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GHANA SUPPLY CHAIN DEVELOPMENT PROGRAM

ANNUAL REPORT, FISCAL YEAR 2016

October 2015 – September 2016



Photo Credit: SCD; Mr. Daniel Kwarkyi of DANEST Engineering performing a Welding Demonstration, June 2016

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October 2015 – September 2016

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I. LIST OF ACRONYMS

Acronym	Definition
ABAC	Anti-Bribery and Anti-Corruption
AFP	Atuabo Free Port
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
MNC	Multi-National Company
MOEP	Ministry of Energy & Petroleum
MOTI	Ministry of Trade & Industry
MOU	Memorandum of Understanding
MTTTU	Motor and Traffic and Transportation Unit
O&G	Oil and Gas
OHSAS	Occupational Health & Safety Advisory Services
PC	Petroleum Commission
PIRS	Performance Indicators Reference Sheet
PITT	Performance Indicator Tracking Table
PMP	Performance Management Plan
PSC	Project Steering Committee
QMS	Quality Management Systems
SCD	(Ghana) Supply Chain Development Program
SME	Small and Medium Enterprise
STCCI	Sekondi-Takoradi Regional Chamber of Commerce and Industry
ToT	Training of Trainers
TVET	Technical Vocational Education and Training
USAID	United States Agency for International Development

2. EXECUTIVE SUMMARY

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

The program is using three primary methodologies to achieve its objectives: 1) introduction of training and capacity building interventions targeting enhancement of technical managerial qualifications for professionals across the sector(s); 2) strategic and targeted campaigns to combat Access to Finance issues inherent to the Ghanaian private sector; and 3) increasing market linkages amongst both domestic and international market participants.



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, it highlights the impact and momentum the program has achieved since inception through the end of FY2016.

Over the past fiscal year, the SCD Program provided an impressive array of training workshops, but also expanded its reach beyond the classroom.

The SCD Program focused on providing soft skills and marketing trainings during fiscal year 2016 to provide businesses with skills to improve their external outreach and internal tactics to attract more contracts. As an effort to provide enhanced learning and networking opportunities to SMEs outside of traditional trainings, the SCD Program introduced the Breakfast Meetings Series, which covers topics ranging from Entrepreneurship to using the cloud for small businesses.

In late January, the SCD Program co-hosted the largest anti-bribery workshop in Accra with TRACE International followed by a similar workshop in Takoradi. These workshops educated local and foreign companies on global trends in anti-corruption, issues inherent to Ghana, and anti-corruption compliance frameworks, such as TRACE certification. With over 200 participants, "this was the biggest event TRACE has held globally," stated Alexandra Wrage, President and Founder, TRACE International.

During the early months of FY2016, the Ghana Supply Chain Development (SCD) Program furthered a number of exciting partnerships in addition to stakeholder engagement and technical trainings for SMEs in and around Takoradi. This success was highlighted when SCD received the Local Content Initiative Award at the annual Ghana Oil and Gas Awards (GOGA) in recognition of its strategic impact on Ghana's burgeoning oil and gas industry and its continued efforts and assistance to building competitiveness and competence of Ghanaian firms.

Finally, SCD welcomed a new Project Director in FY 2016. In January 2016, KB Wilson joined SCD as the Program Director from his career in Local Content for the mining industry. Mr. Wilson brings an invaluable perspective of what SMEs need to improve on to win contracts in the extractive industry.

3. PROGRAM OBJECTIVES AND METHODOLOGY

The goal of the SCD Program is to increase the competitiveness of Ghanaian businesses in the Oil & Gas (O&G), power and other related sectors. 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 SCD measures progress toward this goal are: 1) improved capacity of Business Service Providers (BSPs) to serve Small and Medium Enterprises (SMEs) and 2) improved capacity of SMEs to meet industry requirements and standards.

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 I (a-h)).

The program uses three primary methodologies to achieve its objectives: 1) introduction of training and capacity building interventions targeting enhancement of technical and managerial qualifications for SMEs across the sector; and 2) strategic and targeted campaigns to combat Access to Finance issues inherent to the Ghanaian private sector; and 3) increasing market linkages amongst domestic and international market participants. These interventions are guided by three strategies: 1) a focus on partnerships; 2) a demand-driven approach; and 3) market-led services. Through partnerships, SCD leverages the experience and reputations of its partners to contribute to a larger ecosystem of growth for SMEs, and ensures an increase in the opportunities available in the O&G and other emerging sectors in Ghana, specifically in Takoradi. From the outset, the program has made efforts to partner closely with IOCs and their international contractors in order to align with their procurement procedures and local content needs while remaining responsive to the capacity building needs of SMEs.

The program has now been operational for over 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 as well as building sponsorships from private sector companies for its activities.

4. FY 2016 ACTIVITIES

During the year under review, the SCD program has increased both its network and reputation and as a response has expanded its catalogue of service offerings. SCD has gained exposure in the SME community through word of mouth recommendations by existing SMEs, advertisements in the National Dailies, promotion through both TV and social media outlets, and partnership with other Implementing Partners. In order to better serve the needs of its growing network, SCD has expanded its scope of SME capacity building. This section highlights the different activities implemented during this fiscal year and include (1) Training and Capacity Building, (2) Communications, (3) Partnerships and Market Linkages, and (4) Client Relations.

4.1. Training and Capacity Building

As the SCD program continues to explore the best possible ways to make training available to SMEs, the two-prong approach of providing subsidized trainings and free ones remains popular within the SCD's network. In addition to traditional training seminars, SCD has responded to the feedback received from SMEs about their need for shorter seminars about trending topics through the Breakfast Meeting Series as well as an increase in direct technical assistance. Finally, in order to further the sustainability goals of the project, SCD has continued working with BSPs to improve their capacity to deliver high quality trainings.

With a focus on training and building the capacity of stakeholders including Ghanaian SMEs and BSPs, the Program offered an array of initiatives over the course of the fiscal year. The SCD Program focused on providing soft skills and marketing trainings during fiscal year 2016. It was important to provide businesses with the necessary skills to improve their external outreach and internal tactics to help SMEs attract more contracts. These soft skills were imparted on the SMEs through three methods: 1) trainings; 2) technical assistance; and 3) Breakfast Meetings. Below is a table of all trainings, Breakfast Meetings, and technical assistance activities provided by the SCD program in FY2016.



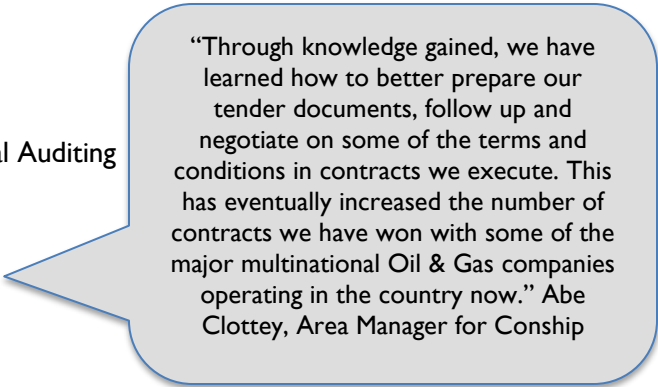
Date	Name of Training	Type of Activity	# of BSP Participants	# of SME Participants	Total
14 October 2015	IT/Financial	Training	4	1	5
23 November 2015	Procurement Best Practices in the Oil and Gas sector	Training	2	13	15
16 December 2015	Breakfast Meeting I – EHS	Breakfast Meeting	7	52	59
17–18 December 2015	EHS Awareness and Introduction	Training/Technical Assistance	5	25	30
22 January 2016	Trace and SCD workshop	Training	2	39	41
27–28 January 2016	OHSAS 18001:2007 Implementing Course	Training	3	9	12
10–11 January 2016	OHSAS 18001:2007 Internal Auditing Course	Training	3	10	13
2-3 March 2016	IT/Financial	Training	2	6	8
23 March 2016	Breakfast Meeting II- Networking	Breakfast Meeting	7	55	62
30 March 2016	Mini-workshop: Crafting your elevator speech	Technical Assistance	4	37	41
4–8, 11-15 April 2016	Instrumentation, Maintenance and Calibration	Training	0	13	13
19 April 2016	Breakfast Meeting III- Entrepreneurship	Breakfast Meeting	6	37	43
27–28 April 2016	Legal and Compliance	Training	3	21	24
4 – 5 May 2016	Social Media	Training	0	8	8
18 May 2016	Breakfast Meeting IV – E-Commerce & Cloud Sourcing	Breakfast Meeting	3	34	37
24 May 2016	Road Safety Management (Managers)	Training	2	8	10
26–27 May 2016	Road Safety Management (Drivers)	Training	1	15	16
15 June 2016	Breakfast Meeting V – In Search of the Right Talent	Breakfast Meeting	9	37	46
21–23 June 2016	Take Charge Supervisory Training	Training	2	11	13
3–5 August 2016	Business Plan Training and Development	Training/Technical Assistance	7	41	48
17 August 2016	Breakfast Meeting VI – Positioning your business to attract investment	Breakfast Meeting	4	36	40
Total			76	508	584

In order to promote the sustainability of its programming beyond the life of the project, SCD initially set out to develop and implement a fee-based approach to its training and technical assistance activities. Cost sharing was introduced at the end of FY2015 and continued throughout FY2016 in order to promote the sustainability of both the programs and the BSPs providing the trainings. In cost share trainings, the BSP implementer and SCD jointly recruit SME participants, all of whom pay a nominal fee constituting approximately 20% of overall value of the training budget. Based on the feedback received, some clients found it difficult to afford the participation fees charged by the program, and therefore could not attend trainings that would help improve their businesses. Micro-sized firms with limited resources mainly feel this constraint, and SCD continues to evaluate this model and is looking at the possibility of allowing the micro firms to attend the programs free of charge.

4.1.1. **Trainings**

Trainings remain at the core of the SCD project in order to improve the competitiveness of local SMEs operating in the Oil and Gas, mining, and energy sector supply chains, and constitutes the main offerings of the SCD to its beneficiaries. Trainings conducted in FY2016 included:

- IT and Finance
- Procurement Best Practices
- EHS Awareness and Introduction
- OHSAS 18001:2007 Implementing and Internal Auditing
- Instrumentation and Control
- Social Media & Strategic Marketing
- Road Safety Management
- Legal & Compliance
- Business Plan Development



“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.” Abe Clotey, Area Manager for Conship

During the first quarter of FY2016, SCD held trainings on Procurement Best Practices and Environment, Health & Safety (EHS) Awareness, which are two of the most requested programs from both the SME participants and the IOCs contracting them. With Environment, Health, and Safety a basic requirement for the IOCs and MNCs from SMEs in the sector, this subject area continues to be in high demand as a relevant and interesting training for SMEs, with 28 participants attending this EHS Awareness Training. The Procurement training was implemented on the cost-share model, but due to the importance of EHS for SMEs to effectively bid on and win contracts, there was no fee charged for participation in this training. However, in order to promote cost-sharing, the Program worked with the BSP (Qualms Consult) to sell follow up technical assistance services that help the SMEs create EHS Policies and Manuals for their businesses, discussed in the next section.

During the second quarter, SCD focused its attention on market linkage events and the technical assistance needed for SMEs to promote their business. The much anticipated Anti-Bribery and Anti-Corruption (ABAC) workshop organized in partnership with TRACE International took place on the 21st and 22nd of January in Accra and Takoradi respectively, and brought together over 200 participants. The majority of the SME participants at the workshop were TRACE Certified entities, TRACE members, and companies in the SCD Program and Invest in Africa networks. Special guests included delegations from the Ghanaian Supreme Court, USAID, local and foreign business professionals, and lawyers familiar with the challenges in international commercial transactions. The partnership with TRACE International will be further highlighted in the Partnerships section. In addition to this event, SCD held trainings on EasyBooks accounting software and OHSAS Implementation and Auditing and a workshop on networking skills.

SCD delivered five trainings during the third quarter, with an average of 20 participants per training. These included Instrumentation and Control, Legal and Compliance, Social Media and Strategic Marketing, Road Safety Management, and Take Charge Supervision. Though these trainings were requested by the SMEs, the participation rates were lower than previous quarters. Through SME feedback, SCD learned that the reason for committed SMEs not appearing for trainings was often due to business and resource constraints so SCD is working directly with the CEOs to improve the rate of participation. One of the best-received trainings during this quarter was the Road Safety Management course, detailed in the text box.

ROAD SAFETY MANAGEMENT TRAINING

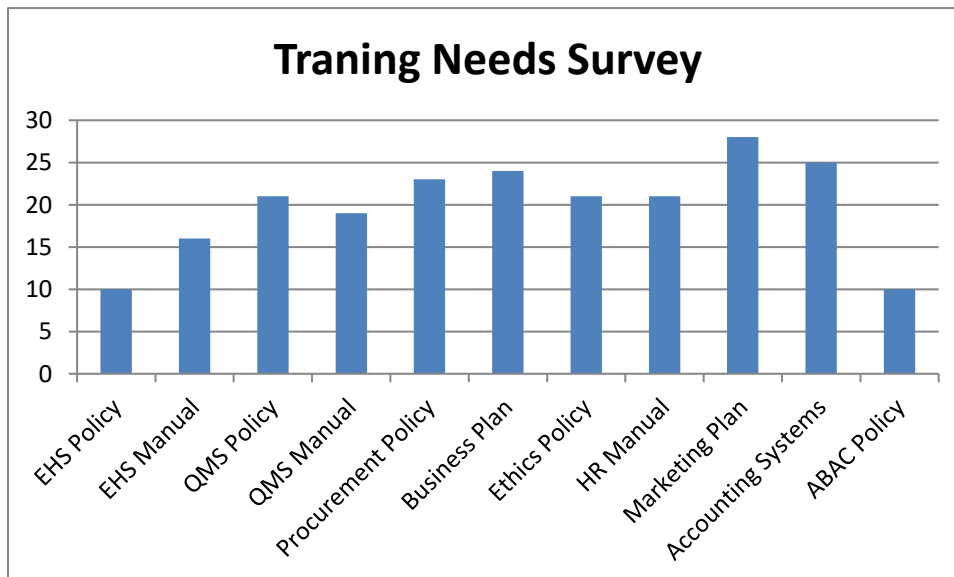
In Ghana, citizens aged 18-55 have a high fatality rate from road accidents. As a result, the nation loses a significant number of productive man-hours that could have promoted socio-economic growth.

SCD organized a Road Safety Management training for SME fleet managers and drivers equipping them with the essential tools needed to minimize risks associated with fleet operations and consequently enhancing efficiency and productivity in their businesses. Participants learned about emerging best practices for mainstream management of road traffic safety and left with the expectation of attaining better outcomes in running their businesses.

In addition to the 27 SMEs from the SCD network, the training attracted participants from the Red Cross Society, the Motor and Traffic and Transport Unit (MTTU) KnightsCem, the National Fire Service, and Catholic Relief Services.

In the fourth quarter, SCD returned to basic business skills with both training and technical assistance on building a business plan. Beginning in Q4 and continuing through FY2017, the SCD program is focusing its programming on fundamental best business practices to ensure that all SMEs in its network can meet a minimum set of standards by the end of the program. The Business Plan training was coupled with direct technical assistance to all SME participants, which is further detailed in the following section.

A survey was conducted on the training needs of over 70 SMEs in FY2016 in order to develop a comprehensive training plan for FY 2017 that reflects specific needs of SMEs. The chart below covers the results as of June 30, 2016.



4.1.2. **Technical Assistance**

The SCD program has begun implementing direct technical assistance to SMEs in order to ensure the lessons learned in classroom trainings are carried over into their daily business operations. A key lesson learned from PYXERA Global's other enterprise development programs, is that for new information to be learned and applied, local companies generally benefit more when classroom training is followed up by in-depth technical assistance that emphasizes key aspects of the training. SCD began implementing this model through its EHS trainings, with the BSP visiting the SME's place of business after the training to help develop policies and manuals that meets their company's needs. This assistance is offered at a reduced rate to the SMEs to promote the sustainability of these services. This model was also implemented in conjunction with the Business Plan training. The BSP provided in-house support for SMEs to develop a tailored business plan to be used both to access financing and submit as a part of tender requirements.

In addition to technical assistance delivered at the SME's offices, SCD has begun offering short technical workshops to provide specific skills to the SMEs on various topics. The first of these was "How to Craft Your Elevator Speech" that was held in response to SMEs who attended the TRACE International workshop and felt that they needed stronger networking skills in a conference setting. The workshop lasted three-hours and attracted 38 participants who were taken through an interactive approach to developing an elevator pitch and tailoring it to one's business. At the end of the workshop each participant had created this key piece of marketing material and was able to practice their pitch amongst their peers in order to gain confidence.

Building Capacity Beyond SCD

One of SCD's most successful SMEs has begun to implement the knowledge that he has acquired through the SCD program trainings beyond his business to help the SME community in Takoradi at large. With a passion for the welding industry, Mr. Daniel Kwarkyi of DANEST Engineering has recently formed the Welding Society of Ghana to pioneer the advancement of industry with regard to standards, skills development, and all activities related to material joining. Mr. Kwarkyi is modeling the Ghana Welding Society around the American Welding Society (AWS), of which he has been a member of since 2004 and is a Certified Welding Inspector and Educator (CWI, CWE). To assure clients of DANEST's compliance to international standards, Mr. Kwarkyi continually updates operational procedures by attending a number of international workshops, seminars and conferences. Mr. Kwarkyi recently attended the annual 3-day American Welding Society Conference in Houston called the Welding Education, Skills and Certification Conference, which gave him a fresh perspective on the impending skills gap in manufacturing and inspired to undertake this project.

4.1.3. **Breakfast Meetings**

In order to supplement the training courses and technical assistance, the Program launched its inaugural Breakfast Meeting on December 16th, 2015. This Series both provides SMEs information on trending topics in the industry that complement the SCD trainings and allows them to

network with both industry experts and other SMEs. Additionally, these events present industry experts an opportunity to create awareness and enhance the knowledge of SMEs of their industry and company. The quality and depth of information received by SMEs in these Breakfast Meetings was apparent in the feedback received. To date SCD has held six breakfast meetings with topics ranging from EHS trends, networking, and entrepreneurship, e-commerce, attracting talent, and attracting investment.

"It will definitely transform our operations" Adamu Musa of Mobicrane

"It has helped us find new strategies to win new contracts" David Tronu of Davitron Electricals

"It is one of the most beneficial workshops [I have] ever attended" Kafui Husunukpe of MAC Logistics

4.2. Communications

4.2.1. Publication and Distribution of Newsletters

In FY2016 SCD began publishing a monthly newsletter to increase the communications channels between the program and the SMEs. The newsletter serves as a place for SMEs and other stakeholders to receive information about activities organized by SCD and encourages them to attend subsequent events. Topics covered in the newsletter include success stories, business advice, upcoming events, and other program happenings.

Feedback from SMEs, BSPs and other stakeholders indicates that the newsletter is a great resource for their businesses. Mr. Kafui Husunukpe, the QHSE Coordinator of MAC Logistics Ltd. said, “I must say I've really enjoyed this newsletter. The high point for me was the talk on Entrepreneurship, particularly, ‘detaching ownership from management and to put in place structures that build conglomerates,’ something which is lacking in our SMEs. I sincerely want to know more.”

A report from MailChimp¹ confirms the strong qualitative response. The newsletter is sent to an average of 260 subscribers each month, and between 30% and 35% of them read the newsletter online and 7% to 13% of them download it. This average open rate of 32.36%, according to the platform, is well above the industry average of 21.14%.

4.2.2. Other Communications News

The SCD program continues to maintain its presence both in social media and in local news outlets. The Program maintains a Facebook page with 321 followers to highlight activities and connect with SMEs. On the site SCD posts event related activities, photos, and updates, and publicizes recent activities for SMEs and BSPs. The WhatsApp platform, with 60 members, has become a key networking tool for SMEs to share knowledge and relevant information. Members discuss issues arising from training programs offered by SCD and use it as a medium to market their companies among each other. With the creation of the bi-monthly CEO Executive meetings, a WhatsApp group solely for the CEOs has also been formed, with 20 active CEOs.

SCD continues to be covered favorably in the Ghanaian news media. New trainings and the Breakfast Meeting series are covered to highlight the program’s successes and make SCD more visible to new prospects. As SCD looks to keep expanding its reach, it is currently looking to expand its media coverage to include some radio stations into its media mix, particularly in the Sekondi-Takoradi Municipalities.



¹ The platform used to distribute the newsletter

4.3. Partnerships & Market Linkages

In order to remain on the cutting edge of the industry so that SCD can deliver the best information and trainings to its SMEs, SCD works to build partnerships and market linkages. In FY2016, the SCD program intensified continuous engagements with some multinational corporations in the Oil & Gas, mining and energy sectors. New multi-national corporations were brought on board alongside the existing ones, including; GE Ghana, Atuabo Free Port (AFP), Halliburton, FMC Technologies, ENI Ghana, and the Volta River Authority.

4.3.1. Partnerships

To facilitate partnerships, the SCD program has worked to build relationships through engaging with IOCs and other multi-national corporations (MNCs), partnering with other Implementing Partners (IPs), and creating sponsorships for several of its activities.

Engagement with MNCs and IOCs

The SCD program has intensified its engagement with major IOCs and other buyers to identify market linkage opportunities for SMEs within SCD network, as well as identify how SCD can directly support some of the other local vendors (SMEs) they work with. Over the course of the fiscal year, the SCD program engaged with new partners, including GE Ghana, BOST Ghana, Atuabo Free Port, Halliburton, Yinson, WUTA Energy, FMC Technologies, ENI Ghana, and the Volta River Authority. In the third quarter, SCD focused on participation in several industry events in order to amplify the reach of the program, create and enhance relationships and potential partnerships, and remain informed on industry trends. Some of the events and meetings attended include:

- CWC Oil & Gas and Power Summit
- SME Financing Fair
- Mandela Washington Fellowship West Africa Regional Conference and Partnership Expo
- SME Developer's Coordinating Meeting with the Ministry of Petroleum
- Launching of Petroleum Commission Office in Takoradi
- STCCI Safety Conference
- TVET Meeting with WRCF

SCD's Partnership with TRACE International

In early FY2016, TRACE International launched their "Certify the World Campaign" which has led to thirty-two SMEs across the SCD network receiving one free year of the TRACE Certification, equivalent to \$2,800 per certification totaling \$89,600. To promote SMEs becoming certified, the SCD program organized the Anti-Bribery and Anti-Corruption (ABAC) workshop in partnership with TRACE International. The workshop, which took place on the 21st and 22nd of January in Accra and Takoradi respectively, brought together over 200 participants and served as a platform to educate local and foreign companies on trends associated with anti-corruption globally, issues inherent to Ghana in particular, as well as the basis of anti-corruption compliance frameworks. Special guests included delegations from the Supreme Court, USAID, local and foreign business professionals, and lawyers familiar with the challenges in international commercial transactions. At the end of the workshop, TRACE International extended their Certify the World Campaign to all interested SMEs within both the SCD and Invest in Africa networks, valued at more than \$200,000. One of the SMEs in the SCD program that received TRACE Certification, Stresster Engineering CEO Philip Buckman shared, "Becoming TRACE certified has boosted our confidence especially in doing businesses with multi-national corporations in the extractive industry."



Certify the World

SCD's collaboration with GE Ghana has led to the creation of a complimentary program to SCD beginning in October 2016. The program will provide training and small grants to SMEs with a particular focus on providing services in the five technical categories identified by GE Oil & Gas Ghana over the next two years.

Finally, the SCD Program continues to strengthen its relationship with the Petroleum Commission (PC), and has held regular meetings with PC over the fourth quarter of FY2016. SCD will be co-hosting a Local Content Conference and Exhibition with PC in early November with over 500 individuals from local SMEs, BSPs, Ministers, and IOCs expected to participate. The objective of this event is to inform the local SME market of IOC activities, manage expectations, promote partnerships/joint-ventures, and market their business to the IOC participants. The agenda will include a panel discussion, presentations on the procurement practices, financing, transparency, and workshops.

Partnerships with other Implementing Partners

SCD has also continued to strengthen its relationship with other implementing partners, including TRACE International, FinGAP, GAX, the Sekondi Takoradi Chamber of Commerce, and the Western Region Coastal Foundations. Through these partnerships, the SCD is working to identify common grounds where both programs can work collaboratively as well as tap into each other's resources to achieve common goals. The partnership with TRACE International is highlighted above.

Partnership Inspired Through USAID SCD Intervention

Express Resourcing and Engineering Limited (EREL) and Genuine 3 Logistics are two Small to Medium Enterprises (SMEs) who 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)."

For Stephen Akpaglo, Genuine 3 Takoradi Branch Manager, they "receive more engineering requests" and with EREL's "good records," it was a win-win situation for them to collaborate on contracts and marketing activities.

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, these two SMEs look bound to achieve great success.

Sponsorships

To promote the sustainability of the program and leverage external resources, SCD has worked on creating sponsorships for its activities, specifically its new Breakfast Meeting Series. During the third quarter, SCD collaborated with Universal Merchant Bank (UMB) to provide financial support of two Breakfast Meetings, but due to internal budget constraints, UMB has requested to put a hold on the partnership until more resources become available. SCD then sought out ACTIVA Insurance who has been a major insurer for many blue-chip international companies in Ghana. They have developed a new strategy to offer general insurance products to local SMEs and is looking to collaborate with SCD to attract local SMEs. ACTIVA Insurance is currently reviewing a sponsorship proposal from SCD for the Breakfast Meeting Series.

4.3.2. Market Linkages

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.

Awareness Events



During Q4 of FY2015, the SCD Program developed a relationship with Lonrho, the UK-based multinational building the Atuabo Free Port (AFP) west of Takoradi, which will service the oil and gas industry in Western Africa. This fiscal year began with the first Supplier Awareness Event co-hosted with AFP on October 5th with approximately 100 people in attendance. 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. SCD highlighted its program while AFP shared their construction plans and their online procurement portal. This portal is an important tool for SMEs to register on in order to be eligible to bid for tenders. Based on the success of this event, SCD began planning a second event, the Local Content Conference and Exhibition, during the first quarter of FY17. This event will be co-hosted with the PC in November 2016 and will target a broader audience of IOCs and SMEs.

SME Guide Development

Through its programming, SCD has actively engaged over 200 SMEs in sectors such as oil/gas, mining and energy that would be attractive suppliers to IOC and MNC buyers. The SCD program is developing an SME Directory to showcase a list of Small and Medium Enterprises within its network to potential buyers and other partners to publicize the credible SMEs the SCD has trained over the years. This marketing material provides a list SMEs, including their business name, type of services offered, contact persons, phone number(s), email address, representative clientele listings and other pertinent information. The final product will be unveiled during the Local Content Conference and Exhibition event in November as the first ever directory produced to market SMEs in the extractive industry in Ghana.

4.4. Client Relations

Client relations continues to provide support for the SCD program through constant interactions with SMEs in the SCD network. Over the past fiscal year, the Client Relations team has conducted site visits and enrolment of new SMEs, and SCD began a new initiative to better understand client needs called CEO Executive Monthly Meetings. This initiative creates an additional feedback loop from SME clients on both programming content and the overall direction of the SCD project, and identifies specific gaps or needs that SMEs have in order to tailor capacity-building sessions towards these challenges.

4.4.1. **Site visits and Client visits**

As a focal point of Client Relations, new clients were visited in order to become familiar with their businesses and existing clients were visited to follow up on their business' progress and to verify knowledge retention from trainings. Site visits support the SCD program's Monitoring & Evaluation (M&E) by ascertaining the implementation/impact of knowledge acquired from training programs. Each of the old clients who were visited were asked a series of questions to determine whether they had bid for or won a contract, or developed and are using any policy after attending trainings.



In the last year the client relations team visited about fifty-four (54) clients to ascertain policies/tools developed or revised, contracts won and to become familiar with the offices and locations of new clients. Fourteen (14) SMEs visited the SCD office to update their contact details and to seek clarification about issues. Finally, 20 SMEs and six (6) BSPs have been recorded as new clients of the SCD program in 2016. Some of them include; Jassmavec Limited, Cable Solutions Services, Joframs Energy Group, Westfields Energy Consult, and ENS Africa.

4.4.2. **Executive Meetings for CEOs**

In order to better engage the management of SMES and due to increasing concerns from SME employees about their CEOs not empowering them to initiate projects or to improve their operations with the knowledge gained from SCD trainings, the SCD Program Director initiated a series of CEOs Executive Meeting. These meetings are face-to-face, frank talks with the CEOs of the SMEs on SCD's network held on a bi-monthly basis.

The first of these meetings was held on May 10th, 2016. The initial response was impressive with 38 CEOs in attendance. However, the number of CEOs who attend the meetings regularly at the SCD office has dropped to 17. At each meeting the SCD team gives a presentation on the current state of the program and the upcoming activities. The CEOs are then given the opportunity to offer their feedback on the impact of SCD activities on their businesses and to discuss the way forward as partners to the Program. To date 3 CEO Executive Meetings have been held.

5. FISCAL YEAR PMP REPORTING AND NARRATIVE

During FY2014, the SCD Program 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 an attachment, contains results for both FY2014 and FY2015. It also disaggregates data, including by gender. For almost all of the revised indicators, FY2014 has no set targets due to the revisions in FY2015 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 are also included for the 14 indicators as set forth and agreed between SCD leadership and USAID.

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

Fiscal Year 2016 Target: 10 / FY2016 Actual: 41

This indicator refers to 41 staff representatives² of 14 Business Service Providers (BSPs) who have taken part in SCD trainings. The SCD Program's target of ten (10) individuals from BSPs to be trained in FY 2016 was exceeded by 31 additional individuals from BSPs. The increase is, among other things, due to the introduction of free monthly Breakfast Meeting series alongside the structured technical trainings. Some of the technical workshops and breakfast meetings that BSPs benefited from in FY2016 include: TRACE Workshop, EHS Introduction and Awareness, OHSAS 18001:2007 Implementation and Internal Auditing Courses; IT/Financial; Legal and Compliance; Road Safety Management (for Managers and Drivers); Business Plan; E-Commerce and Cloud, Take Charge Supervisory; Networking, Elevator Speech, Entrepreneurship, In Search of the Right Talent, and Positioning Your Business to Attract Investments.

New BSPs such as Gil Automations, ENS Africa, Deegib Developers, ABA Partners, Jescom Capital Ltd, Development Contractors and Ephesus Consulting facilitated some of these training sessions.

5.2. 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 2016 Target: 0 / FY2016 Actual: 0

Since FY2014, the Program implemented a capacity building model aimed at improving 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 (ToT) program. Continuous efforts have since been made by SCD to collaborate with other institutions to build capacity and to certify BSPs in the western region of Ghana even though no target has been set for Indicator 2. As a result, there is an upcoming ToT slated for 17 - 21 October, 2016 to equip and to certify BSP representatives accordingly. The SCD has planned to focus more on organizing ToTs in FY2017 to equip and certify BSPs with training and consultancy skills.

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

Fiscal Year 2016 Target: 8 / FY2016 Actual: 4

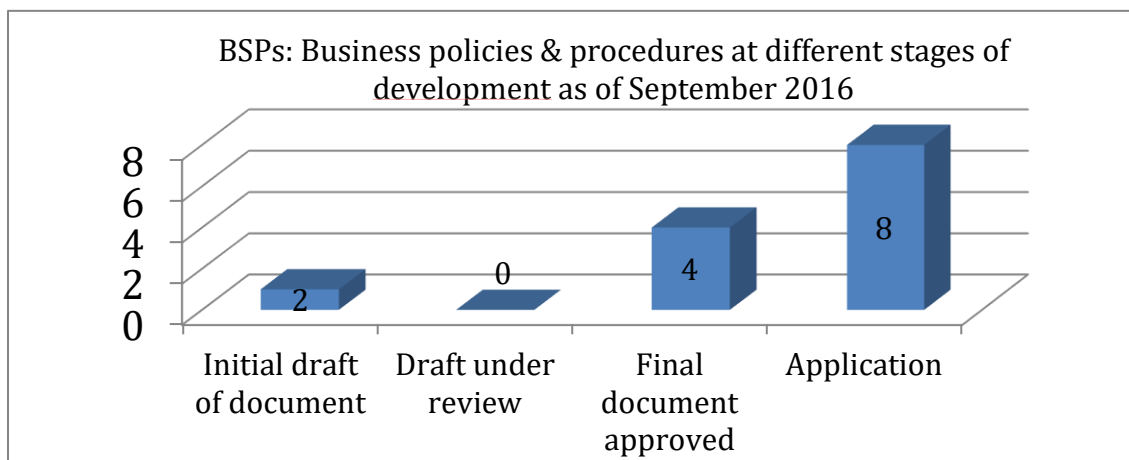
² Disaggregated data on BSP participants based on gender: Male =29 , Female =12

Four (4) BSPs have received and implemented business tools (accounting software solutions EasyBooks and WhatsApp) as a result of SCD Program’s assistance at the end of FY2016, falling just short of the FY2017 target. BSP Nature Solutions has received and applied both EasyBooks and WhatsApp. BSPs Mentorship Africa, Perfect Team Business Consult, and Ephesus Consulting have begun to utilize WhatsApp application as a primary tool of communication with other BSPs, and private sector/ SME community.

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

Fiscal Year 2016 Target: 15 / FY2016 Actual: 14

Fourteen (14) business policies and procedures developed by BSPs were at various stages of development at the end of FY2016. Twelve (12) policies and procedures, specifically EHS, Quality Management, HR, Construction and Emergency Preparedness, are at Approval and Implementation stages. One QMS and one EHS policy are at the first (initial draft) stage. The SCD Program plans to implement more policy or procedure development-related trainings in FY2017 to improve business performance. This is because most BSPs and SMEs do not have some basic policies or procedures in place, which render them less competitive to bid for contracts. Continuous follow up is also being made to track any more policies or procedures developed by BSPs. Information is presented on the chart below.



5.5.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

Please refer to Annex A for a separate Report and Tables on BSPs & SMEs’ Initial Assessment.

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

Fiscal Year 2016 Target: 100 / FY2016 Actual: 233

“Trainings received from SCD have really benefitted us,” Sebastian Nartey, Safety Officer at the Fynnbenfred Electricals.

At the end of FY2016, the SCD Program organized sixteen (16) training workshops for 233 unique individuals from 94 SMEs³, exceeding the target of 100. The increase is among other things, due to the introduction of monthly Breakfast Meeting series alongside the structured technical trainings. Subject areas taught include; EHS Introduction and Awareness, OHSAS 18001:2007 Implementation & Internal Auditing Courses; IT/Financial; Instrumentation, Maintenance and Calibration Technique, Social Media as a Strategic Marketing Tool, Road Safety Management (for Managers), Road Safety Management (for Drivers), Take Charge Supervisory; Business Plan and Breakfast Meeting Series.

The table in Section 4.1 presents the entire list of subject areas and the number participants trained from both BSPs and SMEs.

5.7.Indicator 7: Number of industry-recognized certificates issued as a result of USG assistance in the oil and gas, power and other related sectors

Fiscal Year 2016 Target: 80 / FY2016 Actual: 132

The reviewed Indicator 7 focuses on industry-relevant certificates issued to individual trainees and companies respectively. By the end of FY2016, the total number of Industry Recognized Certificates (Take Charge, Road Safety, Take Charge Supervisory, Instrumentation and Control) issued is 132, exceeding the target set at 80. Twenty-Three (23) TRACE Anti-Bribery Certificates were issued to SMEs and BSPs in FY2016. Twenty-seven employees from Flat C Marine Offshore Ltd, Greenfields Offshore, Jestan Engineering and Wayoe Engineering also received certificates from TRACE after taking and passing the TRACE Anti-Bribery Course. Continuous follow-up would be made on some SMEs currently going through the Trace Certification process for certification. The table below gives the breakdown of certificates that were issued during FY2016.

Type of certificate	Number of Certificates issued to SME participants (Individuals)	Number of Certificates issued to BSP Participants (Individuals)	Number of certificates issued to SMEs/BSPs	Total
Take Charge Supervision	11	2		13
EHS (Awareness and Introduction, Implementing, and Internal Auditing)	28	7		35
Instrumentation and Maintenance and Calibration certificates	13	0		13
Road Safety	18	3		21
TRACE	27	0	23	50
Total	97	12	23	132

³ Disaggregated data on SME participants at trainings based on gender: Male = 193, Female=40

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

Fiscal Year 2016 Target: 40 / FY2016 Actual: 22

At the end of FY2016, 22 SMEs applied three different types of business tools, short of the target of 40 SMEs applying the tools. The tools applied are: Pinterest, EasyBooks software and Whatsapp. These tools help to improve the marketing and accounting systems of the SMEs that sign up on them. In all, 20 SMEs are on Whatsapp, one additional SME adopted the use of Easybooks and two are on Pinterest.

Also, since the first ever CEOs Executive Meeting on May 10th, 2016, a CEOs WhatsApp group was created to increase the interaction and sharing of relevant information more effectively and exclusively among CEOs. The total number of CEOs on the page is 32, three of which represent BSPs. Almost all the CEOs that are on the CEOs WhatsApp group page are also represented on the SME WhatsApp group page which has a total number of 53 representatives from SMEs and BSPs. SCD hopes to undertake more business tools related trainings in FY2017 to offset the deficit.



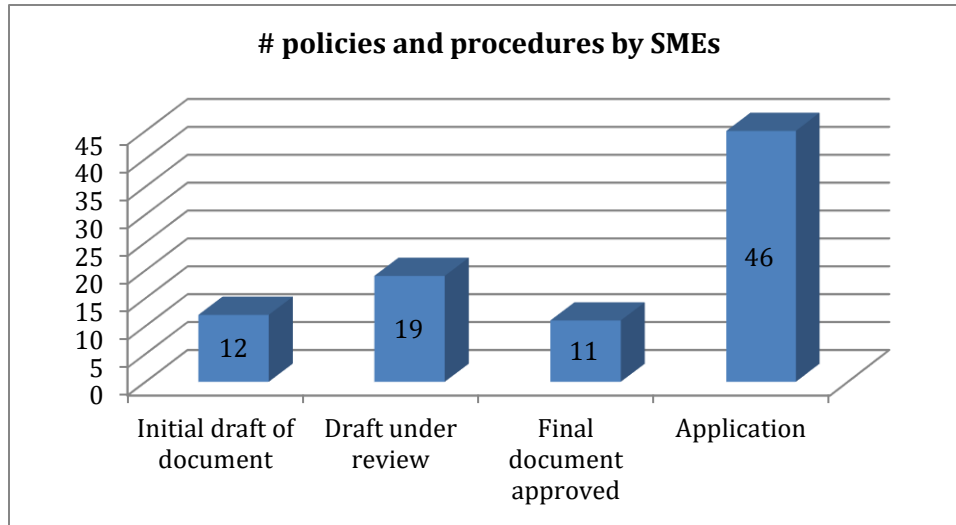
“There has been an improvement in business within a short time” since engaging with SCD. CEO, Francis Arhin, FKA Ghana

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

Fiscal Year 2016 Target: 80 / FY2016 Actual: 88

As stated in 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.

At the end of FY2016, eighty-eight (88) business policies and procedures were at different stages of development by SMEs. Specifically, 46 are at the implementation stage (application of policy or manual at the company), 11 at final approval stage (final document is being reviewed for approval by SME management), 19 under review and 12 at the initial draft stage of policies such as Quality Management, Environmental, Health and Safety, and Human Resources. Other policies such as Waste Management, Fraud & Malpractice, Transportation, Stop Work, Anti-Harassment, and Drug & Alcohol policies have been developed and are being implemented by SMEs Flat C Marine Offshore Ltd, and ENERGEM Ltd respectively. More policies and procedures related trainings will be held in FY2017 to improve business performance. Continuous follow up is also being made to track any more policies or procedures developed by BSPs. The chart below represents the various stages of policies and procedures SMEs have reached.



5.10. 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

Please refer to Annex A for a separate Report and Tables on BSPs & SMEs' Initial Assessment

5.11. Indicator 11: Number of SMEs at various stages of accessing credit with support from USG

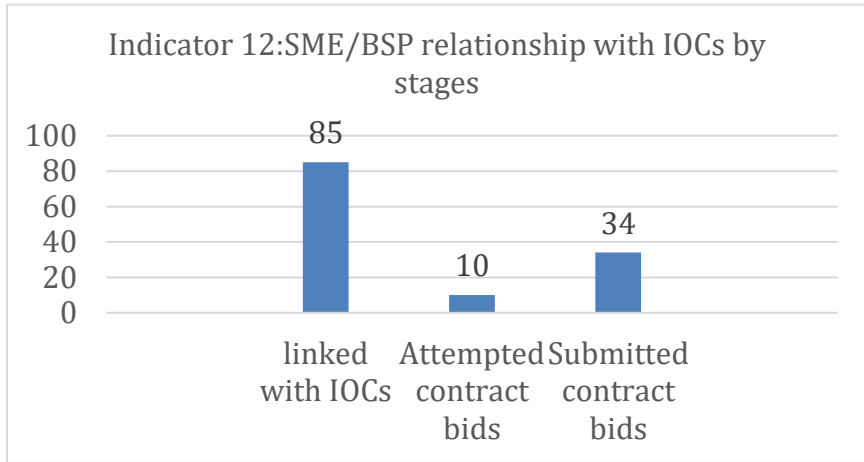
Fiscal Year 2016 Target: 60 / FY2016 Actual: 88

At the end of FY2016, the number of SMEs/BSPs at various stages of accessing credit was 88, exceeding the target of 60. However, only 2 SMEs from the total have received loans and 86 have only engaged in discussions related to access to credit. This can be contributed to the high interest rates and cumbersome loan application process encountered by SMEs from the financial institutions they were linked to, which has made it extremely difficult to formalize loan packages. A follow-up was also made with the financial institutions in FY2016 to find out if any of SCD's SMEs had applied for credit facility but few of them indicated that no loan application has been formalized as at the time of inquiry.

5.12. 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 2016 Target: 120 / FY2016 Actual: 129

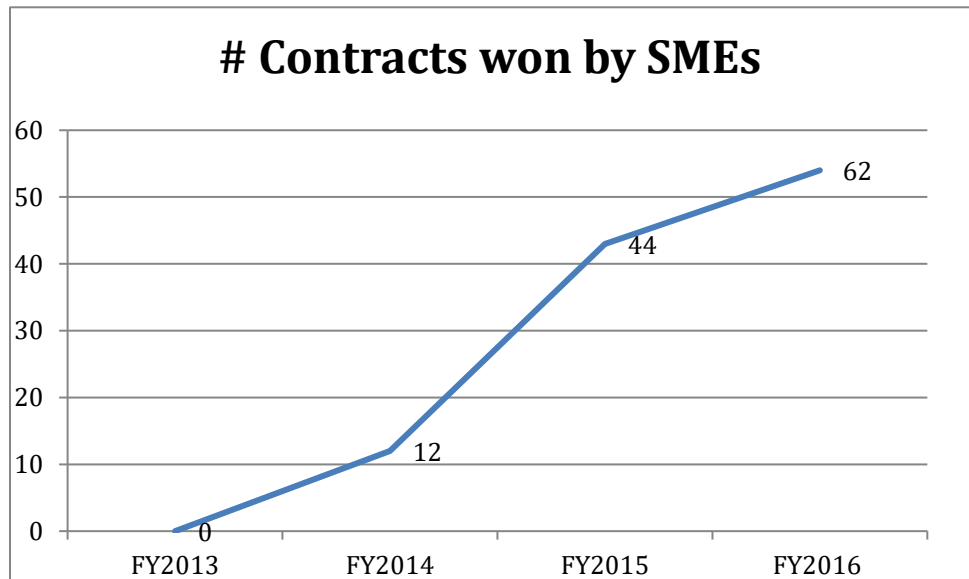
The number of SMEs at different stages in the relationship with IOCs, subcontractors or other related agencies at the end of FY2016 was 129. The increase can be attributed to the Supplier Awareness Event (SAE) co-organized by SCD and Atuabo Free Port Project (AFP) on 5 October, 2015 in Takoradi. The Supplier Awareness Event provided an opportunity for SMEs and BSPs to interact and explore procurement opportunities available to them at the port. Out of the 52 SMEs and BSPs which participated in the event, 8 have progressed from the initial linkage stage to stage two (attempted contract bids or shortlisting by IOCs). They have been approved and registered unto the AFP vendor list as prospective suppliers during construction and operation of the Freeport. 6 other SMEs have also registered to be part of the AFP vendor list pending approval. The SCD predicts a marginal increase in FY2017 because of the Supplier Awareness Event which will be co-organized by SCD and Petroleum Commission in November. The chart below represents the various relationships with IOCs.



5.13. 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 2016 Target: 40 / FY2016 Actual: 18

At the end of FY2016, the SCD recorded 18 contracts awarded to SMEs, bringing the total to 62 contracts won so far with the value of USD \$16,644,559. Companies associated with these awards include Navitron, Weatherford, Ghanaian National Petroleum Company (GNPC), GOIL, Tullow, Baker Hughes, Schlumberger, Modec, Technip, Belmet, Weatherford, Technip, Trana-Tek, Haliburton,



Golden Royal Investments Ltd., FMC Technologies, Bulk Oil Storage and Transportation (BOST), Amandi, Persues Mining, West African Gas Pipeline Company and Volta River Authority (VRA), as well as mining companies Goldfields and AngloGold Ashanti. Continuous follow up is being made to record more contracts won by SMEs notwithstanding the high cost of operations and falling industry prices.

5.14. 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 2016 Target: \$5,000,000 / FY2016 Actual: \$ 3,609,151

The 18 reported contracts won by SMEs in FY2016 amounted to \$3,609,151 falling short of the \$5,000,000 target set. This amount added to the total amount of contracts received by SMEs since the inception of the program is valued at USD \$16,644,559. The low number of recorded contracts among SMEs and BSPs, among other reasons, can be attributed to the high cost of operations and falling industry prices. Due to the stagnant state of the petroleum industry globally, meeting indicators 13 and 14 targets will likely prove difficult for the SCD Program.

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

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 from 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 versus Escalating Gas and Electricity Prices

During the first two quarters, a power crisis caused challenges for the program. This crisis was resolved in the second quarter after lasting 3 years. The government deregulated downstream fuel prices and allowed the Public Utilities Regulatory Commission (PURC) to determine prices for utilities which led to more than a 50% increase in both water and power tariffs.

The increase in the prices of both gas and electricity, coupled with the tariff increase, has increased monthly expenditures for power by 200-300% as compared with the end of FY2015. These challenges have forced the SCD to shift some resources to cover generator costs, an opportunity cost when measured against other possible programmatic assistance that could be offered to the economic community.

6.2. Volatility of the Ghanaian Cedi

The Ghanaian Cedi local currency was relatively stable during the fiscal year, which is an improvement against the 14% fall in its value relative to the dollar on the previous year. Despite the improvement in the exchange rate, inflation hit a record high of 19.2% at the end of March, causing increased operating expenses for both SMEs and the SCD program.

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. Though crude oil prices have begun to recover, with prices ranging from \$28 to \$51.60 over the past year. However, the recovery in the oil industry in Takoradi continues to remain slow. Investment in 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. This has significantly affected existing operations of domestic and foreign participants in the market, with high attrition amongst companies, a decreased level of service operations in demand, and lower projected future investments into the economy. The end result is the lack of growth in the Oil and Gas sector in Takoradi, which directly affects contract acquisitions by SMEs. The SCD continues to monitor progress and seek opportunities for collaboration with new partners and opportunities for greater involvement of local SMEs.

6.4. Cost Sharing

Cost sharing was introduced last year in order to promote the sustainability of both the programs and the BSPs providing the training and during the fiscal year SCD evaluated its two-pronged approach of free and subsidized trainings. The effects of business and resource constraints continued to show in participation numbers through the end of the FY2016. Based on feedback, some clients find it difficult to afford the participation fees charged by the program, and therefore cannot attend trainings that would help improve their businesses. Due to the slow recovery in the international and Ghanaian oil and gas industry and in order to make Trainings and Technical Assistance both available and sustainable in the local market, the SCD Program will subsidize trainings essential to an SME's business while maintaining the cost share for more technical programming. Micro-sized firms with limited resources mainly feel this constraint, and SCD is looking at the possibility of allowing the micro firms to attend the programs free of charge. The SCD team is also working with the CEOs to improve the participation rates.

6.5. Access to Finance

Access to Finance is one of the largest constraints for SMEs worldwide. SMEs in the SCD network have expressed this concern to SCD and therefore, the program is currently exploring methods to address these concerns. Over the next year, SCD, in collaboration with financial institutions, plans to run several programs for the SMEs to understand the necessary requirements to access finance and alternative funding sources.

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 2016, women again represented 19% over overall participation with the Program. Additionally, in the CEO Meetings, of the 17 active participants, three of the CEOs are women. Participation in these trainings and other events has the potential to translate to both new employment opportunities for participants as well as promotions and advancements within their respective employers. This speaks to the level of proactive engagement of SCD to promote and empower women across the workplace. In the coming fiscal year 2017, the SCD will continue to seek opportunities to engage, involve and promote opportunities that enhance prospects for female

entrepreneurs, business owners, management and professionals. In light of the recent report issued by the US State Department on the Trafficking in Persons, the SCD Program is going to take a more proactive approach to not only actively seeking female participants in its events, but also ensuring that all SMEs and BSPs that it works with treat all employees fairly and in accordance with the law through the implementation of HR and other business policies.

7.2. Sustainability Mechanisms

The SCD Program supports Ghana in developing and enhancing economic prospects for local Ghanaian SMEs and BSPs affiliated with the Oil & Gas, Energy, and Extractives sectors. The SCD Program accomplishes this through targeted capacity building assistance, as well as efforts to enhance and promote market linkages amongst public and private sector participants.

The SCD Program designs its interventions to have both near-term and lasting impact and promotes models for trainings, technical assistance, and other events that ensure longer-term sustainability of programmatic assistance. Discussions with Program beneficiaries during fiscal year 2015 have led to the implementation of two sustainability methods in FY2016, fee collection for training services and the increased involvement of CEOs from SMEs in the SCD network.

From the continuous efforts to gain feedback about SCD programming, some SMEs have identified the fee collection model as a barrier for them to attend trainings. In order to allow all levels of businesses to continue participating in SCD programs, the fee model is being revised to include potential tiered systems and fee waivers based on the business' ability to pay.

In addition to providing invaluable feedback about the programming of SCD, the bi-monthly CEO meetings are helping build additional sustainability into the SCD program. The commitment of the CEOs to the program and their willingness to take on activities on their own proves that the impact of SCD will last well beyond the program's lifespan. Some CEOs noted that they have seen the value in trainings and have sought further opportunities, such as highly technical trainings.

7.1. 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. The need for SMEs to better market their business using new Social Media platforms led to the development of a new training series. The Social Media as a Strategic Marketing Tool training was planned as an interactive experience, with several participants creating new platforms for their businesses such as Facebook pages and Pinterest accounts. The continued 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 beginning in fiscal year 2015 and continuing through the second quarter of fiscal year 2016. A second WhatsApp Group has been created to address further needs of the companies' CEOs, with very active participation.

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.

In January 2016, KB Wilson joined SCD as the Program Director. KB Wilson replaced Kyle Gunther, who was serving as a Short Term Technical Advisor. KB Wilson comes to SCD program with years of experience from the mining industry. In his most recent position, he was the Supply Chain Manager for Chirano Mines in the Western Region of Ghana, within the Bibiani gold belt. The new Program Director has been well received by both the SCD team and the SMEs in the SCD network, and he continues to bring new ideas and energy to the program.

A new M&E Specialist has been hired following the departure of Donna Torsu. SCD has hired Priscilla Dzah, an M&E specialist with eight years of experience in Monitoring and Evaluation with both the private, public, and social sectors including the Ecobank Ghana, Australian High Commission, and the Ghana Center for Democratic Development.

8.2. Financial Management

From the program's inception through the end of Q3 of fiscal year 2016, the program has spent approximately \$3,694,779.56, representing 75% of the total award of \$4,988,523.00. For fiscal year 2016, expenditures through end of Q3 total approximately \$705,871.40, representing 67% of the \$1,060,806.55 that is budgeted for fiscal year 2016. Due to the additional time required to close the accounting books at the end of the Fiscal Year, final FY2016 financial numbers are not available at the time of this report and will be submitted as soon as available.

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

ANNEXES

Annex A: Performance Indicator Tracking Table

USAID - SCD Objective, Results and Indicators	Baseline		%FY2016 Actual vs Target	FY2016 Target	FY2016 Actual	Disaggregates	
	Year	Value					
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	2014	0	410%	10	41	Male	29
						Female	12
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	2014	0	-	-	-	Male	-
						Female	-
3. Number of BSPs that have received and applied business tools as a result of USG support	2014	0	38%	8	4		
4. Number of business policies and procedures at different stages of development by BSPs as a result of USG assistance	2014	0	93%	15	14		
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	2014	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	2014	0	233%	100	233	Male	193
						Female	40

7. Number of industry-recognized certificates issued as a result of USG assistance in the oil and gas, power and other related sectors	2014	0	165%	80	132		
8. Number of SMEs that have received and applied business tools as a result of USG support	2014	0	55%	40	22		
9. Number of business policies and procedures at different stages of development by SMEs as a result of USG assistance	2014	0	109%	80	88		
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	2014	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	2014	0	147%	60	88	SMEs	79
						BSPs	9
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	2014	0	108%	120	129	SMEs	114
						BSPs	15
13. Number of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors	2014	0	35%	40	18	SMEs	16
						BSPs	2
						JVs	0
14. Value (USD) of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors	2014	0	65%	5,000,000	3,609,151	Single SMEs/BSPs	3,609,151
						JVs	0

Annex B: BSPs and SMEs' Assessment Report

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.

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

Introduction

SCD's ultimate goal is to increase the competitiveness of Ghanaian SMEs in oil and gas, extractive and other related sectors. To achieve this, SMEs should be properly set up with efficiency in key management areas including Strategic Planning, Human Resources, Finance, Marketing, Quality Systems, Environment, Health and Safety (EHS), as well as Procurement. Given that SMEs generally struggle in putting these management systems in place, SCD provides training and technical support to help SMEs improve their systems. Indicators 5 and 10 will enable SCD to measure their level of improvement after interventions. To measure and determine any improved level in management, an initial assessment of SMEs and BSPs prior to participation in SCD activities, is required. This will allow for comparison of results after a final assessment is performed towards the end of the Program. SCD has therefore undertaken survey on BSP and SME stakeholders to ascertain the level of management capability in one of six areas (Strategic planning, Human Resources, Finance, Marketing, Quality Management and EHS) for BSPs and in one of seven areas (the previous six plus Procurement/ Local Content) for SMEs. This first assessment and scoring (as a percentage) has been completed by the end of FY2016. There was delay in submission of completed assessment forms by BSPs and SMEs but by the end of FY2016, a total of 26 BSPs and 72 SMEs have gone through due diligence and the initial assessment. This report analyzes results from this assessment and explains the methodology.

Rationale

The basis for Indicators 5 and 10 is that all trainings and other support provided to BSPs and SMEs are expected to lead to management improvement, that is,

- An improvement in management to enable BSPs provide better trainings and consultancy services to SMEs; and
- An improvement in management to render SMEs more competitive in business and specifically in the oil and gas and other related sectors

Data Collection Method

The SCD Client Relations and M&E teams collected initial data on BSPs and SMEs' management level using assessment forms (see copy attached). Team members also paid visits to the assessed institutions to verify data collected. While some SMEs completed the forms by themselves with verification done afterwards, others also responded to assessment questions through interviews during site visits.

Methodology for Scoring of BSPs and SMEs' Management Performance

The assessment form contains questions related to six management areas (Strategic planning, Human Resources, Finance, Marketing, Quality Management and EHS) for BSPs and seven areas (the previous plus Procurement/ Local Content) for SMEs. For each question under these categories, a set of criteria for scoring is applied to responses given by each SME/BSP.

In order to ensure a high level of accuracy and to check biases, the scoring of BSPs and SMEs after the completion of the assessment forms was done by two staff members (mainly by one M&E & one Client Relations Officer) per assessment. An average of the two scores for each response is calculated and

recorded as final for each SME/BSP. This approach has been updated in the Performance Indicators Reference Sheet (PIRS) as of October 2016.

Results

This assessment seeks to determine level of management performance by both SMEs and BSPs so as to tailor trainings to their needs. At the same time, scores (as a percentage) from this initial assessment will be compared to their final evaluation scores to determine improvements in their company’s management. Improvements in management will then be reported at the end of the Program (FY2018).

Comparing the scoring trends of BSPs and SMEs (see tables below), the total percentage results on the 26 BSPs’ level of management areas assessed range from 10% to 71%. Among the six areas of management (Strategic Planning, Human Resources, Finance, Marketing, Quality Systems, and EHS) on which these BSPs have been assessed, BSPs have recorded fairly better scores in Personnel management over the total allotted 25 marks when compared to areas such as Strategic Planning, Finance, Marketing, Quality Systems, and EHS. Specifically, scores for Personnel management range from 0.25-17.75 over 25 whilst other scores range are 1-14.25, 0.75- 25, 1.25-7.25, 2.5-12.25, and 0-8.75 over total allotted marks for Strategic Planning, Finance, Marketing, Quality Systems, and EHS respectively.

For SMEs, the total percentage results on the 72 assessed SMEs range from 10% to 58%. SMEs have scored high marks ranging from 0-11.5 over a total of 15 for Personal Management representing a fairly better performance among the other areas (Strategic Planning, Finance, Marketing, Quality Management, and EHS) and Procurement/ Local Content. Generally, SMEs’ performance ranges from 0- 11.5 for all the management areas assessed (Refer to the SMEs Management Level table).

In summary, the analysis of the performance of both BSPs & SMEs shows the low scores recorded by SMEs in all the areas (Strategic planning, Human Resources, Finance, Marketing, Quality Management, EHS, Local Content/Procurement) assessed. Consequently, both SMEs and BSPs need more SCD trainings to improve upon these areas. As defined in SCD Performance Indicators Reference Sheet (PIRS), BSPs have therefore been categorized in 3 groups, specifically, tiers 1, 2 and 3, based on their various capacity levels of the management areas assessed.

- a. Tier 1 BSPs are the ones capable of providing services to SMEs immediately
- b. Tier 2 BSPs are the ones that need low to moderate capacity building
- c. Tier 3 BSPs need significant capacity building to reach required standard of service

The table below represents the scoring criteria used for the BSPs’ classification.

Tier One (%scoring range)	Tier Two (%Scoring range)	Tier Three (%Scoring Range)
70- 100	40- 69	0-39

The table covers the 3-tiered BSPs’ Groupings based on the scores recorded.

TIER ONE(1) BSPs	TIER TWO(2) BSPs	TIER THREE (3) BSPs
B-Bovid Ltd	Best Safety Consult Ltd	Danest Engineering Co. Ltd
Total: 1	Central Eagles Ltd	Cirilo Enterprise Consult
	Cicada Consulting Ltd	Afri Consult
	Enerwise Africa	Deegib Enterprise
	ENS Africa Ghana	Development Contractors Africa
	Excellence Consultancy Services	Ephesus Consulting Ltd
	Febert Consult Ltd	Gratis Foundation
	Fermgeo Company Ltd	Nature Solutions Ltd
	Gil Automations	Perfect Team Business Consult
	Jescom Capital Ltd	Protection Plus
	Jubilee Technical Training Centre	Total: 10
	M&L Trinity	
	Qualms Group	
	Takoradi Vocational Training Institute	
	Top Notch Business Group	
	Total: 15	

Conclusion

Targets have been determined for the number of SMEs and BSPs expected to improve in management as a result of SCD trainings. Consequently, the targets set for the length of the project are; 20 BSPs and 40 SMEs. Towards the end of the project the same assessment forms will be used to collect data from the same SMEs and BSPs on the management levels. Responses to questions in the assessment forms will be scored based on same criteria explained above and percentage difference will be recorded after the second (final) assessment is done. This is to determine if there have been any changes in management levels by BSPs and SMEs between the first assessment period and time of final evaluation, after receiving all relevant trainings and technical support. It is expected that BSPs and SMEs receiving training would have management improvement.

Below are tables showing data (score in percent) on completed assessment forms by BSPs and SMEs.

BSP Performance Evaluation (Management Level)

BSP Name	Assessment Type	Assessment Date	Strategic/ Business Planning (15)	Personnel Management (25)	Finance (25)	Marketing (15)	Quality Management (10)	Security and Safety (10)	Total	Percentage
Central Eagles Ltd	Initial	16-Feb-16	10.5	8.25	22.25	3.25	12.25	5.5	62	62.00%
	Final		0	0	0	0	0	0	0	0.00%
Febert Consult Ltd	Initial	16-Feb-16	7	8.5	22	2.25	7.5	1	48.25	48.25%
	Final		0	0	0	0	0	0	0	0.00%
B-Bovid Ltd	Initial	16-Feb-16	12.5	13.5	24	3.75	9.25	8.5	71.5	71.50%
	Final		0	0	0	0	0	0	0	0.00%
Best Safety Consult Ltd	Initial	16-Feb-16	8.75	8.25	18.25	6	6	3.75	51	51.00%
	Final		0	0	0	0	0	0	0	0.00%
Danest Engineering Co Ltd	Initial	16-Feb-16	5	0	10.25	2.25	4	1	22.5	22.50%
	Final		0	0	0	0	0	0	0	0.00%
Afri Consult	Initial	16-Feb-16	14.25	8.5	4	2	7	1	36.75	36.75%
	Final		0	0	0	0	0	0	0	0.00%
Gratis Foundation	Initial	17-Feb-16	7.5	8.25	11.5	2	4	6	39.25	39.25%
	Final		0	0	0	0	0	0	0	0.00%
Qualms Group	Initial	17-Feb-16	10.5	17.75	19.5	2	10	8.75	68.5	68.50%
	Final		0	0	0	0	0	0	0	0.00%
Top Notch Business Group	Initial	17-Feb-16	5.5	13.25	18.75	2	5	7	51.5	51.50%
	Final		0	0	0	0	0	0	0	0.00%
Nature Solutions Ltd	Initial	10-03-16	4	8	2	2	4	3	23	23.00%
	Final		0	0	0	0	0	0	0	0.00%
M&L Trinity	Initial	10-03-16	5	6.25	23	2	7.5	4.75	48.5	48.50%
	Final		0	0	0	0	0	0	0	0.00%
Takoradi Vocational Training Institute	Initial	14-03-16	4.75	13.5	21	7.25	2.5	1	50	50.00%
	Final		0	0	0	0	0	0	0	0.00%
	Initial	15-03-16	2	7.25	21	2.75	7	4.5	44.5	44.50%

BSP Performance Evaluation (Management Level)

Excellence Consultancy Services	Final		0	0	0	0	0	0	0	0	0.00%
Enerwise Africa	Initial	15-03-16	11	9.25	18	5	5.5	5.5	54.25	54.25%	
	Final		0	0	0	0	0	0	0	0.00%	
Cicada Consulting Ltd	Initial	17-03-16	12	7.25	12	1	7.75	2	42	42.00%	
	Final		0	0	0	0	0	0	0	0.00%	
Jubilee Technical Training Centre	Initial	18-03-16	1	12	18	3.25	5.5	6	45.75	45.75%	
	Final		0	0	0	0	0	0	0	0.00%	
Fermgeo Company Ltd	Initial	18-03-16	10	6.75	16	2.75	4.75	6	46.25	46.25%	
	Final		0	0	0	0	0	0	0	0.00%	
Protection Plus	Initial	27-Sep-16	3.75	1.5	0.75	1.25	2.75	0	10	10.00%	
	Final		0	0	0	0	0	0	0	0.00%	
Perfect Team Business Consult	Initial	15-Sep-16	4.5	8	10.5	2	5.5	2	32.5	32.50%	
	Final		0	0	0	0	0	0	0	0.00%	
Jescom Capital Ltd	Initial	20-Sep-16	10.5	12.75	18.5	2	3.5	6.5	53.75	53.75%	
	Final		0	0	0	0	0	0	0	0.00%	
Ephesus Consulting Ltd	Initial	15-Sep-16	10.65	0.25	20	1.75	5	0	37.65	37.65%	
	Initial		0	0	0	0	0	0	0	0.00%	
Deegib Enterprise	Initial	15-Sep-16	12	6.5	13.5	1.5	3.5	0	37	37.00%	
	Final		0	0	0	0	0	0	0	0.00%	
Gil Automations	Initial	20-Sep-16	11.25	11.75	20.5	5	7	6	61.5	61.50%	
	Final		0	0	0	0	0	0	0	0.00%	
Development Contractors Africa	Initial	20-Sep-16	11.25	7.5	3.5	2	8	0	32.25	32.25%	
	Final		0	0	0	0	0	0	0	0.00%	
Cirilo Enterprise Consult	Initial	20-Sep-16	9	4	6.75	3	2.5	1	26.25	26.25%	
	Final		0	0	0	0	0	0	0	0.00%	
ENS Africa Ghana	Initial	27-Sep-16	10	14.5	21.75	3	4.5	5.25	59	59.00%	
	Final		0	0	0	0	0	0	0	0.00%	

SME Performance Evaluation (Management Level)

SME Name	Assessment Type	Assessment Date	Strategic/B business Planning (10)	Personnel Management (15)	Finance (10)	Marketing (10)	Quality Management (15)	Security and Safety (10)	Procurement and Local Content (10)	Total	Percentage
Nelis Lodge	Initial	16-02-16	4.25	3.75	2.25	3.75	0.75	1	4.75	15.75	19.69%
	Final		0	0	0	0	0	0	0	0	0.00%
Kaak-Dan Ventures Ltd.	Initial	17-02-16	6	2.25	0	2.5	1	0	2.25	11.75	14.69%
	Final		0	0	0	0	0	0	0	0	0.00%
Alex Amissah Enterprise	Initial	17-02-16	1.75	1.75	2	0	1	0	2.5	6.5	8.13%
	Final		0	0	0	0	0	0	0	0	0.00%
Fyynbenfred Electrical and Engineering Services Ltd.	Initial	18-02-16	5.25	4.25	2.5	0	1.75	3.5	2	17.25	21.56%
	Final		0	0	0	0	0	0	0	0	0.00%
Danesh Services Limited	Initial	18-02-16	8.25	5.5	4.25	4	3	3.75	5.5	28.75	35.94%
	Final		0	0	0	0	0	0	0	0	0.00%
Paa Tom Company Ltd	Initial	19-02-16	5.5	3.25	6.25	1.75	2.75	6.5	5	26	32.50%
	Final		0	0	0	0	0	0	0	0	0.00%
MAC Logistics Ltd	Initial	19-02-16	8.25	9.75	2	2.5	1.5	1	2.5	25	31.25%
	Final		0	0	0	0	0	0	0	0	0.00%
Atliz Designs	Initial	22-02-16	3	3	0	4.5	2	0	3	12.5	15.63%
	Final		0	0	0	0	0	0	0	0	0.00%
BUH Energie Resources	Initial	22-02-16	5.5	5.75	1.5	1.5	2.75	0.75	1	17.75	22.19%
	Final		0	0	0	0	0	0	0	0	0.00%
Francalben Cleaning Services	Initial	22-02-16	3.25	0	2.5	0.25	2.25	0	1	8.25	10.31%
	Final		0	0	0	0	0	0	0	0	0.00%
Gella Electronex Services Ltd	Initial	23-02-16	9.5	13	8	2	2.25	6.25	8	41	51.25%
	Final		0	0	0	0	0	0	0	0	0.00%
CBM Surveys Ltd	Initial	23-02-16	5	7	3.75	0	1.5	3	5.5	20.25	25.31%
	Final		0	0	0	0	0	0	0	0	0.00%
Servaco PPS	Initial	24-02-16	9.5	9.25	10	8.75	2.5	3.5	6.75	43.5	54.38%
	Final		0	0	0	0	0	0	0	0	0.00%

SME Performance Evaluation (Management Level)

Promise Hand Company Ltd	Initial	15-03-16	3.25	4.25	2	1	2	3	2.75	15.5	19.38%
	Final		0	0	0	0	0	0	0	0	0.00%
Energem Ghana Ltd	Initial	21-03-16	8.75	2	6	3.75	3	3	3.75	26.5	33.13%
	Final		0	0	0	0	0	0	0	0	0.00%
Zoil Services Ltd	Initial	22-03-16	7.5	10.75	6	4.25	9	6.5	5.5	44	55.00%
	Final		0	0	0	0	0	0	0	0	0.00%
Industrial Requirement Servicing Ltd (INRES)	Initial	23-03-16	5	2	8.5	2.5	3.25	3	6	24.25	30.31%
	Final		0	0	0	0	0	0	0	0	0.00%
Electrical and Automation Concept Ltd	Initial	23-03-16	5	6	5	1	9.75	4.75	5.25	31.5	39.38%
	Final		0	0	0	0	0	0	0	0	0.00%
K.A Kwansa Automobile Company	Initial	16-May-16	9	10	8.5	2.5	1	2.5	5	33.5	41.88%
	Final		0	0	0	0	0	0	0	0	0.00%
7 Eleven Energy Services	Initial	16-May-16	8.75	6	0	2.75	5.5	3.75	1.75	26.75	33.44%
	Final		0	0	0	0	0	0	0	0	0.00%
N-Ovations Ltd	Initial	16-May-16	5.5	0	1.5	1	1	0	2.75	9	11.25%
	Final		0	0	0	0	0	0	0	0	0.00%
Express Resourcing and Engineering Ltd	Initial	16-May-16	4.25	4	0.5	0.5	1	0	1	10.25	12.81%
	Final		0	0	0	0	0	0	0	0	0.00%
Haigye Ltd	Initial	18-May-16	1	1.75	2	3.5	2	1	1.5	11.25	14.06%
	Final		0	0	0	0	0	0	0	0	0.00%
I3:05 Engineering & Construction	Initial	18-May-16	7	5	2	1.5	2	2.75	4.75	20.25	25.31%
	Final		0	0	0	0	0	0	0	0	0.00%
Fadzidom Enterprise	Initial	23-May-16	2	0	0	0.5	1.5	0	3.25	4	5.00%
	Final		0	0	0	0	0	0	0	0	0.00%
Bronzwood Company Ltd	Initial	23-05-16	4.25	4.75	3.5	1	2.5	3.25	3.25	19.25	24.06%
	Final		0	0	0	0	0	0	0	0	0.00%
	Initial	26-May-16	8	5	7.25	1.5	0	5	4	26.75	33.44%

SME Performance Evaluation (Management Level)

Jestan Engineering Services Ltd	Final		0	0	0	0	0	0	0	0	0	0.00%
Consolidated Shipping Agencies Ltd	Initial	26-May-16	8.5	10.25	7	6	10	5	7	46.75	58.44%	
	Final		0	0	0	0	0	0	0	0	0.00%	
Chemsolv Engineering Ltd	Initial	26-May-16	5.5	2	1	4	3.75	2	2.25	18.25	22.81%	
	Final		0	0	0	0	0	0	0	0	0.00%	
EAK Marketing and Logistics	Initial	26-May-16	2.5	0	0.75	0.75	0	0	0	4	5.00%	
	Final		0	0	0	0	0	0	0	0	0.00%	
F.K.A Ghana Ltd	Initial	30-May-16	5	9.25	2.5	0.5	1.75	2	2	21	26.25%	
	Final		0	0	0	0	0	0	0	0	0.00%	
Wayoe Engineering and Construction Ltd	Initial	15-Sep-16	5.75	5.75	7.5	1.75	10.5	6.75	7	38	47.50%	
	Final		0	0	0	0	0	0	0	0	0.00%	
Safebond Company Ltd	Initial	15-Sep-16	4.25	5	4	0	0	3.5	2	16.75	20.94%	
	Final		0	0	0	0	0	0	0	0	0.00%	
Rakes Company Ltd	Initial	15-Sep-16	7.5	8	5.75	2	6.25	1	1	30.5	38.13%	
	Final		0	0	0	0	0	0	0	0	0.00%	
McDan Shipping Company Ltd	Initial	15-Sep-16	8.25	10	6.5	4.75	2.5	2.5	2	34.5	43.13%	
	Final		0	0	0	0	0	0	0	0	0.00%	
Joframs Energy Group Ltd	Initial	15-Sep-16	9	6	0.5	1	10.25	5.5	3.75	32.25	40.31%	
	Final		0	0	0	0	0	0	0	0	0.00%	
K. Kansco Construction Ltd	Initial	15-Sep-16	3	4	8	1	0	2	2.5	18	22.50%	
	Final		0	0	0	0	0	0	0	0	0.00%	
Greenfields Offshore Services Ltd	Initial	15-Sep-16	8.5	5.75	5	2.5	6.25	2.25	1.75	30.25	37.81%	
	Final		0	0	0	0	0	0	0	0	0.00%	
Impulse Engineering Services Consult Ltd	Initial	15-Sep-16	7.5	0	1	2.5	2	0	0	13	16.25%	
	Final		0	0	0	0	0	0	0	0	0.00%	

SME Performance Evaluation (Management Level)

Takoradi Gas Ltd	Initial	15-Sep-16	9	15	4	6.5	7.5	4.5	5.25	46.5	58.13%
	Final		0	0	0	0	0	0	0	0	0.00%
Mass Logistics Ghana Ltd	Initial	15-Sep-16	8.75	8.5	4.25	0.5	3	2	3	27	33.75%
	Final		0	0	0	0	0	0	0	0	0.00%
Firm Imexoya	Initial	20-Sep-16	9	1.25	3.5	4	5.5	0.5	5	23.75	29.69%
	Final		0	0	0	0	0	0	0	0	0.00%
Daniak Company Ltd	Initial	20-Sep-16	4.25	6	3	1.25	2.5	2	7	19	23.75%
	Final		0	0	0	0	0	0	0	0	0.00%
Southeast Company & Support Services Ltd	Initial	20-Sep-16	8	11	5.5	6	3.75	1.5	5.75	35.75	44.69%
	Final		0	0	0	0	0	0	0	0	0.00%
Macro Logistics Ltd	Initial	20-Sep-16	2.25	9	7	4	0	4	3	26.25	32.81%
	Final		0	0	0	0	0	0	0	0	0.00%
Willcho Garments	Initial	20-Sep-16	1	0	1.75	0.5	3	0	3.5	6.25	7.81%
	Final		0	0	0	0	0	0	0	0	0.00%
Jassmavec Ltd	Initial	20-Sep-16	4	2.5	2	4	2.5	0	3	15	18.75%
	Final		0	0	0	0	0	0	0	0	0.00%
Mobicrane Company Ltd	Initial	20-Sep-16	2	4.75	3.5	0	2	1.5	1.5	13.75	17.19%
	Final		0	0	0	0	0	0	0	0	0.00%
Westfields Offshore Consult Ltd	Initial	20-Sep-16	8	7.5	3	2.25	1	1.5	1.5	23.25	29.06%
	Final		0	0	0	0	0	0	0	0	0.00%
Davitron Electricals and Construction Works Ltd	Initial	23-Sep-16	3	3	1.5	0.5	2.5	1	5	11.5	14.38%
	Final		0	0	0	0	0	0	0	0	0.00%
Rimcens Metals	Initial	23-Sep-16	2.5	3	1.5	0.5	2.5	0	3	10	12.50%
	Final		0	0	0	0	0	0	0	0	0.00%
Parachem Ghana Ltd	Initial	23-Sep-16	6.5	2.75	3	3	0	0	1.5	15.25	19.06%
	Final		0	0	0	0	0	0	0	0	0.00%
Flat C Marine Offshore Services Ltd	Initial	23-Sep-16	7	10.5	7.5	5	8.25	6.5	6.75	44.75	55.94%
	Final		0	0	0	0	0	0	0	0	0.00%

SME Performance Evaluation (Management Level)

Universal Impressions	Initial	23-Sep-16	5	3	0.5	3.5	2.5	0	1	14.5	18.13%
	Final		0	0	0	0	0	0	0	0	0.00%
Vetrotec Solutions Ltd	Initial	20-Sep-16	5.5	10.25	3.75	6.5	6.25	6	8	38.25	47.81%
	Final		0	0	0	0	0	0	0	0	0.00%
Rismichen Enterprise	Initial	23-Sep-16	8.5	7	8.75	6.25	9.75	0	4	40.25	50.31%
	Final		0	0	0	0	0	0	0	0	0.00%
Yenok Gifts and Souvenirs	Initial	23-Sep-16	4.5	10.5	3.25	4.25	7.5	3.5	2	33.5	41.88%
	Final		0	0	0	0	0	0	0	0	0.00%
SDDY Ltd	Initial	23-Sep-16	3	1	1.25	2	1.5	0	0.5	8.75	10.94%
	Final		0	0	0	0	0	0	0	0	0.00%
Zodiac Marine Services	Initial	23-Sep-16	9	11.5	7.5	7	3.5	4	2	42.5	53.13%
	Final		0	0	0	0	0	0	0	0	0.00%
Sansiah Metal Works	Initial	20-Sep-16	0	0	2	0	2	0	3.5	4	5.00%
	Final		0	0	0	0	0	0	0	0	0.00%
Ipatech	Initial	23-Sep-16	1	0	2	3.25	2.5	0	2	8.75	10.94%
	Final		0	0	0	0	0	0	0	0	0.00%
Bamg GH. Ltd	Initial	27-Sep-16	4.75	4	0	2.75	0	1	0	12.5	15.63%
	Final		0	0	0	0	0	0	0	0	0.00%
Gireb Support Services	Initial	20-Sep-16	6.5	12	8.5	2.25	3.75	5	5.5	38	47.50%
	Final		0	0	0	0	0	0	0	0	0.00%
Asempa Security Services	Initial	23-Sep-16	8.75	8	7.25	1.25	1.75	4.25	4.75	31.25	39.06%
	Final		0	0	0	0	0	0	0	0	0.00%
Stresster Engineering & Construction Ltd	Initial	27-Sep-16	7.5	8.75	9	3	8.25	8.5	8.75	45	56.25%
	Final		0	0	0	0	0	0	0	0	0.00%
Run on Time Engineering	Initial	23-Sep-16	8	8.5	9	4	5.5	1.75	5.5	36.75	45.94%
	Final		0	0	0	0	0	0	0	0	0.00%
Ardent Fire Protection Ghana Ltd	Initial	27-Sep-16	1.5	11	5.25	1.5	2.5	2.5	1.75	24.25	30.31%
	Final		0	0	0	0	0	0	0	0	0.00%
Genuine 3 Logistics	Initial	27-Sep-16	4.5	4.75	2	1.5	0	2.75	3.75	15.5	19.38%
	Final		0	0	0	0	0	0	0	0	0.00%
	Initial	27-Sep-16	8.75	6.75	6.25	3	2.25	2.5	5.25	29.5	36.88%

SME Performance Evaluation (Management Level)

MEA Catering & Investment Ltd	Final		0	0	0	0	0	0	0	0	0.00%
Cable Solutions Services Ltd	Initial	27-Sep-16	5.75	4.75	1	3	4	2	2.25	20.5	25.63%
	Final		0	0	0	0	0	0	0	0	0.00%
Slikem Company Ltd	Initial	27-Sep-16	2.5	4.25	3.25	2	2.75	1	4	15.75	19.69%
	Final		0	0	0	0	0	0	0	0	0.00%
Vital Creations	Initial	27-Sep-16	1	3.5	1	1.75	4.75	3.24	6	15.24	19.05%
	Final		0	0	0	0	0	0	0	0	0.00%
GN Electronics	Initial	27-Sep-16	7.25	5	2.5	5.25	0.75	0	4	20.75	25.94%
	Final		0	0	0	0	0	0	0	0	0.00%
Gartmas Ventures	Initial	27-Sep-16	9.25	5.75	0.5	2.25	0	2	2.25	19.75	24.69%
	Final		0	0	0	0	0	0	0	0	0.00%
Litlight Engineering Ltd	Initial	27-Sep-16	2.5	0	4.5	0.5	0	1	4	8.5	10.63%
	Final		0	0	0	0	0	0	0	0	0.00%
Texpo Company Ltd	Initial	30-Sep-16	5	0	2	1	3	0	4	11	13.75%
	Final		0	0	0	0	0	0	0	0	0.00%

Annex C: Performance Indicator Reference Sheets

Performance Indicator Reference Sheet 1:	
Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors	
SCD Intermediate Results IR 1. Improved capacity of Business Service Providers to serve SMEs	
Sub IR SCD IRI.1: Training and consulting skills of BSPs enhanced to provide quality training and consultancy services to SMEs	
Sub IR SCD IRI.2: Enhanced organizational management capacities of BSPs	
Indicator 1: <i>Number of individuals from BSPs that have received USG-supported training</i>	
Is this an Annual Report indicator? Yes (FY 2014-FY 2017)	
DESCRIPTION	
Precise Definition(s):	
Business Service Providers (BSPs): are companies, organizations or consultants who provide training, advice, or any form of technical support to companies including small and medium enterprises for business development.	
Training: with reference to ADS 253, is “the transfer of knowledge, skills, or attitudes (KSAs) through structured learning and follow-up activities, or through less structured means, to solve problems or fill identified performance gaps. Training can consist of long-term academic degree programs, short- or long-term non-degree technical courses in academic or in other settings, non-academic seminars, workshops, conferences, on-the-job learning experiences, observational study tours, or distance learning exercises or interventions.”	
Under the Ghana Supply Chain Development Program, trainings will therefore include general workshops, technical trainings, training of trainers and also trainings in management.	
The number of individuals from BSPs that have received USG supported training will include any representative from aforementioned companies to whom training, as defined above, have been provided.	
The indicator includes individuals from BSPs at any level (tiers 1, 2 and 3) and in various professional fields including but not limited to technical, management, enterprise development, marketing and finance.	
To avoid double counting at the indicator aggregation level, disaggregates (sex and type of training) shall be non-cumulative if one individual from a BSP attends more than one type of training	
a. Tier 1 BSPs= Capable of providing services immediately	
b. Tier 2 BSPs= Need low to moderate capacity building	
c. Tier 3 BSPs= Need significant capacity building to reach required standard of service	
Unit of Measure: Number	
Disaggregated by: Sex; type of training	
Type: Output	
Direction of change: Higher=better	
Rationale: Building capacities of BSPs enhances their ability to offer quality training and advisory services to SMEs. Enhancing expertise of BSPs will also help develop local capacities and ensure sustainability after the life of the SCD Program. The more BSPs trained the better.	
PLAN FOR DATA ACQUISITION BY SCD	

Data Collection Method: For any training program or capacity building process, participants will complete attendance sheets as well as pre- and post-training forms. Client Relations Officers and M&E Assistant will be in charge of collecting data.

Data Source(s): Training attendance forms, pre- and post-training forms

Frequency/Timing of Data Collection: During every training

Estimated Cost of Data Acquisition: Support from SCD staff

Individual responsible at USAID: AOR, USAID M&E Specialist and USAID/METSS

Individual responsible for providing data to USAID: SCD Chief of Party

Location of Data Storage: SCD shared drive, Salesforce, excel database and file cabinet.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September, 2014 by SCD and USAID/METSS.

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Annually, following initial DQA

Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: SCD M&E Specialist

Presentation of data: Table, Charts or graphs and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters (Washington DC) and also with USAID Ghana and other external key stakeholders.

Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team to review data during program review.

Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID

OTHER NOTES

Notes on Baselines/Targets: For the SCD Program, baseline value is zero. In addition to budget, targets are determined based on number of BSPs identified to be trained.

THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 2:

Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors

SCD Intermediate Results IR 1. Improved capacity of Business Service Providers to serve SMEs

Sub IR SCD IRI.1: Training and consulting skills of BSPs enhanced to provide quality training and consultancy services to SMEs

Sub IR SCD IRI.2: Enhanced organizational management capacities of BSPs

Performance Indicator Reference Sheet 2:

Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors

SCD Intermediate Results IR 1. Improved capacity of Business Service Providers to serve SMEs

Sub IR SCD IRI.1: Training and consulting skills of BSPs enhanced to provide quality training and consultancy services to SMEs

Sub IR SCD IRI.2: Enhanced organizational management capacities of BSPs

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

Is this an Annual Report indicator? Yes (FY 2014 – FY2017)

DESCRIPTION

Precise Definition(s): Number of individuals that have received certificates through training (as defined in PIRS 1) or any other support to equip BSPs with training and consultancy techniques to serve SMEs effectively. An example is Training of Trainers.

To avoid double counting at the indicator level, disaggregates (by type of certificate) shall be non-cumulative should any individual receive more than one type of certificate.

Certificate: refers to any document or letter received by a participant (individual or company) proving successful completion of training or due diligence, or approval for delivery of activities.

Unit of Measure: Number

Disaggregated by: Sex

Type: Outcome

Direction of change: Higher=better

Rationale: The credibility and acceptance of a BSP by SMEs and the industry in general to deliver training programs are higher if the BSP is duly certified. Once such certification is also recognized by industry players, it gives an indication that quality services will be provided. The certification also gives BSPs a competitive urge to offer services to targeted SMEs in the short and long term.

PLAN FOR DATA ACQUISITION BY SCD

Data Collection Method: Participants will complete training attendance sheets and any pre- and post-training tests. Based on attendance and passing scores in the post training test, a trainer will make the determination whether to qualify a BSP participant for certification, a record of which will be included in the trainer's report. Alternatively, SCD will collect copies of certificates indicating that participants are qualified to offer training or advisory service to SMEs. Client Relations Officers and M&E Assistant will be in charge of collecting data.

Data Source(s): Attendance sheets; pre- and post-training forms; certificates

Frequency/Timing of Data Collection: During every training

Estimated Cost of Data Acquisition: Support from SCD staff

Individual responsible at USAID: AOR, USAID M&E Specialist and USAID/METSS

Individual responsible for providing data to USAID: SCD Chief of Party

Location of Data Storage: SCD shared drive, Excel database, Salesforce and file cabinet

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September, 2014 by SCD and USAID METSS

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Annually, following initial DQA

Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: SCD M&E Specialist
Presentation of data: Table and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters (Washington DC) and also with USAID Ghana and other key external stakeholders
Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team to review data during program review
Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID
OTHER NOTES
Notes on Baselines/Targets: For the SCD Program, baseline value is zero. In addition to budget, targets are determined based on number of individuals from BSPs identified for this type of certification trainings and also the number of participants allowed per class for such trainings.
THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 3:
Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors
SCD Intermediate Results IR 1. Improved capacity of Business Service Providers to serve SMEs
Sub IR SCD IRI .2: Enhanced organizational management capacities of BSPs
Indicator 3: <i>Number of BSPs that have received and applied business tools as a result of USG support</i>
Is this an Annual Report indicator? Yes (FY2014 – FY2017)
DESCRIPTION
<p>Precise Definition(s): Tool refers to any application or technology received and applied by a BSP to facilitate and enhance business activities. For example, an accounting software package. Other IT platforms (including but not limited to cloud sourcing and social media such as WhatsApp, Facebook, Twitter, etc.) are considered under this indicator as long as the SCD Program facilitated use of them.</p> <p>Also, this indicator applies to any BSP that, on its own, acquires such tools as a result of guidance or advice through any SCD intervention.</p> <p>The assumption is that BSPs that receive business tools from the SCD Program are those that showed need for them and as such will apply them in their businesses.</p> <p>To avoid double counting at the indicator level, disaggregates (by type of tool) shall not be cumulative if one BSP receives and applies more than one type of tool.</p>
Unit of Measure: Number
Disaggregated by: Type of tool
Type: Outcome
Direction of change: Higher=better

Rationale: Business tools will help facilitate BSP activities leading to business improvement and ultimately delivery of quality training and consultancy services.
PLAN FOR DATA ACQUISITION BY SCD
Data Collection Method: Site visits; SCD will follow up with supported BSPs for information on those that have received and applied business tools. Each item will be documented in a site visit or tool development form.
Data Source(s): Site visit/tool development form
Frequency/Timing of Data Collection: At any time business tools are received and applied by BSPs
Estimated Cost of Data Acquisition: Support from SCD staff
Individual responsible at USAID: AOR, USAID M&E Specialist ad USAID/METSS
Individual responsible for providing data to USAID: SCD Chief of Party
Location of Data Storage: SCD shared drive, Excel database, Salesforce, and file cabinet
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: TBD
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: Annually
Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: SCD M&E Specialist
Presentation of data: Table and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders
Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team
Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID.
OTHER NOTES
Notes on Baselines/Targets: For the SCD Program, baseline value is zero. In addition to budget, targets are determined based on number of BSPs showing need of tools.
THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 4:
Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors
SCD Intermediate Results IR 1. Improved capacity of Business Service Providers to serve SMEs
Sub IR SCD IRI .2: Enhanced organizational management capacities of BSPs
Indicator 4: <i>Number of business policies and procedures at different stages of development by BSPs as a result of USG assistance</i>
Is this an Annual Report indicator? Yes (FY2014 – FY2017)
DESCRIPTION
Precise Definition(s):

1. Business policy refers to any written document that spells out standards and best practices that a BSP aims to comply with. Eg. EHS policy
2. Procedures refer to any written document outlining steps to follow or activities to perform in order to operationalize standards and best practices. Eg. Safety Manual

The following stages will be tracked:

1st Stage: initial drafts of documents

2nd Stage: drafts under review

3rd Stage: final document approved by BSP management

4th Stage: application or utilization of business policy or procedures

Policies and procedures at only the highest stage completed during time of data collection will be reported on. Thus, each policy or procedures will be counted once (at only one stage) at a reporting time. As a result, disaggregates (stages) shall be cumulative.

Unit of Measure: Number

Disaggregated by: 1st to 4th Stages

Type: Outcome

Direction of change: Higher=better

Rationale: Business policies and procedures will help BSPs comply with industry standards leading to quality and credibility of businesses and ultimately delivery of quality training and consultancy services.

PLAN FOR DATA ACQUISITION BY SCD

Data Collection Method: Site visits; SCD will follow up with supported BSPs for information on development of business policies or procedures. Each item will be documented in a site visit or tool development form.

Data Source(s): Policy development form; Copies of business policies or procedures, if possible

Frequency/Timing of Data Collection: After any SCD support facilitating development of business policies or procedures, items developed will be counted and recorded accordingly

Estimated Cost of Data Acquisition: Support from SCD staff

Individual responsible at USAID: AOR, USAID M&E Specialist ad USAID/METSS

Individual responsible for providing data to USAID: SCD Chief of Party

Location of Data Storage: SCD shared drive, Excel database, Salesforce, and file cabinet

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: TBD

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: SCD M&E Specialist

Presentation of data: Table and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders

Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team

Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID.
OTHER NOTES
Notes on Baselines/Targets: For the SCD Program, baseline value is zero. Targets are determined based on number of policies or procedures expected from BSPs to be trained in related areas.
THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 5:
Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors
SCD Intermediate Results IR 1. Improved capacity of Business Service Providers to serve SMEs
Sub IR SCD IRI.2: Enhanced organizational management capacities of BSPs
Indicator 5: <i>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</i>
Is this an Annual Report indicator? No (End of project final report)
DESCRIPTION
Precise Definition(s): This indicator counts all BSPs that have improved management as a result of SCD support by an increase in percentage of assessment score in management areas (Strategic Planning; Human Resource(HR); Finance/Accounting; Marketing; Quality; EHS).
Unit of Measure: Number
Disaggregated by: Strategic Planning; HR; Finance/Accounting; Marketing; Quality; EHS
Type: Outcome
Direction of change: Higher=better
Rationale: All trainings and other support provided to BSPs should lead to management improvement as an outcome. An improvement in management enables BSPs provide better trainings and consultancy services to SMEs which would in turn also need assistance in management areas
PLAN FOR DATA ACQUISITION BY SCD
Data Collection Method: Site visits; SCD will first collect data on a BSP's management level using the assessment form for its baseline. Towards the end of the project the same assessment form will be used to collect data again on management level. Responses to questions in the assessment form will be scored and percentage difference will be recorded for both first and second (final) assessment. This is to determine if there has been any improvement in management by BSPs between baseline period and time of final evaluation. Scoring of BSPs through completion of assessment forms is done by at least two members of staff (mainly by M&E Specialist and M&E Assistant as well as Client Relation Officers), after which, an average score recorded as final for each BSP.
Data Source(s): Assessment form
Frequency/Timing of Data Collection: baseline assessment and final evaluation
Estimated Cost of Data Acquisition: Support from SCD staff
Individual responsible at USAID: AOR, USAID M&E Specialist and USAID/METSS
Individual responsible for providing data to USAID: SCD Chief of Party
Location of Data Storage: SCD shared drive, excel database, Salesforce, and file cabinet
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: TBD
Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: Annually
Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: SCD M&E Specialist
Presentation of data: Table and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders
Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team
Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID.
OTHER NOTES
Notes on Baselines/Targets: For the SCD Program, baseline value is zero. Baseline assessment for this indicator is completed as of October 2016. There was delay due to earlier delay in submission of assessment forms by BSPs. SCD has provided a report on this assessment. Target is set based on total number of BSPs assessed, continue to receive training, and expected to record a change in their management level. Target is only set for final year of project. It is expected that all BSPs receiving training would have management improvement.
THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 6:
Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors
SCD Intermediate Results IR 2. Improved capacity of Small and Medium Enterprises to meet industry supply requirements and standards
Sub IR SCD IR2.1: Enhanced capacity of SMEs in business management, procurement, standards and best practices in the industry
Indicator 6: <i>Number of individuals from SMEs that have received USG supported training</i>
Is this an Annual Report indicator? Yes (FY2014-FY2017)
DESCRIPTION
Precise Definition(s):
1. Small and Medium Enterprise (SME): refers to any local/Ghanaian company, enterprise or business entity. Given that the oil and gas industry is quite new in Ghana; all locally owned companies interested in joining the supply chain are considered SMEs by the Program.
2. Training: as defined in PIRS I
3. The number of individuals from SMEs that have received USG supported training will include any representative from aforementioned companies to whom training, as defined above, have been provided.

4. To avoid double counting at the indicator aggregation level, disaggregates (type of training) shall be non-cumulative if one individual from a SME attends more than one type of training
Unit of Measure: Number
Disaggregated by: Sex; type of training
Type: Output
Direction of change: Higher=better
Rationale: Given the high level of standards in the oil and gas and energy related sectors, building capacities of Ghanaian SMEs increases the chances of local participation in supply of goods and services to the industry.
PLAN FOR DATA ACQUISITION BY SCD
Data Collection Method: At any training program, participants will complete training attendance sheets and any pre- and post-training forms. Client Relations Officers and M&E Assistant will be in charge of collecting data.
Data Source(s): Attendance sheets; pre- and post-training forms
Frequency/Timing of Data Collection: During each training
Estimated Cost of Data Acquisition: Support from SCD staff
Individual responsible at USAID: AOR, USAID M&E Specialist ad USAID/ METSS
Individual responsible for providing data to USAID: SCD Chief of Party
Location of Data Storage: SCD shared drive, Salesforce and Excel Database; file cabinet
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: September, 2014
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: Annually, following initial DQA
Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: SCD M&E Specialist
Presentation of data: Table, Charts or graphs and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders
Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team to review data during program review
Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID
OTHER NOTES
Notes on Baselines/Targets: For the SCD Program, baseline value is zero. In addition to budget, targets are determined based on number of SMEs identified to be trained.
THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 7:

Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors

SCD Intermediate Results IR 2. Improved capacity of SMEs to meet industry supply requirements and standards

Sub IR SCD IR2.1: Enhanced capacity of SMEs in business management, procurement, standards and best practices in the industry

Indicator 7: Number of industry-recognized certificates issued as a result of USG assistance in the oil and gas, power and other related sectors

Is this an Annual Report indicator? Yes (FY 2014 – FY2017)

DESCRIPTION

Precise Definition(s): Number of certificates (as defined in PIRS 2) that are recognized in the industry, issued to individuals or companies after trainings, due diligence or any other related activity.

Certificates will include those related to welding; Environment, Health and Safety; Quality Management System, OHSAS; TRACE and any advanced technical training or related certificates (such as instrumentation, road safety, fire safety, NEBOSH etc.).

Indicator data shall be cumulative of disaggregates (type of certificate).

Unit of Measure: Number

Disaggregated by: Type of certification

Type: Outcome

Direction of change: Higher=better

Rationale: The prospects of an SME becoming supplier of goods/services in the industry are higher if it has appropriate expertise, follow standards or best practices and importantly, relevant certification in that regard.

PLAN FOR DATA ACQUISITION BY SCD

Data Collection Method: At any training program, participants will complete training attendance sheets and any pre- and post-training tests. Based on attendance, overall engagement and passing scores in the post training test, a trainer will make the determination whether to qualify an SME participant certification, a record of which will be included in the trainer's report. Alternatively, copies of certificates will also be collected.

With regards to company certification such as TRACE, copies of certificates issued will also be collected.

Client Relations Officers and M&E Assistant will be in charge of collecting data.

Data Source(s): Training attendance sheets, pre-/post-training forms, trainer's report, and copies of certificates

Frequency/Timing of Data Collection: After each training or time when certificate is issued

Estimated Cost of Data Acquisition: Support from SCD staff.

Individual responsible at USAID: AOR, USAID M&E Specialist ad USAID/(METSS)

Individual responsible for providing data to USAID: SCD Chief of Party

Location of Data Storage: SCD shared drive, Excel database, Salesforce, and file cabinet

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September, 2014

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Annually, following initial DQA

Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: SCD M&E Specialist

Presentation of data: Table, and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders

Review of Data: SCD M&E Specialist and PYXERA Global HQ M&E Team

Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID

OTHER NOTES

Notes on Baselines/Targets: For the SCD Program, baseline value is zero. In addition to budget, targets are determined based on number of individuals and number of SMEs expected to participate in such certification trainings or activities.

THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 8:

Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors

SCD Intermediate Results IR 2. Improved capacity of SMEs to meet industry supply requirements and standards

Sub IR SCD IR2.1: Enhanced understanding of SMEs in business management, procurement, standards and best practices in the industry

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

Is this an Annual Report indicator? Yes (FY2014 – FY2017)

DESCRIPTION

Precise Definition(s):

Tool refers to any application or technology received and applied by a SME to facilitate and enhance business activities. For example, an accounting software package. Other IT platforms (including but not limited to cloud sourcing and social media such as WhatsApp, Facebook, Twitter, etc.) are considered under this indicator as long as the SCD Program facilitated use of them in any way.

Also, this indicator applies to any SME that, on its own, acquires such tools as a result of guidance or advice through any SCD intervention.

The assumption is that SMEs that receive business tools from the SCD Program are those that showed need for them and as such will apply them in their businesses.

To avoid double counting at the indicator level, disaggregates (by type of tool) shall not be cumulative if one SME receives and applies more than one type of tool.

Unit of Measure: Number

Disaggregated by: Type of tool

Type: Outcome

Direction of change: Higher=better

Rationale: Business tools will help facilitate SME operations leading to business improvement and ultimately being competitive in the industry.

PLAN FOR DATA ACQUISITION BY SCD
Data Collection Method: Site visits; SCD will follow up with SMEs for information on tools received and applied. Each item will be documented in a site visit or tool development form.
Data Source(s): Site visit/tool development form
Frequency/Timing of Data Collection: At any time business tools are received and applied by SMEs
Estimated Cost of Data Acquisition: Support from SCD staff
Individual responsible at USAID: AOR, USAID M&E Specialist ad USAID/METSS
Individual responsible for providing data to USAID: SCD Chief of Party
Location of Data Storage: SCD shared drive, Excel database, Salesforce, and file cabinet
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: TBD
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: Annually
Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: SCD M&E Specialist
Presentation of data: Table and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders
Review of Data: SCD M&E Specialist and PYXERA Global HQ M&E Team
Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID
OTHER NOTES
Notes on Baselines/Targets: For the SCD Program, baseline value is zero. In addition to budget, targets are determined based on number of SMEs showing need of application tools.
THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 9:
Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors
SCD Intermediate Results IR 2. Improved capacity of SMEs to meet industry supply requirements and standards
Sub IR SCD IR2.1: Enhanced capacity of SMEs in business management, procurement, standards and best practices in the industry
Indicator 9: <i>Number of business policies and procedures at different stages of development by SMEs as a result of USG assistance</i>
Is this an Annual Report indicator? Yes (FY2014 – FY2017)
DESCRIPTION
Precise Definition(s):

1. Business policy refers to any written document that spells out standards and best practices that a SME aims to comply with. Eg. EHS Policy
2. Procedures refer to any written document outlining steps to follow or activities to perform in order to operationalize standards and best practices. Eg. Safety Manual

The following stages will be tracked:

1st Stage: initial drafts of documents

2nd Stage: drafts under review

3rd Stage: final document approved by SME management

4th Stage: application or utilization of business policy or procedures

Policies and procedures at only the highest stage completed will be reported on. Thus, each policy or procedures will be counted once (at only one stage) at a reporting time. As a result, disaggregates (stages) shall be cumulative.

Unit of Measure: Number

Disaggregated by: 1st to 4th Stages

Type: Outcome

Direction of change: Higher=better

Rationale: Business policies and procedures will help SMEs comply with industry standards leading to business improvement and ultimately access to the supply chain of the industry.

PLAN FOR DATA ACQUISITION BY SCD

Data Collection Method: Site visits; SCD will follow up with supported SMEs for information on development of business policies and procedures. Each item will be documented in a site visit or tool development form.

Data Source(s): Policy development form; Copies of business policies or procedures, if possible

Frequency/Timing of Data Collection: After any SCD support facilitating development of policies and procedures, items developed by SME will be tracked and recorded accordingly.

Estimated Cost of Data Acquisition: Support from SCD staff

Individual responsible at USAID: AOR, USAID M&E Specialist ad USAID/METSS

Individual responsible for providing data to USAID: SCD Chief of Party

Location of Data Storage: SCD shared drive, Excel database, Salesforce, and file cabinet

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: TBD

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: SCD M&E Specialist

Presentation of data: Table and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders

Review of Data: SCD M&E Specialist and PYXERA Global HQ M&E Team

Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID

OTHER NOTES

Notes on Baselines/Targets: For the SCD Program, baseline value is zero. Targets are determined based on number of policies or procedures expected from SMEs trained in related areas.

THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 10:

Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors

SCD Intermediate Results IR 2. Improved capacity of SMEs to meet industry supply requirements and standards

Sub IR SCD IR2.2: Enhanced capacity of SMEs in business management, procurement, standards and best practices

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

Is this an Annual Report indicator? No (FY2015 and FY2017)

DESCRIPTION

Precise Definition(s): This indicator counts all SMEs that have improved management as a result of SCD support by an increase in percentage of assessment score in management areas (Strategic Planning; Human Resource(HR); Finance/Accounting; Marketing; Quality; EHS; Procurement/Local Content).

Unit of Measure: Number

Disaggregated by: Strategic Planning; HR; Finance/Accounting; Marketing; Quality; EHS; Procurement/Local Content

Type: Outcome

Direction of change: Higher=better

Rationale: All trainings and other support provided to SMEs should lead to management improvement as an outcome. An improvement in management renders SMEs more competitive in business.

PLAN FOR DATA ACQUISITION BY SCD

Data Collection Method: Site visits; SCD will first collect data on SME's management level using the assessment form for its baseline. Towards the end of the project the same assessment form will be used to collect data again on management level. Responses to questions in the assessment form will be scored and percentage difference will be recorded for both first and second (final) assessment. This is to determine if there has been any improvement in management by SMEs between baseline period and time of final evaluation. Scoring of SMEs through completion of assessment forms is done by at least two members of staff (mainly by M&E Specialist and M&E Assistant as well as Client Relation Officers), after which, an average score recorded as final for each SME.

Data Source(s): Assessment form

Frequency/Timing of Data Collection: Baseline assessment and final evaluation

Estimated Cost of Data Acquisition: Support from SCD staff

Individual responsible at USAID: AOR, USAID M&E Specialist ad USAID/METSS

Individual responsible for providing data to USAID: SCD Chief of Party

Location of Data Storage: SCD shared drive, excel database, Salesforce, and file cabinet

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: TBD

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: SCD M&E Specialist

Presentation of data: Table and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders

Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team

Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID.

OTHER NOTES

Notes on Baselines/Targets: For the SCD Program, baseline value is zero. Baseline assessment for this indicator is completed as of October 2016. There was delay due to earlier delay in submission of assessment forms by SMEs. SCD has provided a report on this assessment. Target is set based on total number of SMEs assessed, continue to receive training and expected to record a change in their management level. Target is only set for final year of project. It is expected that all SMEs receiving training would have management improvement.

THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 11

Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors

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

Sub IR SCD IR2.2: Improved access to finance and market information

Indicator 11: *Number of SMEs at various stages of accessing credit with support from USG*

Is this an Annual Report indicator? Yes (FY2014 – FY2017)

DESCRIPTION

Precise Definition(s):

This indicator counts the number of SMEs (including BSPs) at any of three stages (preliminary, intermediate, and advanced) of accessing credit from a financial institution as a result of USG assistance.

- a. Preliminary refers to initial meetings/discussions
- b. Intermediate refers to applications or requests for credit and processing of requests
- c. Advanced refers to request approved and loan received

SMEs and BSPs would be linked by the SCD Program to more than one financial institution and as such would be at different stages with several financial institutions. However, only the highest stage reached with any of the financial institutions during time of data collection will be reported. Thus, SME will be counted at only one stage at any given time.

The indicator data will therefore be cumulative of disaggregates (three stages).

Unit of Measure: Number

Disaggregated by: SMEs [Preliminary, Intermediate; Advanced]

BSPs [Preliminary, Intermediate; Advanced]

Type: Preliminary stage= Output ; intermediate and advanced stages= Outcome

Direction of change: Higher=better

Rationale: Doing business in the oil and gas sector can be capital intensive. Hence, receiving finance information, and eventually financial assistance, is important for an SME to grow its business and to be able to execute any contract won in the industry.

PLAN FOR DATA ACQUISITION BY SCD

Data Collection Method: SCD will collect details of SMEs attending speed dating or any finance-related event/activity and also gather feedback after such events

Data Source(s): speed dating attendance sheets, comment cards, reports, and follow-up forms

Frequency/Timing of Data Collection: During and after speed dating or other finance-related activity

Estimated Cost of Data Acquisition: Support from SCD staff

Individual responsible at USAID: AOR, USAID M&E Specialist ad USAID/METSS

Individual responsible for providing data to USAID: SCD Chief of Party

Location of Data Storage: SCD shared drive, Salesforce, Excel Database and file cabinet

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: TBD

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: SCD M&E Specialist

Presentation of data: Table, Charts or graphs, and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders

Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team

Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID

OTHER NOTES

Notes on Baselines/Targets: For the SCD Program, baseline value is zero. Targets are determined based on budget for organizing SME-Financial Institution networking (speed dating) or other related events/activities.

THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 12:

Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors

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

Sub IR SCD IR2.2: Improved access to finance and market information

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*

Is this an Annual Report indicator? Yes (FY2014 – FY2017)

DESCRIPTION

Precise Definition(s):

1. IOC: means International Oil Company
2. Subcontractor: refers to any company contracted by an International Oil Company
3. Related Agency: refers to any such company above and private or government entity operating in the industry
4. This indicator counts the number of SMEs including BSPs linked to the aforementioned companies or agencies for information on procurement opportunities and other information essential to facilitating SME business in the industry.
5. SMEs including BSPs will be linked to such entities through events or referrals by SCD.

The following stages will be tracked:

1st (Preliminary): refers to linkage or discussions with IOCs etc.

2nd (Intermediate): refers to SME/BSP attempting contract bids or on vendor database or shortlist of IOCs etc.

3rd (Advanced): SME/BSP that have submitted bids

This indicator will be cumulative of disaggregates (stages) as SMEs will be counted at only one stage (highest stage) at any reporting period.

Unit of Measure: Number

Disaggregated by:

SMEs [Preliminary, intermediate and advanced]

BSPs [Preliminary, intermediate and advanced]

Type: Preliminary stage=Output; intermediate and advanced stages=outcome

Direction of change: Higher=better

Rationale: The ability of SMEs to win contracts from companies in the industry in a competitive way will depend on information on sector opportunities made available to SMEs.

PLAN FOR DATA ACQUISITION BY SCD

Data Collection Method: SCD will record details of SMEs attending SCD sponsored event and conduct follow-up interviews

Data Source(s): Attendance sheets, follow-up form

Frequency/Timing of Data Collection: During and after events or related activities

Estimated Cost of Data Acquisition: Support from SCD staff

Individual responsible at USAID: AOR, USAID M&E Specialist ad USAID/ METSS

Individual responsible for providing data to USAID: SCD Chief of Party

Location of Data Storage: SCD shared drive, Salesforce, Excel Database and file cabinet

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: TBD

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Annually

Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: SCD M&E Specialist

Presentation of data: Table, Charts or graphs, and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders
Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team
Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID
OTHER NOTES
Notes on Baselines/Targets: For the SCD Program, baseline value is zero. Targets are determined based on number of SMEs in SCD network. It is expected that all SMEs identified by the SCD Program will be linked to the industry. It is also assumed that some BSPs may be linked to the industry as may be needed.
THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 13:
Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors
SCD Intermediate Results IR 2. Improved capacity of SMEs to meet supply requirements and standards
Sub IR SCD IR2.2: Improved access to finance and market information
Indicator 13: <i>Number of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors</i>
Is this an Annual Report indicator? Yes (FY2014 – FY2017)
DESCRIPTION
Precise Definition(s): 1. Contract: any type of agreement between any company with an SME to offer goods or services 2. This indicator includes any contract won by a SME or BSP to deliver goods/services to the industry due to and after having received training or any type of support from SCD.
Unit of Measure: Number
Disaggregated by: SMEs; BSPs (and possibly Joint Ventures)
Type: Goal/Impact
Direction of change: Higher=better
Rationale: The ability of SMEs including BSPs to win contracts from companies in oil and gas, power and other related sectors in a competitive way will demonstrate that SCD interventions have been effective and ultimate goal has been achieved.
PLAN FOR DATA ACQUISITION BY SCD
Data Collection Method: SCD will follow up with SMEs/BSPs for any contract won. If possible, copies of contract document shall be collected.
Data Source(s): Follow-up form, Copy of contract document, if possible
Frequency/Timing of Data Collection: Annually
Estimated Cost of Data Acquisition: Support from SCD staff
Individual responsible at USAID: AOR, USAID M&E Specialist ad USAID/METSS
Individual responsible for providing data to USAID: SCD Chief of Party
Location of Data Storage: SCD shared drive, Salesforce, Excel Database and file cabinet
DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September, 2014
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: Annually, following initial DQA
Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: SCD M&E Specialist
Presentation of data: Table, Charts or graphs, and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders
Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team
Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID
OTHER NOTES
Notes on Baselines/Targets: For the SCD Program, baseline value is zero. Targets established for this indicator are what SCD only hopes to achieve. It is difficult to set highly realistic targets for this indicator given the uncertainty of prospects in the industry and especially for SMEs as oil prices decline.
THIS SHEET LAST UPDATED ON: October 18, 2016

Performance Indicator Reference Sheet 14:
Goal: Increased competitiveness of Ghanaian businesses in oil and gas, power and other related sectors
SCD Intermediate Results IR 2. Improved capacity of SMEs to meet supply requirements and standards
Sub IR SCD IR2.3: Improved access to finance and market information
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
Is this an Annual Report indicator? Yes (FY2014 – FY2017)
DESCRIPTION
Precise Definition(s): 1. Contract: as defined in PIRS 13 2. Value: monetary worth (amount) of any contract 3. This indicator includes value of contracts won by SMEs including BSPs due to and after having received training or any type of support from SCD.
Unit of Measure: Currency (USD)
Disaggregated by: Single SMEs/BSPs (and possibly JVs)
Type: Outcome
Direction of change: Higher=better
Rationale: The ability of SMEs to win contracts from companies in oil and gas, power and other related sectors in a competitive way will demonstrate that SCD interventions have been effective and ultimate goal is achieved. The value of contracts won will also show how much will be added to respective SME/BSP's revenue.

PLAN FOR DATA ACQUISITION BY SCD
Data Collection Method: SCD will follow up with SMEs for information on contracts won. If possible, copies of contract documents shall be collected
Data Source(s): follow-up form; Copies of contract documents, if possible
Frequency/Timing of Data Collection: Annually
Estimated Cost of Data Acquisition: Support from SCD staff
Individual responsible at USAID: AOR, USAID M&E Specialist and USAID/ METSS
Individual responsible for providing data to USAID: SCD Chief of Party
Location of Data Storage: SCD shared drive, Salesforce, Excel Database and file cabinet
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: September, 2014
Known Data Limitations and Significance (if any): TBD
Actions Taken or Planned to Address Data Limitations: TBD
Date of Future Data Quality Assessments: Annually, following initial DQA
Procedures for Future Data Quality Assessments: To verify the quality and consistency of the data collected and disseminated, the SCD M&E team will conduct annual data quality reviews. Through this review, we will assess the validity, reliability and timeliness of data. Based on the review, we will modify data collection methodology as needed and update the M&E Plan accordingly.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: SCD M&E Specialist
Presentation of data: Table, Charts or graphs, and narratives will be shared internally with SCD team both in Ghana and PYXERA Global headquarters and also with USAID Ghana and other external key stakeholders
Review of Data: SCD M&E Specialist; DCoP; CoP; and PYXERA Global HQ M&E Team
Reporting of Data: Data and analysis of this indicator will feature in reports to PYXERA Global headquarters and also quarterly and annual reports to USAID
OTHER NOTES
Notes on Baselines/Targets: For the SCD Program, baseline value is zero. Targets established for this indicator are what SCD only hopes to achieve. It is difficult to set highly realistic targets for this indicator given the uncertainty of prospects in the industry and especially for SMEs as oil prices decline. Additionally, the value of contracts won by SMEs falls within a wide range which makes it difficult to make projections for this indicator.
THIS SHEET LAST UPDATED ON: October 18, 2016

Annex D: FY2016 Success Stories and Newsletters (attached)