement of SCD to promote and empower women across the workplace.

Moving into the coming fiscal year 2016, the SCD will continue to seek opportunities to engage, involve and promote opportunities that enhance prospects for female entrepreneurs, business owners, management and professionals.

7.2 Sustainability Mechanisms

The Program is making efforts to enhance and promote market linkages amongst public and private sector participants. Efforts are designed to have near-term as well as lasting impact. There is also consideration as to how to ensure longer-term sustainability of programmatic assistance. Discussions with program beneficiaries during fiscal year 2015 have introduced the concept of programmatic sustainability, via fee collection for training services as well as prospects in identifying public private partnerships which could serve to support private sector growth across industry.

Efforts to introduce a viable test-case model for fee collection will be underway in the coming fiscal year 2016. Additionally, the SCD continues to identify prospective partners whom could serve as primary supporters via provision of technical, managerial, financial or other assistance moving forward.

7.3 Science, Technology and Innovation Impacts

The Program continues to identify opportunities to introduce and utilize innovation and new technology that is replicable and scalable across the Ghanaian marketplace. Utilization of innovative platforms which serve to build efficiencies across business operations (i.e. Easybooks Accounting software solution), or bridge communications divide amongst market participants (i.e. Whatsapp), have been underway in fiscal year 2015, and similar efforts will take place during the coming year.

8. PROGRAM MANAGEMENT AND ADMINISTRATION

8.1 Personnel

The original proposal and commitment from PYXERA Global was and continues to be to place a Ghanaian national at the leadership of the SCD. Thus, during the course of the reporting year, the Chief of Party Kenneth McGhee transitioned out of his COP management role. A Senior Technical Advisor, Kyle Gunther, arrived at post in mid-May, with the intent to support SCD in a leadership capacity through the remainder of the fiscal year.

Additionally, in June 2015 PYXERA Global determined it was necessary to replace the Deputy Chief of Party for the SCD Program. In light of the reduced budget and efforts to nationalize the leadership, the roles of COP and DCOP were rolled into one, Program Director, and recruitment efforts are ongoing. STA Kyle Gunther will remain in country to assist in this transition, with strong support from PYXERA Global's Headquarters office.

The management transition plan submitted in May, as well as the information provided in the FY2016 Work Plan, detail the steps that PYXERA Global is taking to find the ideal person to head up program management, and how the organization is continuing with its support activities until the revised structure is fully in place.

8.2 Financial Management

From the program's inception through the end of Q4 of FY2015, the program has spent approximately \$3 Million, representing 61% of the total award. For FY2015, expenditures through end of the fiscal year add up to approximately \$1.27 Million, representing 92% of the \$1.39 Million that was budgeted for FY2015.

For more precise financial information, please refer to the Federal Financial Report (SF 425).

9. ANNEX A: Performance Indicator Tracking Table

Ghana Supply Chain Development Program																		
Performance Indicators Tracking Table(As of 30/09/2015)																		
USAID - SCD Objective, Results and Indicators	Baseline Value	FY2014 Target	FY2014 Actual	Disaggregates					%FY2015 Actual vs Target	FY2015 Target	FY2015 Actual	Disaggregates						
				Stages								Stages						
				Sub Actual	1	2	3	4				Sub Actual	1	2	3	4		
SCD Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors																		
IR 1: Improved capacity of Business Service Providers (BSPs) to serve SMEs																		
SCD IR 1.1 Training and consulting skills of BSPs enhanced to provide quality training and consultancy services to SMEs																		
SCD IR 1.2 Enhanced organizational management capacities of BSPs																		
1. Number of individuals from BSPs that have received USG-supported training	0	-	53	Male	Training of Trainers- 5; EHS- 2; IT/Accounting- 4; Welding Inspection- 4; General Workshops 33					55%	40	22	Male	Fundamentals of Visual Inspection- 2; Procurement II- 2; Legal- 6; EHS- 2; Welding Technology and Blueprint Reading- 5; OHSAS 18001 Implementing- 1; OHSAS 18001 Internal Auditing- 1; QMS- 2; TRACE- 4 Total=25				
				Female	Training of Trainers- 0; EHS- 0; IT/Accounting- 1; Welding Inspection- 0; General Workshops 9								Female	Fundamentals of Visual Inspection- 0; Procurement II- 0; Legal- 2; EHS- 0; Welding Technology and Blueprint Reading- 1; OHSAS 18001 Implementing- 0; OHSAS 18001 Internal Auditing- 0; QMS- 2; TRACE- 2 Total=7				
2. Number of individuals certified to deliver SME trainings and consultancy services as a result of USG support to the oil and gas, power and other related sectors	0	-	5	Male	5					0%	10	0	Male	0				
				Female	0								Female	0				
3. Number of BSPs that have received and applied business application tools as a result of USG support	0	-	3						47%	15	7							
4. Number of business policies and procedures at different stages of development by BSPs as a result of USG assistance	0	-	-	-	-	-	-	-	87%	15	13	13	1	0	4	8		
5. Number of BSPs that have improved management (score in percent) as a result of USG assistance in the oil and gas, power and other related sectors	0	-		S. Planning						0%	40	0	S. Planning	0				
				HR									HR	0				
				Finance									Finance	0				
				Marketing									Marketing	0				
				Quality									Quality	0				
				EHS									EHS	0				

SCD IR 2 Improved capacity of SMEs to meet industry supply requirements and standards																
SCD 2.1 Enhanced capacity of SMEs in business management, procurement, standards and best practices																
6.Number of individuals from SMEs that have received USG supported training	0	-	148	Male	Procurement- 26; EHS- 47; IT/Accounting- 11; Welding Inspection- 16; General Workshops- 44				96%	150	144	Male	General Workshop- 5; OHSAS 18001 Implementing- 37; OHSAS 18001 Internal Auditing- 34; Fundamentals of Visual Inspection- 9; Procurement II- 14; Welding Technology and Blueprint Reading- 19; EHS- 18; Legal- 23; QMS- 19; TRACE- 16 Total=194			
				Female	Procurement- 14; EHS- 5; IT/Accounting- 8; Welding Inspection- 2; General Workshops 23							Female	General Workshop- 19; OHSAS 18001 Implementing- 4; OHSAS 18001 Internal Auditing- 6; Fundamentals of Visual Inspection- 1; Procurement II- 9; Welding Technology and Blueprint Reading- 1; EHS- 5; Legal 9; QMS- 2; TRACE- 11 Total=67			
7. Number of Individuals from SMEs that have received certification as a result of USG assistance in the oil and gas, power and other related sectors	0	-	48	Male	EHS- 36; Welding Inspection- 9				81%	100	81	Male	OHSAS 18001 Implementing- 36; OHSAS 18001 Internal Auditing- 33; Fundamentals of Welding Visual Inspection- 9; EHS- 18; Welding Technology and Blueprint Reading- 19; QMS- 16 Total=131			
				Female	EHS- 4; Welding Inspection- 2							Female	OHSAS 18001 Implementing- 4; OHSAS 18001 Internal Auditing- 6; Fundamentals of Visual Inspection- 1; EHS- 5; Welding Technology and Blueprint Reading- 1; QMS- 2 Total=19			
8. Number of SMEs that have received and applied business application tools as a result of USG support	0	-	10					54%	50	27						
9. Number of business policies and procedures at different stages of development by SMEs as a result of USG assistance	0	-	-	-	-	-	-	-	48%	100	48	48	16	6	6	20
10. Number of SMEs that have improved in management (score in percent) as a result of USG assistance in the oil and gas, power and other related sectors	0	-		S. Planning					0%	70	0	S. Planning	0			
				HR								HR	0			
				Finance								Finance	0			
				Marketing								Marketing	0			
				Quality								Quality	0			
				EHS								EHS	0			
				Local Content								Local Content	0			
SCD- IR 2.2 Improved access to finance and market information																
11. Number of SMEs at various stages of accessing credit with support from USG	0	-	46	SMEs	44	42	0	2	120%	50	60	SMEs	54	52	0	2
			BSPs	2	2	0	0	BSPs				6	6	0	0	
12. Number of SMEs at different stages of relationship with IOCs, subcontractors or other related agencies for industry information as a result of USG assistance	0	-	37	SMEs	29	29	0	0	117%	70	82	SMEs	70	42	3	25
			BSPs	8	8	0	0	BSPs				12	10	0	2	
13. Number of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors	0	15	12	SMEs	11				75%	40	30	SMEs	26			
			BSPs	1				BSPs				3				
			JVs	0				JVs				1				
14. Value (USD) of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors	0	-	999,743	Single SMEs/E	999,743				801%	1,500,000	12,013,773	Single SMEs/E	11,513,773			
			JVs	0				JVs				500,000				



SNAPSHOT

Whatsapp in Takoradi? The Social Media Platform Breeds New Sales across the Marketplace

USAID promotes usage of innovative social media to further business linkages across the Ghanaian private sector



Photo: BAMG staff cleaning the diesel deposit site at GOIL, Takoradi, Ghana

Social media platforms like Whatsapp are fast becoming great avenues for promotion and enhancement of business linkages. Such is the story of BAMG, an SME who formalized a contract after a credible lead was shared via a collective Whatsapp group was formed. Technology is driving and shaping the way in which business takes place in Africa.

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

From a leading suggestion by the Ghana Supply Chain Development (SCD) Program to form a collective Whatsapp group for utilization by a series of private sector stakeholders in Takoradi, to a local SME pursuing advantages of that innovation and communications platform, real business is happening every day in the western region of Ghana.

Established in March 2015 with a focus to supply lubricants and PPE provisions and supplies to domestic and international players in Ghana, *BAMG* has staked its reputation and resources to grow as a reliable supplier to the oil/gas sector in the western region. Headquartered in Tema, *BAMG* only recently opened its representative office in Takoradi.

Since inception of its Takoradi operations, *BAMG* has sought out opportunities to interface and engage with stakeholders across the business sector. The company partnered with the SCD Program to enhance and strengthen its EHS policies and frameworks. Various work, including that provided to client GOIL, has been audited and praised for exemplary best-in-class standard. "The client realized we don't compromise with safety," says Bernard Executive Director of *BAMG*. A proven approach now includes agreement between parties on identification and equipment, as well as agreement in discussions on stages of work implementation, in accordance to international standards before executing any job.

This EHS quality focus is paying off handsomely, particularly when complemented with virtual networking. Upwards of 40 SCD clientele (SMEs and BSPs alike) are now members to the SCD&SME Whatsapp discussion group; the platform represents an ideal opportunity for interaction, profiling and requesting/advertising of real jobs for SMEs. One such recent business linkage and referral led to a new contract win for *BAMG*, for provision of chemicals and lubricants, valued at approximately USD 10,000. Additionally, that contract has led to more high-value add service spend opportunities such as cleaning and clearing of diesel spills in the workplace.

Ultimately, it appears that training and capacity building, complemented by enhanced communications frameworks, are serving as the ideal formulae for success of Ghanaian SMEs in Takoradi.



SNAPSHOT

Practicality leads to Profitability for local Ghanaian consulting firm *Best Safety Consult*

Ghanaian BSP wins international contracts previously outsourced to multinationals



Photo: Jonathan Mensah, lead trainer for Best Safety Consult

SCD has equipped local Business Service Providers with current techniques in training and consulting. After its first IFC Business Edge ToT event, Jonathan Mensah of Best Safety Consult can testify to the influence and impact it has yielded on his performance as a trainer and consultant for SMEs in Takoradi, Ghana.

Best Safety Consult is a business service provider (BSP) which provides training and consulting services for organizations in the oil and gas industry. Having participated in the first IFC Business Edge Training of Trainer (ToT) workshop organized by the USAID funded Ghana Supply Chain Development (SCD) Program, significant value has been added to Best Safety's lead consultant and master trainer and to the success of his company.

For his sixteen years of advising Takoradi-based organizations to develop and implement international management standards such as OHSAS 18001 and ISO 9001, Jonathan Mensah used a theoretical approach to building capacity of trainees. The Business Edge ToT workshop series resulted in Mr. Mensah applying a more practical framework and approach to trainings and consulting work.

"Feedback is sought from clients both pre- and post- trainings". With this system, Mr. Mensah is able to assess level of assimilation and effect any changes where necessary. Training requests formerly just accepted and delivered by Jonathan now formulate a starting basis for engagement and dialogue on training objectives with the client. "This enables me to tailor trainings in line with each client's needs, rather than take a one-size-fits-all approach" with clients, he explains.

This shift in training methodology, coupled with networking opportunities presented by SCD, has afforded Mr. Mensah with client engagement and ensuing contracts with multinational vendors. Currently working with Subsea 7, a key subcontractor in the Ghanaian oil/gas sector, Jonathan handles all their local training and inspection needs; this contractual work was formerly done by industry experts from the UK and elsewhere.

The twelve (12) Takoradi-based companies *Best Safety Consult* presently works with stand to gain considerably from Jonathan's new approach to quality and safety training and capacity building. SCD's aim of building the capacity of local BSPs to train and advice enterprises associated with the oil & gas sector continues to reap considerable results.

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SNAPSHOT

Altering the Career Courses of Three Women in Takoradi

USAID SCD helps build the capacity of women across Ghana's Oil & Gas sector



Photo: Joyce Awittor, a female welder in full PPE at Seaweld Engineering, applies knowledge from the Arc Welding and Quality Control training

With the Takoradi Oil & Gas industry being predominantly male, the SCD program has successfully enhanced the capacity of 63 women to stand out in their line of work.

Telling Our Story

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Washington, DC 20523-1000
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Opportunities abound in the Takoradi oil and gas sector, and a new generation of highly skilled technical workers is growing of interest and importance to local Ghanaian enterprises and multinationals in the western part of the country.

Traditionally, women have represented a significant portion of the overall workforce in all regions in Ghana, namely in the agricultural and retail sectors. There is now a growing trend amongst local enterprises involved in oil/gas sector operations to retain and train female workers across all elements of operations. Several local companies credit the USAID SCD program with enhancing efforts to build further capacity of female workers, most recently with trainings on Arc Welding Inspection and Visualization.

Joyce Awittor, of *Seaweld Engineering*, took part in SCD's Arc Welding and Quality Control training. As one of Ghana's largest companies in the oil/gas sector, the firm is competitive both locally and internationally. Joyce declares she "can now inspect welds, and select and advise on materials and electrodes to use in welding." In short, she gained knowledge on internationally accepted welding standards in the oil and gas industry, and in turn enhanced her credibility with her employer both for local operations and globally.

Another enthused female participant from SCD's Environment, Health and Safety (EHS) foundation and OHSAS 18001:2007 Implementation and Internal Auditor courses, Louisa Kwarkye serves as Office Manager to the Takoradi branch of Ghanaian firm *Zodiac Marine*. Ms. Kwarkye attributes the training to "equipping me with some practical skills to make suggestions for my company's EHS policy and manual for continual improvement." Since participating in the trainings she believes her role with the company has been elevated.

Alice Darko, Project Manager of *Fame Engineering*, indicated participation in SCD Procurement trainings have "led to greater understanding of local procurement processes amongst Oil & Gas industry participants."

USAID SCD is proud to assist women like Joyce, Louisa, and Alice to ensure their continued livelihoods and to elevate their positions within the sector moving ahead.



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SNAPSHOT

Inspired Partnerships Hit the Takoradi SME Sector

Partnership Inspired Through USAID SCD Intervention



Photo: Lilian Asialey, EREL, with her new partner Stephen Akpaglo, G3

After getting to know each other at various SCD trainings, Express Resourcing and Engineering Ltd and Genuine 3 Logistics, two SMEs in the SCD network, realized their areas of expertise were complementary and decided they could both benefit from partnering to complete larger more complex projects. They now provide referrals for each other and partner on contracts, realizing greater success together than either expected to achieve independently.

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Express Resourcing and Engineering Limited (EREL) and Genuine 3 Logistics are two Small to Medium Enterprises (SMEs) working with the USAID Ghana Supply Chain Development (SCD) Program in Takoradi, Ghana. Through SCD's SME capacity building programs in the oil and gas, power and other related sectors, including trainings and linkages with businesses and markets, SCD is leaving its mark in the lives of its partners.

EREL and Genuine 3 became acquainted at various SCD trainings. As they learned more about each other during the trainings they realized they could complement each other in the highly competitive oil and gas sector.

Lilian Asialey, administrative manager of EREL said, "after the procurement training, the staff members of both companies met to discuss a possible joint venture (JV)." Express Resourcing and Engineering is focused on equipment supplies, installations, repair, and maintenance while Genuine 3 is a logistics company specializing in freight forwarding and fleet management.

For Stephen Akpaglo, Genuine 3 Takoradi Branch Manager, they "receive more engineering requests" and with Express Resource's "good records," it was a win - win situation for them to collaborate on contracts and marketing activities. Even though the JV has not yet been formalized, they have started partnering on jobs and marketing for each other.

Jobs related to transport and logistics are referred to G3 Logistics while those related to equipment supplies are referred to EREL. At least one member from each team is included when on marketing visits to other companies. G3 Logistics has referred Baj Freight and FMC Technologies to EREL for a prospective contract, while EREL has referred Zoil to Genuine 3 Logistics.

"Not only has SCD given us a chance to partner with another company but the Program also has brought us under one umbrella as SMEs and we are using the services of each other to execute our jobs" stated Ms. Asialey. With a promising start to their partnership, complementary aims and objectives, and definitive resources to assist one another, these two SMEs look bound to achieve great success .



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SNAPSHOT

Febert Consult Elevates Its Position with USAID Assistance

The Pursuit of Gaining Competitive Advantage Pays off for a Ghanaian Training Provider



Photo: Albert Tetteh-Entsie, Managing partner and Lead Trainer at Febert Consult

As more local firms continue to explore opportunities available in Oil & Gas activities, it is imperative to associate with industry stakeholders that can be of assistance. Febert Consult identifies the SCD program as one that assists them with needed capacity building programs to survive in a highly competitive market like Oil & Gas.

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Incorporated as a business consultancy firm under Ghanaian law, Febert Consult acknowledges that the supply of similar like-minded advisory firms in Takoradi necessitates differentiating services or identifying competitive advantages within the local marketplace.

Albert Tetteh-Entsie, Managing Partner and Lead Trainer at Febert Consult, considered opportunities on how to gain such advantages; in partnering with the Ghana Supply Chain Development (SCD) Program, Mr. Tetteh-Entsie feels he was able to enhance his firm's position and success, via participation in the SCD Training of Trainers (ToT) with the International Finance Corporation (IFC) Business Edge program and certification.

As lead trainer for the firm, Mr. Tetteh-Entsie testifies his training skills were greatly improved after attending this workshop. "Being a part time lecturer at the University of Ghana Business School Centre for Management and Research Development, where I continue to develop and deliver Professional Development Training Programs for junior staff through to senior management, I often used the traditional classroom approach to carry out Febert trainings. The SCD ToT gave me new perspective as to how I target adult learning. I now practice what I was taught at the ToT both in consulting and training work. Trainings became easier and more streamlined, feedback from participants more positive, and referrals and contracts increased for the firm. In short, I feel empowered to compete with both international and local consulting firms for contracts."

Albert believed so greatly in his professional progress, that he in-turn held an in-house ToT session for colleague trainers. Capacity and effectiveness have sharply risen, and company results speak for themselves.

Since participation with the USAID SCD, Febert has diversified its client base, and recently won a new consulting contract providing upwards of \$500,000 of advisory services to a \$195 million dollar public sector project in Accra, Ghana. It seems Febert's competitive advantage is indeed quickly rising and gaining traction in this business environment.



SNAPSHOT

Ghanaian SME *Genuine 3 Logistics* Outshines its competition

Ghanaian SMEs position themselves more competitively in Ghana's emerging oil/gas sector, with USAID assistance



Photo: Staff of *Genuine 3 Logistics* applying international best practices in EHS transport and freight forwarding operations

Genuine 3 Logistics is a true example of an SME taking advantage of opportunities afforded by USAID. The business has transformed from struggling to win and sustain small local contracts, to competing with international companies to win multi-year supply contracts.

Revenue gains of nearly 400% and an employment increase of 100% have become reality.

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As a popular Akan proverb goes, “He who climbs a good tree deserves to be assisted.” Such is the journey and experience of local enterprise *Genuine 3 Logistics*, a fleet management, logistics and freight forwarding company in Takoradi, Ghana.

Commercial Manager Stephen Akpaglo describes the company's history through 2013 as turbulent, rife with customer complaints of non-compliance to Environmental, Health and Safety (EHS) standards, a key factor in sustaining effective supplier relationships with oil/gas operators. Mr. Akpaglo said his company was rated as not meeting “referral worthy” status amongst primary international buyers in the marketplace. *Genuine 3* struggled to find and win work; the fate and future of the company and the employment of its 7 staff was in jeopardy.

A pivotal moment for the company and its future was realized when Mr. Akpaglo committed to participation in two USAID SCD offered trainings addressing foundation level EHS policies, and follow-on OHSAS 18001:2007 Implementation and Internal Auditor trainings. Following the training, Mr. Akpaglo executed a company-wide EHS internal policy, and built the capacity of employees on EHS compliance related areas. The company developed and continues to implement an internal checklist to assist drivers in complying with international best practices on every job to meet clients' needs.

When he dedicated himself to learning about EHS policies and their implementation through the SCD program, Mr. Akpaglo could never have envisioned the impact this would have had on his overall operations. With EHS compliance matters in check, *Genuine 3* now regularly competes for, and successfully wins, tenders associated with the oil and gas sector. Recent achievements include a three-year contract with Halliburton for oil field services, as well as preferred vendor status for equipment provision with FMC Technologies.

“SCD gave us encouragement to become what we are as a company today. Personally, as a manager, participation with these and other SCD trainings has altered not just EHS policy, but also sharpened my overall negotiation, communication and pricing skills.”

Indeed, since participation with the project, *Genuine 3* has increased revenues by 400%, and doubled employment within the company.



SNAPSHOT

Ghanaian SMEs Strike Success in the Takoradi Oil & Gas Sector

USAID's SCD program supports SMEs and BSPs to become globally competitive



Local SMEs assess and discuss performance monitoring systems to capture and report successes, and support decision making and planning, in Takoradi, western Ghana

SCD has shown what it takes to grow SMEs from grass to grace, and its approach to tailoring programs to address firm-specific needs ensures our success in a continually shifting market.

- Titus Johnson
Paa Tom Company Ltd

On May 13, 2015, the *USAID Supply Chain Development (SCD) program* hosted and moderated its 3rd annual stakeholder event in Takoradi, Ghana. Attended by 38 partner stakeholders, the event announced SCD programmatic updates, enabled local networking opportunities for SMEs, and provided SMEs with opportunities to showcase and share testimonials of successes achieved through partnering with the SCD program.

As a capacity building and market linkage program, the Ghana SCD program works to improve the competitiveness of Ghanaian SMEs and prepare them for emerging opportunities in the Oil & Gas, Power and Extractives sectors. The program has been enormously successful; as a result of the project's assistance and interventions 29 contracts have been finalized as of the close of Quarter 2 FY2015.

And the results keep coming. During the May stakeholder event, Albert Tetteh-Entsie of *Febert Consult*, a local BSP, credited SCD training and capacity building efforts with improving his ability to package company presentations and tender proposals, and enhancing his best practices when providing training in the local business community. As a result *Febert Consult* was awarded a new contract this past quarter. A second testimonial came from the Takoradi Branch Manager of *Genuine 3 Logistics* Stephen Akaglo, who directly credited SCD's assistance with the realization of a new 3-year contract with oil and gas service provider Halliburton.

"These stories and successes are not the outlier, but instead are becoming the norm amongst our partner clientele," reported SCD staff Celestine Kpende and Kofi Koomson. In total, including these two newly reported successes, the project has facilitated 31 contracts valued at nearly 12 million USD, with more anticipated in the near future.

With the SCD project designed for implementation through March 2018, these successes suggest a boon for many Takoradi small to medium sized companies for years to come.



SNAPSHOT Internationalized Operations for Local SME

USAID offers SMEs international networking opportunities for winning new business



Photo: Godfred Agyekum, CEO of Haigye Limited hard at work in his office

USAID's SCD program has empowered SMEs to explore higher grounds of business while applying best practices acquired in trainings. Haigye is on it's way to becoming the first international franchise for Wix filters in Ghana while winning more contracts with mining companies in Ghana.

A supplier of electrical components and filters, *Haigye Limited*, established in February 2014, is proving to be a force to reckon with in the Oil and Gas and related sectors.

Starting with one computer and a scanner on a bare floor, the young hard working leaders have moved this organization to one with high prospects, justifying value for money with SCD trainings.

Participating in the USAID SCD Program since September 2014, Haigye CEO Godfred Agyekum was advised to focus marketing efforts on other organizations other than major Oil and Gas companies, a sector typically difficult to penetrate.

The CEO informed SCD that they "have successfully registered as vendors with companies such as Gridco, Volta River Authority (VRA), Goldfields, Anglogold Ashanti, Newmont, Ghana Manganese Company, Perseus Mines and Ghacem. Haigye's account officer confirms, "With knowledge from SCD's training in Procurement Best Practices in Oil and Gas held in September 2014, we consistently bid for contracts with VRA and Newmont and succeeded with the former to supply electrical components.

Networking opportunities provided by SCD have resulted in *Haigye Limited* bidding and successfully winning a contract with Seaweld Engineering, a leading Ghanaian company in business with major Oil and Gas organizations.

An even more significant achievement of Haigye Limited is that they have nearly concluded negotiations on serving as a sole franchise for Wix filters in Ghana. Researching on marketing opportunities, Wix is a leading multinational world class manufacturer of filters and has been in operation for 75 years with clients in over 80 countries. This is a sizeable opportunity for Haigye, as it looks to continued participation in the oil/gas sector in Ghana.

With no doubt, Haigye Limited with more support from USAID's Ghana Supply Chain Development Program will continue to rise and establish its name in the highly competitive Oil and Gas industry in Ghana in no time.

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SNAPSHOT

Accounting Transparency benefits SME Decision Making

SCD promotes transparency in accounting to drive decision making and reporting with SMEs



Photo: Michael Assuoko, Managing Director of Kaak-Dan Ventures, looks to EasyBooks to ensure accurate reporting within his business in Takoradi

***“With just a click, I can view the list of my creditors and debtors, print the trial balance to the Revenue Authority, view the amount of my withholding tax and obtain every single detail of my transactions.*”**

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Businesses globally struggle to make a connection between financial and managerial accounting; ultimately the benefit derived is that real-time figures and data allow for businesses to make informed, value added decisions across respective operations.

The Ghana Supply Chain Development Program (SCD) prioritized this issue for Ghanaian SMEs early in fiscal year 2015. To combat such, a local business service provider (BSP) was contracted to offer up training and capacity building on IT Accounting Software solutions which would benefit firms both for official reporting purposes, but as well in day to day operations.

A training was held in July for SMEs inclusive of Kaak-Dan Ventures. After training on the use of the EasyBooks software, the software has served as an invaluable resource to many SCD beneficiary SMEs. Kaak-Dan Ventures, an air conditioner and refrigerator installation and servicing firm, is one of the many SMEs that has come to appreciate the use of EasyBooks as an accounting software solution to benefit their company.

The user-friendly accounting software, developed by BSP *Excellence Consultancy Service*, is intended to assist in effective and efficient data capture and better reporting of accounting procedures by SMEs/BSP. For Michael Assuoko, Managing Director of Kaak-Dan Ventures, this intervention has served as the best thing that could happen to his outfit because of the amount of flexibility that he has been experiencing since the installation of the software.

Like many local SME managers who spend much time on balancing revenues, collections and cash flow management, Kaak-Dan Ventures' work has become easier. “With just a click, I can view the list of my creditors and debtors, print the trial balance to the Revenue Authority, view the amount of my withholding tax and obtain every single detail of my transactions. Now, I do not have to stress myself to do any manual calculations, which means I can get time to focus on field operations without worrying much about records of sales because I know EasyBooks will do a lot of the work for me” stated Mr. Assuoko.



SNAPSHOT

Conship Lauds SCD Training Materials in Supporting Local Decision Making

Sustainability being built as SCD training materials becomes go-to reference materials



Photo: Abe Clotney, Area Base Manager at Conship Ghana Takoradi Branch showing course material obtained during Procurement Training

As more sector driven trainings are offered to SMEs and BSPs under the SCD program, the program recounts the quality of course materials used and how it is used by beneficiaries to address attrition rate that exists in the industry.

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For its first 2.5 years in operation, the SCD Program adopted a unique approach of contracting local Business Service Providers (BSPs) to carry out training and capacity building activities. As BSPs developed and delivered trainings (and materials) on behalf of the SCD - in areas such as EHS, QMS, Procurement, IT/Accounting Solutions and otherwise - trainees and their respective employers are now finding those materials are now regularly used as resource or reference materials which serve to support daily and strategic decision making.

Such is the case with SCD client Conship. Abe Clotney, Area Manager for Conship in Takoradi, participated in Procurement training, and have found value and benefit in utilizing materials issued during the course, in day-in and day-out aspects of procurement processes for which the company is participating.

“The course materials are good references for me which I make references to at any given time I need answers to certain pertinent questions especially during times we are tendering for new contracts. All information in the course materials is so important and very detailed. It’s like having a library in my office... It makes my work easier.”

When asked about the direct impact these materials have had, Abe claims “through knowledge gained, we have learned how to better prepare our tender documents, follow up and negotiate on some of the terms and conditions in contracts we execute. This has eventually increased the number of contracts we have won with some of the major multinational Oil & Gas companies operating in the country now.”

Like many SCD partners, Conship has a library where SCD training materials are kept and used by respective employees. This has not only made transfer of knowledge easier but it has also reduced resources used in obtaining information. Abe added that as a company, one of their concerns was how to retain the knowledge that employees obtain from external trainings hence keeping the invaluable training materials received from SCD trainings was the right step to begin with. “By doing this, information is always readily available. Employees may come and go but the reference materials are always kept for future references.”



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Capacity Expansion for local SME Vital Creations Ltd.

SCD Assists a Local Printing Firm to Reposition Itself in the Takoradi market



Photo: Kwaw in his new office premises

Prior to its engagement with the Ghana SCD Program, Vital Creations Ltd., an embroidery and printing company, was run out of a small kiosk. Managing Director Abraham Kwaw attributes the firm's expansion to knowledge and capacity building derived from SCD trainings.

Vital Creations Ltd. Managing Director, Abraham Kwaw:

"In the early part of 2014, I heard about the Ghana Supply Chain Development Program and decided to enroll in their training program. Apart from the technical trainings, our engagement with them has also opened us to a whole lot of opportunities including new clients being made almost at every event they invite us to attend.

Their training events exposed us to other players in the industry including the Petroleum Commission, Tullow, Subsea 7, Technip, Belmet and others. Despite more contacts being established and contracts coming, one thing that continued to limit our operations was appropriate office space that could contain bigger machines.

Operating from a kiosk was not preferable to seeming larger buyer clients, which even made some doubt our capability to execute contracts. Being in the SCD network and attending trainings with other bigger companies like Macro, Conship, and Zeal made us realize the need to reposition the company. The exposure and marketing opportunity that came with our engagement made me realize that I could no longer continue to operate in my old place. This compelled me to speed up with the construction of my new office space."

So far, three rooms have been completed and furnished. One is dedicated to the Managing Director's office and customer waiting lounge; two additional rooms are earmarked to contain embroidery machines and a large format digital printer. With new equipment and space, Vital Creations has added more product offerings to clients, including posters, banners, window decals, point of sale displays, floor graphics, light box prints, digital wallpaper, fabrics and textiles, industrial sewing, billboards etc. This increase in offerings, and ensuing sales, has necessitated the hiring of 5 additional employees within the company.

Kwaw expressed his excitement and appreciation to the SCD team, "With these expansions made and continued capacity building trainings received from the SCD Program, I feel more confident and hopeful of winning and executing additional contracts."

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SNAPSHOT

SCD Trainings Complement the Expansion needs of Wayoe

USAID promotes environmental and health best practices of importance to the O&G sector



Photo: Wayoe Eng. welding staff utilize PPE best practices as realized during SCD Trainings in Takoradi

“The knowledge and the skills obtained helps to do periodic general risk assessment at the workplace and on every contract won. Now, assessing the risks our operations will have on the environment has become part of our culture and that we will not compromise for anything.”

Wayoe Engineering Ltd is a fast growing Ghanaian engineering company with operations in several African countries including DR Congo, Sierra Leone, Mali and Liberia. For fifteen years, the company has invested heavily in its human and technical skills training which has placed it among the best engineering companies in Ghana and West Africa. The name *Wayoe Engineering Company* has earned a reputation for superior quality products as evidenced in their QC 100 award they won at the 25th International Quality Crown London (London 2013). As a company that recognizes the essence of capacity building training, Wayoe Engineering Ltd has fully taken advantage of the Ghana Supply Chain Development Program to continue to improve their system and the technical practices of their employees.

Gordon Smith, Facility and Safety Manager of Wayoe Engineering Company Ltd, has this to say - “I have been enlightened through the EHS trainings. As a Safety Manager, my focus was mostly on individual safety at the work place since this has direct effect on my work. Wearing of PPEs has been one of my top concerns and the EHS training has taught me how to conveniently remind my colleagues to wear one always. I am more particular with this now and so are the rest.”

Like many other local engineering and construction companies battling to reduce the effects of operations on the environment, Wayoe Engineering has embraced the Environmental Health and Safety trainings to achieve this cause. Gordon said, “The knowledge and the skills obtained helps to do periodic general risk assessment at the workplace and on every contract won. Now, assessing the risks our operations will have on the environment has become part of our culture and that we will not compromise for anything. The training materials handed to us are so helpful that I revisit them every morning for safety tips before I meet my team. “

The company is developing a new operations site to contain the growing number of contracts won both locally and internationally and it is also in this direction that Stephen Narh Wayoe, the CEO of Wayoe Engineering admits that trainings received will go a long way to help the process.

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SNAPSHOT

Safety and Quality Orientation Reflect Advantages in Takoradi

USAID assists Ghanaian companies strengthen EHS policies and practices across the O&G sector



Photo: Zoil Services EHS signage and safety statistics board reflects its strict 'Zero Accident' pledge and commitment

Since engaging with the SCD program, Zoil has taken huge strides in implementing what representatives learned from both EHS and Procurement Best Practices in Oil & Gas trainings. This has catapulted them into winning contracts with some of the largest O&G operators across the sector.

In existence for only three years as one of 29 subsidiaries to ZoomLion Ghana Ltd, Zoil Services is a relative newcomer to the Takoradi oil and gas sector. The company is proving a formidable contender in the waste management space, offering up niche services to include general waste management and handling of more environmentally sensitive waste stemming from oil/gas operations. Competition is fierce in this service sector, yet Zoil appears poised and positioned to easily rub shoulders with other proven market players in bidding, winning and servicing of contract spend opportunities.

Effective July 2015, Zoil Services was awarded a multi-year contract with Italian oil/gas company *Ente Nazionale Indrocarburi (ENI)* to manage handling of the company's general as well as oil waste produced by its operations in the western region of Ghana. This is a significant win and opportunity for Zoil Services, given it serves as perhaps a first step in achieving a greater ambition to enhance operations domestically followed by international expansion to other parts of Africa in the longer-term future.

Zoil attributes much of its successes to decisions and efforts with aligning business practices to internationally recognized standards and quality frameworks. The company partnered with the USAID SCD Program in 2014/15 to enhance operational areas, including in areas of Procurement as well as Environment, Safety and Health (EHS) policy frameworks. Implementation of real and applicable items learned during training, such as a new "Zero Tolerance" accident policy and EHS framework, has led to increased efficiency and successes, leading to greater win rates and contracts with buyers, ie ENI.

"We implemented items from the EHS training", affirms Herbert, Zoil's Lead Mechanical Supervisor. "Record keeping, policy documentation, updating/upgrading systems now serves the norm for our staff. Zoil is taking efforts as present to receive ISO 9001:2008 and 14001:2004 certification moving ahead."

Ghana's Oil City has been good to Zoil to date; prospects moving ahead are even greater, which will lead to increased employment within the company, and across the community. Indeed, the roar of the Lion is being felt across Ghana's oil/gas, power and energy sector landscapes.

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