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# GHANA SUPPLY CHAIN DEVELOPMENT PROGRAM

**ANNUAL REPORT, FISCAL YEAR 2017**

*October 2016 – September 2017*



*Welders receiving on the job training at Wayoe Engineering and Construction Limited*

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# GHANA SUPPLY CHAIN DEVELOPMENT PROGRAM

## **Annual Report, FY2017**

*October 2016 – September 2017*

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## I. List of Acronyms

Acronym	Definition
<b>ABAC</b>	Anti-Bribery and Anti-Corruption
<b>AGI</b>	Association of Ghana Industries
<b>APP</b>	African Partner's Pool
<b>BASP</b>	Business Advisory Business Providers
<b>BE</b>	Business Edge
<b>BSP</b>	Business Service Provider
<b>CEPS</b>	Customs Excise and Preventive Services
<b>CLA</b>	Collaborating, Learning, and Adapting
<b>EHS</b>	Environment, Health & Safety
<b>EPA</b>	Environmental Protection Agency
<b>EY</b>	Ernst & Young
<b>FY</b>	Fiscal Year
<b>GE</b>	General Electric
<b>GHS</b>	Ghanaian New Cedi
<b>GIPC</b>	Ghana Investment Promotion Center
<b>GoG</b>	Government of Ghana
<b>GOGSPA</b>	Ghana Oil & Gas Service Providers Association
<b>GRA</b>	Ghana Revenue Authority
<b>IIA</b>	Invest In Africa
<b>IFC</b>	International Finance Corporation
<b>IOC</b>	International Oil Company
<b>IP</b>	Implementing Partner
<b>I &amp; P</b>	Investisseurs et Partenaires Group
<b>IR</b>	Intermediate Results
<b>LOP</b>	Life of Project
<b>M&amp;E</b>	Monitoring and Evaluation
<b>METSS</b>	Monitoring and Evaluation Technical Support System
<b>MNC</b>	Multi-National Company
<b>O&amp;G</b>	Oil and Gas
<b>OHSAS</b>	Occupational Health & Safety Advisory Services
<b>PC</b>	Petroleum Commission
<b>PIRS</b>	Performance Indicators Reference Sheet
<b>PITT</b>	Performance Indicator Tracking Table
<b>PMP</b>	Performance Management Plan
<b>QMS</b>	Quality Management Systems
<b>QHSE</b>	Quality, Health, Safety, and Environment
<b>SCD</b>	(Ghana) Supply Chain Development Program
<b>SME</b>	Small and Medium Enterprise
<b>STCCI</b>	Sekondi-Takoradi Regional Chamber of Commerce and Industry
<b>TOT</b>	Training of Trainers
<b>TVET</b>	Technical Vocational Education and Training
<b>USAID</b>	United States Agency for International Development
<b>USG</b>	United States Government
<b>WOB</b>	Women-owned Businesses

## 2. Executive Summary

PYXERA Global's Ghana Supply Chain Development (SCD) Program, based in Takoradi, Ghana was established in March 2013 to provide capacity-building services and to improve the competitiveness of local Small and Medium Enterprises (SMEs) in both the Oil and Gas (O&G), mining, and energy-related sectors. While the broad impact sought is the number and value of contracts that SMEs win with International Oil Companies (IOCs) and other Multi-National Companies (MNCs), the two intermediate results against which the SCD Program measures progress toward this goal are: 1) improved capacity of Business Service Providers (BSPs) to serve SMEs and 2) improved capacity of SMEs to meet industry requirements and standards.

The program uses the following three primary methodologies to achieve its objectives: 1) Training and capacity-building interventions targeting the enhancement of technical managerial qualifications; 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. 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. 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.



This visual represents the SCD Program's impact and the momentum the program has achieved since its inception through the end of the reporting quarter. Since inception, the SMEs in the SCD Program's network have won 78 contracts valuing over \$18 million. In addition, 646 individuals representing 252 SMEs and BSPs have attended 93 training workshops and other events, which has led to 515 industry certifications and 187 new business policies and procedures developed. In FY2017, the SCD Program delivered ten trainings, six Breakfast

meetings, and two stakeholder events, which resulted in the training of 270 individuals who earned 156 certificates, applied 18 business tools, and won 17 total contracts valued at \$1,881,335.

In Fiscal Year (FY) 2017, the SCD Program targeted its activities towards preparing the SMEs and BSPs to win contracts beyond the project's close in March 2018. The trainings for BSPs focused on improving their capacity through Training of Trainers (ToT) so that they can deliver high-quality assistance so SMEs without SCD Program subsidies and coordination. Trainings and other capacity building activities for SMEs focused on ensuring that they have all systems and documentation in place that is required to win contracts, such as EHS, QMS, HR, and other policies. In addition, the SCD Program held two stakeholder events to promote market linkages between SMEs and IOCs at the Local Content Conference and Exhibition in November 2016 and between BSPs and SMEs at the BSP Showcase Event in May 2017.

With less than six months to the end of the program, the SCD Program will focus the next fiscal year on ensuring its beneficiaries have fully implemented all the learnings from the program and quantifying these improvements. The SCD team will provide this follow-up through increased client visits to SMEs and BSPs

and provision of technical assistance resources to ensure that all policies and procedures have been developed. The SCD Program team has begun preparing for the final SME and BSP assessment, which will be conducted beginning in the first quarter in coordination with USAID's METSS to measure the improvements in business practices at each SME and BSP as a result of the SCD Program's interventions.

### **3. Program Objectives and Methodology**

The primary objective of the SCD Program is to increase the competitiveness of Ghanaian businesses in the Oil & Gas, 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 BSPs to serve SMEs and 2) improved capacity of SMEs to meet industry requirements and standards.

After the discovery of oil in the Jubilee field in 2010, the Government of Ghana (GoG) 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. Programming

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. 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) Capacity Building, (2) Communications, (3) Partnerships and Market Linkages, and (4) Client Relations.



To promote sustainability, the SCD Program also works with BSPs to build the local ecosystem of training providers by sourcing all trainings within the local market. The SCD Program has offered Training of the Trainers (ToT) and engages the BSPs in a bi-monthly meeting to ensure that they have the skills necessary to deliver high-quality trainings beyond the life of the program. In addition to external contracts, the use of BSPs to implement the SCD trainings has led to \$352,096 in contracts to the local BSP community. To promote SME owners' buy-in to the development of

their businesses, the SCD Program provides both subsidized and free trainings to build the capacity of SMEs and BSPs. Cost sharing was introduced at the end of FY2015 and continued throughout FY2017 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. As a result of this cost sharing model, SMEs have demonstrated their commitment to invest in their businesses and the sustainability of the local BSP market through the payment of over \$19,000 in cost-sharing for trainings.

As the SCD Program enters its final phase, the team focused FY2017 on delivering activities that ensure its beneficiaries have the skills and systems needed to win contracts with multi-national companies both within and beyond the oil and gas sector. These activities aim to empower SMEs and BSPs to take their business' development into their own capable hands through topics such as human resource management, networking with the BSPs, and local content legislation awareness as well as workshops to guide them through IOC vendor registration and first aid and firefighting certification. Below is a list of completed trainings and events for Fiscal Year 2017.

**TABLE I: FISCAL YEAR 2017 EVENTS**

Date	Name of Event	Type of Activity	# of Participants	BSP/Expert
October 17-21, 2016	Training of Trainers: How to Conduct In-Person Trainings	Training	5	Cicada
October 26th, 2016	Breakfast Meeting: Public Relations for SMEs	Breakfast Meeting	40	T'Poly
November 15 <sup>th</sup> -18th, 2016	SME Training: Entrepreneurship	Training	38	EDC Consult; Abena Otoo
November 9 <sup>th</sup> -10 <sup>th</sup> , 2016	Local Content Conference and Exhibition	Stakeholder Event	500	The SCD Team/ Petroleum Commission

December 13th–17th, 2016	Training of Trainers: IFC Certification	Training	5	Rainbow Consult: Mrs. Margaret Jackson
January 18, 2017	Good Corporate Governance	Breakfast Meeting	31	Rainbow Consult; Mr. Joe Jackson
January 24-26, 2017	Billing & Invoicing	Training	21	Budget Outsourcing: Jonathan Eshun
February 15, 2017	SME Business Branding	Breakfast Meeting	32	Rainbow Consult: Mr. & Mrs. Jackson
February 16-17, 2017	Marketing Plan Development and How To Sell Effectively	Training	13	Rainbow Consult: Mrs. Margaret Jackson
February 17 <sup>th</sup> 2017	CEOs Meeting	Feedback Session	18	The SCD team
March 15, 2017	Performance Appraisal	Breakfast Meeting	27	Perfect Team: Mr. Edward Howard
April 6, 2017	BSPs Meeting	Feedback Session	15	The SCD team
April 12, 2017	CEOs Meeting	Feedback Session	15	The SCD team
April 19, 2017	Customer Service Management and Enhancement	Breakfast Meeting	32	Rainbow Consult: John Bosco Zume
April 24-28, 2017	Human Resource Management (Management Structure Dev.)	Training	21	Budget Outsourcing: Jonathan Eshun
May 17, 2017	Employee Reward Management	Breakfast Meeting	31	Samuel Amoako/SCD Team
May 31, 2017	Business Service Provider Showcase	Stakeholder Event	127	The SCD team
June 6, 2017	Local Content Workshop	Training	36	Petroleum Commission
June 20, 2017	Vendor Registration Process	Training	26	The SCD team
June 28-29, 2017	First Aid and Firefighting	Training	46	Gibson Consult
July 10-12, 2017	EHS Awareness and Implementation Course	Training	25	Qualms
July 17-19, 2017	QMS Awareness and Implementation Course	Training	25	Qualms
July 20-21, 2017	Internal Auditing Course for both EHS & QMS	Training	25	Qualms
August 16-25, 2017	Policy & Manual Development	Workshop	22	The SCD Team
September 12-15, 2017	Business Development and Social Media	Training	25	Budget Outsourcing

#### **4.1. Capacity Building**

Training and capacity building efforts are the core of the SCD Program to support local SMEs and to increase the efficiency and effectiveness of businesses operating in the local supply chain for the oil and gas industry and other related sectors. In addition to traditional training workshops, the SCD Program provides shorter seminars about trending topics through the Breakfast Meeting Series as well as direct technical assistance. Finally, in order to further the sustainability goals of the project, the SCD team works with BSPs to improve their capacity in the delivery of high-quality trainings. Through the life of the program, the SCD team has delivered trainings on various topics aimed to professionalize the operations of local SMEs, such as marketing plan development, accounting systems management, and others.



### 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 Program to its beneficiaries. As part of the start-up process, a gap analysis was conducted to identify the needs of local enterprises. In response to the analysis, a training plan outlining the topics that would be taught to local SMEs and BSPs was developed. Every year, the gaps and trainings were reviewed to ensure the program is on the proper track to addressing the issues that remain in the community.

In order to work towards the sustainability objectives of the program, the SCD Program focused on providing trainings to BSPs during the first quarter to improve their capacity to deliver high-quality trainings to local SMEs in both the short and long term. It is important to provide BSPs with the necessary skills to improve their external outreach and internal tactics to help them continue to improve and provide services to SMEs well into the future. Additionally, based on the success of several Breakfast Series events held in late FY2016, SMEs have requested additional training on Entrepreneurship, which was provided in a more formal setting by the SCD program in November.

The first Training of Trainers was organized for six BSPs on October 17-21, 2016 on “How to conduct in-person trainings.” The training sought to enhance consulting skills of these BSPs to better provide efficient and effective services to SMEs. Some of the concepts discussed included ‘adult learning’ strategies, training evaluations and reports, and implementation plans for new training delivery techniques. The BSPs received demonstrations on the effective delivery of training modules to adults based on various learning styles. Through one of these, participants were introduced to the importance of role-play, group work, and discussions as part of results-oriented training methodologies.

38 participants attended the Entrepreneurship for SMEs training from November 15<sup>th</sup> to 18<sup>th</sup>, 2016. The training provided SMEs with more insight into and in-depth knowledge of the entrepreneurial modules and guidance on how to develop and manage new businesses. This training taught the skills and techniques needed to analyze situations, identify opportunities, and create action plans. On the last day, participants visited the offices of B-BOVID to familiarize themselves with the BSP’s activities related to entrepreneurial skills. This visit created the opportunity for participants to interact with the CEO, Issa Ouedraogo, and many of them requested further technical assistance to implement the lessons learned through the training in their business.



“This training is going to take my trainings to a whole new level. Knowing the trainer competencies now, the group discussions and interactions made me realize mistakes I have been making all along and I am going to work on them to make me a better trainer.”

Mr. Stephen Damete-Yebo

A 5-day IFC Business Edge® training for BSPs was delivered to eight BSP participants on December 13<sup>th</sup> – 17<sup>th</sup>, 2016. Trainees learned about the standard IFC Business Edge® training approaches. This training built on the introduction provided in the October, 2016 training and provided participants with the opportunity to receive internationally recognized certificates after passing post-training competency exams. Modules included training session preparation, introductions and presentations, an overview of learning styles and differences between training, learning, and development, and the use of visual aids and facilitation techniques.

During the second quarter, the SCD Program’s trainings focused on the hard skills that businesses need to become more competitive in international markets. Based on the gaps

identified in the 2016 survey, the program implemented two trainings to expand the knowledge base of the SMEs and BSPs: 1) Billing and Invoicing and 2) Marketing Plan Development and How to Sell Effectively. To complement these hard skills trainings, the soft skills focused Breakfast Meetings in the second quarter

covered the topics of branding to support the marketing training and corporate governance and performance appraisals to prepare the SMEs for the first training in the third quarter, human resources management. In keeping with the sustainability objectives of the program, this quarter's trainings and Breakfast Meetings were led by BSPs trained by the SCD Program, Rainbow Consult, Budget Outsourcing, and The Perfect Team.

A 3-day workshop on billing and invoicing was organized from January 24<sup>th</sup> to 26<sup>th</sup> to equip participants with the skills to prepare and submit accurate bills and invoices to avoid delayed payments for services rendered. 21 trainees from sixteen SMEs learned how to increase the efficiency of preparing accounting documents by using appropriate billing and invoicing methods. The standardization of these internal processes allowed SMEs to reduce errors and expedite payments. This interactive session included group work and presentations, which ensured that all participants had the opportunity to create and critique sample invoices. The trainer demonstrated a new software system to automate the invoicing process and thus create efficiencies, which could be purchased through the follow on technical assistance.

13 business owners looking to improve their ability to publicize their products and services and attract customers attended a two-day training workshop on Marketing Plan Development and How to Sell Effectively from February 16<sup>th</sup> to 17<sup>th</sup>, 2017. The training covered modules that improved participants marketing and sales skills, service delivery, and overall alignment of their marketing strategy with tendering opportunities. The course used an active-learning problem-based methodology which engaged participants before the course to raise specific marketing issues, which were addressed through group discussions, case studies, role-playing, and games and transformed into action plans for each participant. The interactive workshop promoted collaboration in brainstorming strategic approaches to create effective pricing and marketing plans that would increase their competitiveness in the oil and gas industry.



In the third quarter SMEs expressed interest in human resource management after the topic was addressed briefly during one of the Breakfast Series event about performance appraisals. The Human Resource training, as well as the Breakfast Series on employee reward management, was held to provide more support in this area. Other trainings this quarter focused on preparing SMEs to bid on contracts through increased knowledge of the Local Content legislation, registration in IOC vendor databases, and first aid and firefighting certifications required to operate in the extractive industries. In keeping with the sustainability objectives of the program, this quarter's trainings and Breakfast Meetings were led by BSPs trained by the SCD Program, Rainbow Consult, Budget Outsourcing, Gibson Consult, as well as the Petroleum Commission.

A Human Resource Management training was delivered from April 24<sup>th</sup> to 28<sup>th</sup> to twenty-one participants, half of which were women. This training focused on the retention of talent due to high turnover rates reported among SMEs. The training presented employees as internal customers by discussing the role of HR Management and how to align it with the organization's strategic business objectives through employee engagement. Participants looked at the recruitment, hiring, and retention of qualified individuals by addressing common issues in wage, salary, and incentive structures and other HR topics.

The Local Content training, held on June 6<sup>th</sup> and facilitated by the Petroleum Commission, enabled the 36 SME participants to understand the Ghanaian Local Content laws and how to better align their business strategy, operations, and growth plans to capitalize on opportunities stemming from this legislation. The training focused on bridging the gap between SMEs and international buyers by providing comprehensive procurement information and explaining the prequalification and registration requirements used by key industry players. The Petroleum Commission experts provided an overview of the petroleum value chain and where local SMEs can capitalize on opportunities. After introducing and discussing legal instruments, participants received insight and advice on the Petroleum Commission's registration process, especially sections of the application where the SMEs expressed difficulties, such as how to fill out the financial forms. The interactive training also taught the SMEs how to identify local content pitfalls, which tend to elongate the tender process or prevent businesses from winning contracts in the sector.



46 participants received industry required certifications after attending a First Aid and Firefighting training held on June 28<sup>th</sup> and 29<sup>th</sup>. The First Aid and Firefighting training provided participants with both knowledge and skills in preparing for and responding to an emergency situation, as well as how to prevent these situations from occurring. The interactive training took participants through simulations on CPR, extinguishing fires, evacuations, and dressing wounds, with live demonstrations which allowed the instructors to provide guidance on proper procedures and safety protocol.

During the fourth quarter, technical assistance focused on ensuring that all SMEs and BSPs had relevant policies and manuals needed to be eligible for contracts in the oil and gas sector in place. These trainings went beyond the previous introductory trainings and focused on the areas of Quality Management, Environment, Health, and Safety, Internal Auditing, and business planning.

Both Quality Management Systems (QMS) and Environment, Health, and Safety (EHS), are essential requirements for any SME who works or plans to work in the oil and gas industry. Many SMEs who joined the SCD program in the last year had not yet fulfilled these requirements. The SCD program organized, an additional QHSE training in order to get those SMEs up-to-date. The training, attended by 30 participants, went through July 10<sup>th</sup> – 21<sup>st</sup> and covered both Quality, Health, Safety and Environment (QHSE). This training was divided into three parts – EHS Awareness and Implementation Course; QMS Awareness and Implementation Course; and Internal Auditing Course for both EHS & QMS.

The 3-day EHS portion training sought to help participants understand the relevance of health and safety management and how workplace accidents and ill-health can affect the worker, amongst other things. The QMS training was also a 3-day workshop but it aimed at refreshing, sharpening and enhancing SMEs' knowledge in appropriately and confidently applying and conforming to the ISO 9001:2015 requirements in their businesses operations in order to leverage best practices to attract and win contracts for growth, profitability and sustainability of their businesses. The training was also used to update SMEs' knowledge on the new QMS ISO 9001:2015. The QMS training ended with a walk through nonconformity and corrective action.

The Internal Audit training, a 2-day workshop, covered a variety of well-structured modules that enabled participants to review the requirements of the OHSAS 18001 and ISO 9001 standards, understand the proper lifecycle of an audit, and understand the implementation and certificate process.

By the end of the training, participants acquired knowledge on best practices approaches to putting together effective EHS and QMS Policies and Manuals that are practical and would make them more

competitive in their industries, while the internal audit training equipped SMEs with practical skills for assessing the efficacy of their various systems.

In order to learn the latest business development methods, such as thinking globally but acting locally, the SCD Program enlisted the support of Budget Outsourcing Limited from Accra to deliver a Business Development training to local SMEs. With the information provided during this training, SMEs have the position to better position themselves in the industry and increase profitability and accelerate their growth. This well rounded 4-day training covered the various aspects of business development including negotiation skills, value propositions, financial modeling, and proposal writing.

#### **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. The SCD Program 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 meet 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.



The SCD Program held a vendor registration workshop in partnership with Tullow Oil to demonstrate to SMEs how to become a registered vendor with IOCs. The workshop took place on June 20<sup>th</sup> and drew 26 participants mainly from engineering, construction, transport and logistics, manpower development, cleaning, and electrical services firms. This tutorial took the participants through the process step-by-step, providing assistance to companies on registration forms and other requirements to successfully complete the IOC vendor applications. The team followed up with

participants and, as of the end of the reporting period, ten SMEs were fully registered with Tullow, five had begun the process, and eight had yet to begin the process.

To determine the implementation stages of lessons learned from trainings, the SCD Program team administered a questionnaire to all SMEs at the end of July and beginning of August, which revealed gaps in the development and implementation of industry recognized policies and manuals. To reduce these gaps, the SCD Program team held Policy and Procedure workshops from the 16<sup>th</sup> to 25<sup>th</sup> of August, with follow-up site visits from the 28<sup>th</sup> to 31<sup>st</sup> August. The week long workshops assisted SMEs in fully implementing various policies and manuals as well as addressing other post-training concerns as they arose. Some of the policies included EHS, QMS, Procurement, HR, Marketing, and Business plans. At the end of the training, all 22 participants understood the policies and procedures and how to overcome common challenges faced in their implementation. The participants were provided with a standard template to be used as a basis in developing or modifying their manuals. The results of this training are further detailed in the Monitoring and Evaluation section.

### 4.1.3. Breakfast Meetings

The Breakfast series, launched by the SCD program in 2015, provides SMEs with information on trending topics in the industry that complement the SCD trainings and allow them to network with industry experts, BSPs, and other SMEs. Additionally, these events present industry experts with an opportunity to create awareness among and enhance the knowledge of SMEs of their industry and/or company.

In the first quarter, the SCD program held a Breakfast Meeting on October 26<sup>th</sup>, 2016 for 41 participants on the topic, 'Public Relations Tips for SMEs.' This meeting aimed to guide them in applying public relations (PR) methods in their business activities to enhance their image, and build trust and loyalty among their target audiences. The participants learned how to use proactive approaches to leverage visibility and build a reputation such as through both traditional and social media coverage. These topics were reinforced with an overall message of the need to build and maintain good relationships between a business and the public in order to ensure its long term success and survival.

The breakfast meetings that took place during the second quarter focused on the same gaps identified in the SME survey and included "Good Corporate Governance," "SME Business Branding" and "Performance Appraisals." The SCD team received feedback from the IOCs and their sub- contractors, revealing that these companies have concerns over the ability of local SMEs to establish structures and processes that promote transparency, a possible reason for the low number of contracts awarded to SMEs in the oil and gas industry. In order to address this concern, the SCD Program organized the January Breakfast Meeting focused on "Corporate Governance". The program was attended by 31 participants comprised of CEOs and management team members. Mr. Joe Jackson from Rainbow Consult advised the participants on how to design succession plans, operational structures, and systems to ensure sustainability of their businesses. In the post- event survey, these participants expressed their satisfaction with the insights they gained into corporate governance and the steps they can take to properly restructure their businesses. Some SMEs began implementing the lessons learned in the Breakfast Meeting almost immediately and have seen positive results in their businesses.



The February Breakfast Meeting on "SME Business Branding" was held on February 15<sup>th</sup> as a preview to the longer training on Marketing. The event, delivered by Mr. and Mrs. Jackson of Rainbow Consult, attracted 32 participants, a mix of CEOs and management team members. Participants were coached on business branding, its importance and benefits, the keys to SME branding success, and ways to effectively brand a business on a budget. Feedback from the event was generally positive, with participants stating in the post-event survey that the simplicity of the presentation provided participants with clarity about how important branding is to their business reputation and growth and how branding can create value in their business by attracting and retaining the right employees and investors.

The Breakfast Meeting held in March 2017 was on the topic "Performance Appraisals." Mr. Edward Howard from Perfect Team Business Consult led the meeting which was attended by 27 participants. The aim of organizing this training was to instruct SMEs on the importance of periodically assessing their human resource base through understanding, measuring and developing the abilities of employees, which ultimately contributes to the growth of any organization. The presentation covered the importance of performance appraisals as a tool, benefits and methods of using performance appraisals, and limitations associated with performance appraisals. In the post-event survey, Joana Berge of Conship Ghana Limited, stated that this will help her company conduct the appraisals of their staff more efficiently. Additionally,

Mr. Nsiah of Sansiah Metal Works learned about the importance of these employee reviews for the first time and hopes to begin implementing them in his company soon.



The April Breakfast Series Meeting helped to build on the foundation created in February's Marketing Plan Development training to instruct SMEs on customer life cycle management through Customer Service. In particular, the April event focused on coaching participants on how to design strategies that promote high-quality service delivery and relationship management in order to improve business operations, reputation, and bottom line. The presentation led by John Bosco Zume of Rainbow Consult focused on how to generate customers, the role customers play in a business, and how to measure

customer service. The 32 event participants shared some of their own experiences and approaches to the above strategies which Mr. Zume used as case studies through which he made suggestions for improvement and suggested new and innovative practices. Through this open discussion, participants discovered how instrumental customer service management is in creating a competitive edge for their business.

In follow-up to the Human Resource Management Training, the May Breakfast Meeting focused on "Employee Reward Management." The 31 CEOs and managers received information on how to adopt progressive strategies in order to reward employees and reduce high staff turnover. This event, led by the SCD Program's Samuel Amoako, a certified IFC Business Edge trainer, was presented through the use of lectures and case studies based on international best practices, and open discussions the participants learned the main principles of reward management, as well as different types of systems and their respective objectives. Each participant was able to identify the key considerations and approaches to design an employee reward system for their own business, taking into account the various strengths and weaknesses of each.

## **4.2. Communications**

### **4.2.1. Publication and Distribution of Newsletters**

In FY2016, the SCD Program began publishing a monthly newsletter to increase the number of communication channels between the program and the SMEs. The newsletter provides SMEs and other stakeholders with information about activities organized by the SCD Program and encourages them to attend subsequent events. The newsletters also provide a summary of the program's activities in the previous month including event recaps, success stories, business advice, and other program updates.

In the first quarter the newsletters have highlighted tactics local businesses are using to help them adapt and thrive in the current O&G market and training and event summaries including the Local Content Conference and Exhibition. The second quarter newsletters highlighted the work of other implementing partners that compliments that of the SCD Program, as well as the US Ambassador's visit to the program and its beneficiaries. The third quarter newsletters focused on the sustainability of the program through BSPs with the implementation of the BSP meetings and the BSP Stakeholder event. In the final quarter, the newsletters highlighted the importance of the policies and procedures, promoting dates when workshops would be available.

A report from MailChimp confirms the continued positive response to the newsletters. Out of an average 258 total recipients, the percentage of recipients who opened the newsletters was 33%, above the industry average of 20.7%.

#### **4.2.2. Social Media Activities**

The WhatsApp platform serves as an interactive and engaging platform for the SMEs and BSPs. It has become an important networking tool for 53 SMEs and 23 BSPs to share knowledge and relevant information. Members discuss issues arising from their businesses, upcoming training programs offered by the SCD Program, and use the platform as a medium to market their companies to each other. In the past fiscal year, information has been circulated regularly on the platform, including sales of equipment, sharing of opportunities, and advice on business improvements and training follow-ups. With the creation of the bi-monthly CEO and BSP meetings, a WhatsApp group solely for these stakeholders has also been formed, with 41 CEOs and 23 BSPs in their respective groups.

The SCD Program maintains an active presence both on social media and in local news outlets. The [SCD Program's Facebook page](#) serves as one of the main mediums to market and announce various programs, activities, and relevant information for both the SCD Program and SMEs and has over 3500 followers. On the site, the SCD Program posts event-related activities, photos, and updates, and publicizes recent activities for SMEs and BSPs. The [SCD Program uses its Twitter page](#) to disseminate program related information, especially the monthly newsletter and event information.

#### **4.2.3. Other Communications Activities**

The Ghanaian news media covered the SCD Program favorably over the past year. The Local Content Conference and Exhibition recorded extensive coverage by both traditional and electronic media sources, such as Multimedia, ViaSat I, Business and Financial Times, and the Ghana News Agency<sup>1</sup>, which has praised the work of the SCD program and enhanced the SCD program's visibility within the oil and gas industry. Links to the media coverage of the event are located in the footnote.

The SCD Program produced a short video titled "Enabling Local Participation in the Oil & Gas Sector" highlighting the SCD Program's trainings and capacity building programs, market linkage activities, and partnerships including TRACE International. The video was shown as a part of the BSP Stakeholders event on May 31<sup>st</sup> and is available on YouTube at <https://youtu.be/RRKL4nXGg7U>.

### **4.3. Partnerships and Market Linkages**

The ability of SMEs and BSPs to win contracts often goes beyond their business operations to the relationships that they build with the contracting entities, government ministries, support services (Implementing Partners), and other SMEs and BSPs. During the fiscal year, the SCD Program worked towards deepening relationships with these entities to further promote the businesses in its network. Some of the key partners that the SCD Program has cultivated in the last year include that with the Petroleum Commission, GE Oil & Gas, and others. In order to improve the market linkage opportunities

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<sup>1</sup>Business and Financial Times: Skills Gap (September 2017): <http://thebftonline.com/commodities/oil-gas/24992/skills-gap-affecting-local-content-in-oil-and-gas-industry.html>

ViaSat I: Local Content Conference and Exhibition (November): <https://www.youtube.com/watch?v=4u8thn8NNpc>

Ghana News Agency (GNA): <https://www.newsghana.com.gh/oil-and-gas-companies-advised-to-conduct-studies-into-possible-areas-of-operations/>

MyJoyOnline: <http://m.myjoyonline.com/marticles/business/oil--gas-local-content-fund-to-enhance-gains-by-local-participants>

The Chronicle: <http://thechronicle.com.gh/local-content-oil-gas-exhibition-in-takoradi/>

GhanaWeb: <http://www.ghanaweb.com/GhanaHomePage/rumor/Local-Content-Fund-to-enhance-gains-by-local-participants-485710>

for SMEs and BSPs, the SCD Program held two events and published a BSP and SME Directory to showcase their services.

### **4.3.1. Partnerships**

The SCD Program strives to remain on the cutting edge of the SME development landscape in Ghana. To do this, the team participates in forums, summits, and learning events to build partnerships with others and raise the profile of the SCD Program and its beneficiaries. Discussions at these meetings mostly focused on opportunities for collaboration, understanding industry trends and their subsequent opportunities for SMEs, and exploring other market and financial linkage opportunities for SCD Program SMEs. During FY17, the SCD Program focused on three types of partnerships; government, private sector, and implementing partners.

#### **4.3.1.1. Government**

The SCD Program has deepened its relationship with the Ghanaian government over the past fiscal year. Through its engagement with key stakeholders, such as the Petroleum Commission and the Chamber of Mines, the SCD Program has been able to better understand the opportunities available for its network of SMEs in the extractive sectors in Ghana.

The SCD Program had several engagements with the Petroleum Commission, including the co-sponsorship of the Local Content Conference and Exhibition in November, facilitation of the Local Content training in June, and the participation in the Petroleum Commission's Stakeholder's Forum, also in June. At the Stakeholder's Forum, Mr. Theophilus Ahwireng, then Acting Chief Executive Officer of the Petroleum Commission, highlighted the work of capacity building and skills development programs, noting their importance in the process of increasing local economic participation.

In order to support SMEs to diversify into other sectors, the SCD Program engaged with the Ghana Chamber of Mines at the Ghana Mining and Energy Summit in May. This bi-annual event is a platform for professionals in the Mining Industry to discuss and exchange critical information and key strategies to enhance the industry's growth and sustainability. Through the event, the SCD Program team was to better understand the requirements and upcoming opportunities in the mining sector and how to help its SMEs position themselves for these contracts.

The relationship between the Ghana SCD program and the Petroleum Commission of Ghana has grown into a mutually beneficial partnership through the successful execution of the Local Content Conference and Exhibition in November 2016. The SCD Program brought experience in organizing stakeholder events globally as well as a network of SMEs looking to learn more about the trends in the Ghanaian oil and gas industry. The Petroleum Commission attracted international attendees from the oil and gas sector, as well as increased the visibility of the event. To achieve its objectives, the partners learned from each other and applied new tools and skills. Beyond the successful event, the Petroleum Commission has become a champion for the SCD Program and the SCD Program has tapped into the Petroleum Commission's expertise through a Local Content Training for its SMEs.

In addition to the Government of Ghana, the SCD Program also worked closely with the US Government, through collaboration with USAID and the US Embassy. The pinnacle of this engagement came in March, when the SCD Program hosted the US Ambassador, the Honorable Robert P. Jackson. During this visit, the Ambassador visited two SMEs, Run-on-Time and Danest Engineering, as well as met with several others at the SCD Program offices. Through this engagement he was able to better understand the operations and constraints of the SMEs looking to win contracts with US companies.





#### **4.3.1.2. Industry Partners**

Engagement with extractive industry partners enables the SCD Program to remain current on the requirements for contracting and the upcoming opportunities available to local SMEs, which informs the program's training and activity plan and helps promote market linkages. The key industry partners engaged through the SCD Program in FY2017 include GE Oil & Gas (detailed below), Hess Corporation, Atuabo Freeport, and the CWC Group.

The GE SME-Development Program is a partnership program between General Electric and PYXERA Global designed to complement the USAID Ghana SCD Program's activities. Under this program select high performing SMEs from the SCD Network operating in areas of welding and metal fabrication, engineering services, logistics and manpower, rope access, inspection services and other support services are receiving targeted technical trainings, operational support and business advisory services to ensure their ability to deliver on contracts for GE and other companies in the O&G industry.

#### **4.3.1.3. SME Development Partners**

No single development program is able to address the entire business development landscape including operational capacity building, legal enabling environment, physical infrastructure, technical skills development, and many more components. The SCD Program has adopted the Collaborating, Learning, and Adapting (CLA) approach to work with other development partners as part of an SME ecosystem. In FY2017, the SCD Program has collaborated with these SME development partners, such as Invest in Africa, AGI, the Western Region Coastal Foundation, and others to ensure that the SMEs it supports in the Western Region and throughout Ghana have access to all the available knowledge and resources needed for growth.

Invest in Africa (IIA) and the SCD Program have worked together over the past fiscal year in several capacities to complement each other's work in the SME development space in Ghana. In November, the SCD Program participated in the African Partner's Pool (APP) business forum to better understand quality and taxation requirements. This has led to further collaboration in the beginning of FY2018 with the Ghana Revenue Authority (GRA) providing trainings to SMEs in the SCD Program. The SCD Program has also referred several of its SMEs for participation in IIA's Business Accelerator Program<sup>2</sup>, implemented by Ernst & Young (EY) and funded by Dutch Development Bank FMO. This consultancy program provides the 80 SME participants access to subsidized business consulting from EY to improve business plans, operating models, risk management, and customer management. The SCD Program hopes that through this partnership these SMEs will continue this discussion with EY and take advantage of this great opportunity to further grow their business.

Additionally, the SCD Program worked with AGI through its annual summit, which helped increase collaboration and knowledge sharing between the two organizations. The SCD Program presented at the Western Region Coastal Foundation's Annual Learning Conference and the GIZ Learning Forum to share some of the program's learnings with other implementing organizations and gain information about other

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<sup>2</sup> <http://www.investinafrica.com/initiatives/capacity-building/business-accelerator-programme>

best practices in the industry. In order to promote access to finance opportunities, the SCD Team met with Investisseurs et Partenaires Group (I & P), an impact investment group dedicated to SMEs that works towards addressing their financial needs through impact funds ranging from €30,000 to €1.5million.

### **4.3.2. Market Linkages**

Market linkages are essential to achieving the objectives of the SCD Program, especially the winning of contracts by SMEs. During FY2017, the SCD Program held networking events such as the Local Content Conference and Exhibition, in collaboration with the Petroleum Commission and BSP Showcase Event, and promoted SMEs and BSPs through the publishing of a directory of services.

#### **4.3.2.1. Local Content Conference and Exhibition**

The SCD Program collaborated with the Petroleum Commission to hold a Local Content Conference and Exhibition on November 9<sup>th</sup> and 10<sup>th</sup>, 2016 to increase market linkage opportunities between MNCs, IOCs, and local companies. The two-day conference addressed current issues facing the Ghanaian O&G industry as well as highlighted upcoming opportunities. The opening keynote address was given by the Minister of Energy and Petroleum, the Honorable Emmanuel Armah Kofi-Buah. Additional presenters included representatives from Tullow Ghana, GE Ghana, the Ghana Oil and Gas Service Providers Association, the Association of Ghana Industries, and TRACE International. In addition to the presentations, there were several opportunities for SMEs to showcase their businesses to potential buyers and make other connections to help grow their businesses. On day 1, SMEs held an exhibition to attract potential buyers of their goods and services, which concluded with a networking event for all participants.



“Our joint efforts are truly helping to bridge the gap between the government and Ghanaian businesses in the oil and gas sector. USAID is proud to have contributed towards Ghana’s economic growth by increasing local content within the industry.”

-Kevin Sharp

USAID/Ghana Economic Growth  
Office Director

#### **4.3.2.2. BSP Showcase Event**

The SCD Program hosted a BSP Showcase Event on May 31<sup>st</sup> titled “Harnessing Ideas for a New Beginning” to highlight the services that the BSPs offer to local businesses and the contributions that the BSPs have made to the development of local SMEs. The event brought together 127 participants from the SCD Program’s network of SMEs and BSPs and other stakeholders such as IOCs, MNCs, and relevant Government Institutions. The panel discussions at the BSP Showcase event provided antidotes about how BSPs have contributed to SME development through the lens of the BSPs themselves as well as the SMEs that they have served. The event concluded with an exhibition to promote networking between the BSPs and SMEs to demonstrate what services are available within the local marketplace.

#### **4.3.2.3. SME and BSP Directory**

Through its programming, the SCD Program has actively engaged more than 200 SMEs in sectors such as oil and gas, mining, and energy, who would be attractive suppliers to IOC and MNC buyers. To capture and share this knowledge, the SCD program developed an SME and BSP Directory, distributed at all stakeholder events. This marketing material provides a list of SMEs and BSPs, including type of services offered, contact persons, phone number(s), email address, representative clientele listings and other pertinent information. The Directory is constantly updated and revised to capture the most relevant information for industry partners.

## 4.4. Client Relations

The SCD Client Relations team is instrumental in identifying specific gaps or needs that SMEs have in order to tailor capacity-building sessions towards addressing these challenges. Over the last year, the SCD Program provided client relations support through constant interactions with SMEs in the SCD Program network in the form of calls, site visits, and enrollment of new SMEs into the SCD Program. Through these increased site visits and engagements, most gaps and needs have been identified and brought to the attention of the program. In addition, the activities of Client Relations team for FY17 have been geared towards gathering data on policies/manuals developed, contracts won, and identifying success stories. Spontaneous site visits were also conducted to get a true picture of SME operations without prior notice. The SCD Program also worked to better understand more macro-level needs through Monthly CEO Meetings and expanded this interaction to the BSPs in order to support the sustainability and exit strategy of the program.



### 4.4.1. Site visits

As a focal point of client relations, the team visited new clients to become familiar with their businesses and existing clients to follow up on business progress. The team asks each client a series of questions to determine whether they had bid for and/or won a contract or developed and implemented any policy after attending trainings. These site visits work to ensure that the SMEs and BSPs are dedicated to making improvements suggested through SCD Program interventions rather than just receiving training for trainings sake. As a result of these site visits, the Client Relations Team has been able to identify challenges SMEs encounter, helping to inform the recommended training areas for the program.

During FY2017, seventeen new companies joined the SCD Program as a result of interacting with the program through the Local Content Conference and Exhibition, training programs, and other events. All of these companies have been profiled and have completed the SME or BSP initial assessment form.

**TABLE 2: NEW SMEs AND BSPs ENTERING THE SCD PROGRAM DURING FY2017**

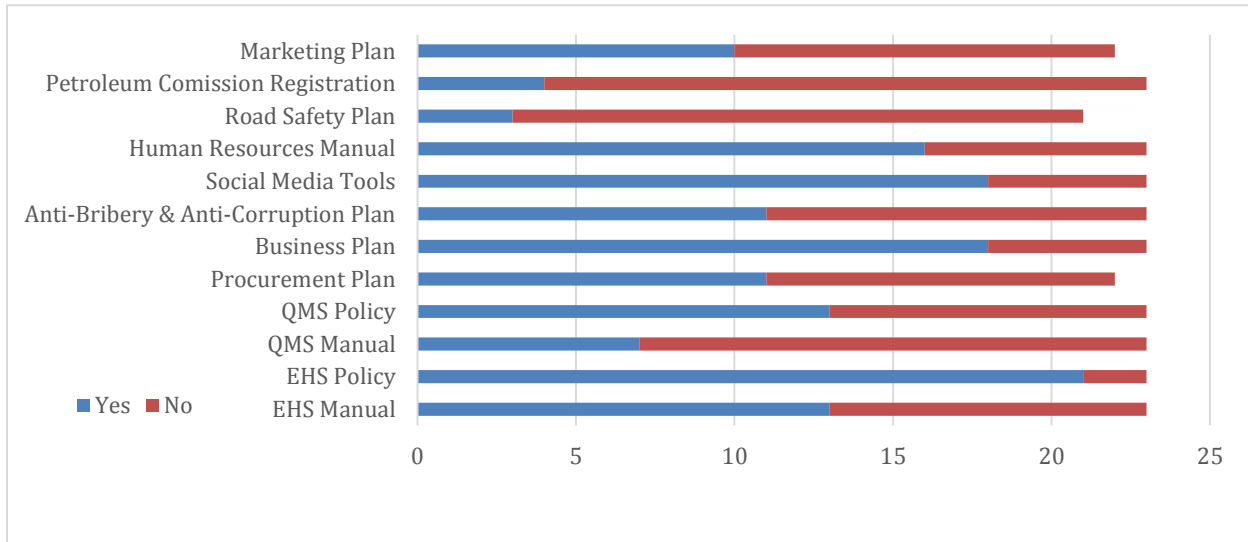
Business Name		
Q Vet	Sinnot Engineering	Newell Investments
Apex Shipping	Oceanic Baseline	GIFF
Banaya Gyamfi	Greenworld	Fusion Oil & Gas
McBill Engineering Limited	Sadak Car Rentals	Kylodds Engineering
Next Level Farms	Elpida Investment	Budget Outsourcing
Brave Consultancy	Holdtrade Group	

### 4.4.2. Data Collection

The M&E Team works with the Client Relations Team to verify knowledge retention, implementation rates, and overall impact from trainings. The M&E Team visited SMEs and BSPs to review records of required industry standards, including certification, tools, policies, and manuals needed to improve business operations. Specifically, the team gathered data from SMEs and BSPs to track implementation of trainings on business plan development, QMS awareness and internal audits, EHS, and marketing from the previous quarter. The graph below reflects the responses on policies developed by the SMEs and BSPs

visited within the reporting period. The full list of policies and procedures implemented are found in the PMP Narrative in the next section, under Indicators 4 and 9.

**CHART I: SMEs AND BSPs WITH INDUSTRY REQUIRED POLICIES**



#### **4.4.3. Bi-Monthly CEO Meetings**

To better engage SME owners and managers, the SCD Program Director commenced a series of CEO Meetings in FY2017. These bi-monthly meetings are candid talks with the CEOs of the SMEs in the program’s network to address the most pressing issues that the CEOs face in their daily operations as well as provide feedback on the SCD Program’s activities. Some key highlights of discussions from the CEOs meetings in FY2017 include the following:

- Forming subsidiary companies and potential implications in the marketplace
- Partnerships and how they can build relationships and make bidding more competitive
- Engagement with industry and government personnel to increase the profile of their business
- Constraints in Petroleum Commission registration
- Importance of Corporate Governance
- Access to Finance, with financial institutions presenting on packages for SMEs
- Implementation constraints for policies and procedures from trainings

#### **4.4.4. Bi-Monthly BSP Meetings**

Based on the success of the CEO Meetings and to promote networking, sustainability, and skills development of the BSPs beyond the life of the SCD Program, the SCD team commenced a bi-monthly BSP Meeting series in April. The objective of these meetings is to discuss how the BSPs can best position themselves to continue the work of the SCD Program. These meetings aim to support the BSPs in positioning themselves to provide capacity building services to SMEs after the close of the SCD Program. Some ideas generated have included the formation of a consortium, leveraging existing membership in business associations such as AGI and STTCL, and increasing their presence through marketing. This discussion will continue into FY2018, as the BSPs work to solidify their position through the support of the SCD Program.

## 5. Fiscal Year PMP Reporting and Narrative

The overall goal of the SCD Program is to improve the competitiveness of local SMEs in both the O&G, mining, and energy related sectors, which is tracked through the outputs of the number and value of contracts that SMEs win with IOCs and other multinationals, with intermediate outcome of 1) improved capacity of BSPs to serve SMEs and 2) improved capacity of SMEs to meet industry requirements and standards.

The SCD Program tracks these results through fourteen indicators in its the Performance Indicators Tracking Table (PITT), established in collaboration with the USAID METSS team. During FY2014, the SCD Program reviewed its indicators and made necessary revisions to the PITT that would enable the program to report adequately on its performance. Additionally, to define the fourteen indicators and their collection methodologies more clearly, the SCD team, in collaboration with USAID METSS, revised the Performance Indicators Reference Sheets (PIRS) in FY2015, which has been implemented since FY2016.

Due to the revision after the start of the program, targets were not set for FY2014 and thus only the results were reported on. Since FY2015 the targets and results for all fourteen indicators have been reported on and disaggregated by gender and/or business type where appropriate, as found in the complete PITT, which is included as an attachment. For the current reporting period, an abridged version of the PITT is found in Annex A.

At the beginning of FY2016, the SCD slightly re-edited three (Indicators 3, 7 and 8) of the fourteen indicators for better performance reporting.

- Indicator 3: Number of BSPs that have received and applied business tools as a result of US Government (USG) support
- Indicator 7: Number of industry-recognized certificates issued as a result of USG assistance in the oil and gas, power and other related sectors
- Indicator 8: Number of SMEs that have received and applied business tools as a result of USG support

While the PITT is a good representation of the program's performance against its stated fiscal year objectives, there is a definite need for narratives around each indicator to substantiate the progress that has been made. The narrative begins with the fiscal year targets and current level of performance and is followed by a summary of the data, including both aggregated and disaggregated data.

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

**Fiscal Year 2017 Target: 30 / Fiscal Year 2017 Actual: 40**

Building the capacity of BSPs enhances their ability to offer quality training and advisory services to SMEs, help develop local capacities, and ensure sustainability after the life of the SCD Program. A total of 40 individuals, comprised of 30 men and 10 women have received USG-supported training through the SCD Program in FY2017. The first three quarters focused on formal trainings, with those in the first quarter specifically targeting the BSPs through two Training of Trainers. The training covered areas related to EHS, QMS, Procurement Plan, Human Resource, Anti-Bribery and Anti-Corruption (ABAC), Road Safety, Business Plan and Marketing Plan. The fourth quarter utilized more workshops, focusing on the implementation of Policies, Procedures, Manuals and Plans, with the primary objective to ensure that BSPs possess the requisite policies and manuals needed to gain competitive advantage over their competitors whenever they bid for contracts.

A breakdown detailing the number of BSP participants per training is shown in the table below. One of the two Trainings of Trainers organized also offered 5 participants the opportunity to be certified under the IFC Business Edge Program.

Training / Workshop Title	Number of BSP Participants
Training of Trainers (Cicada)	6
7th Breakfast Meeting- PR Tips for SMEs	5
Entrepreneurship	8
CEOs Meeting	7
IFC Business Edge (BE) Training of Trainers (ToT)	5
8th Breakfast Meeting - Corporate Governance	5
9th Breakfast Meeting - SME Business Branding	5
Marketing Plan Development & How to sell effectively Training	1
CEOs Meeting	6
10th Breakfast Meeting - Performance Appraisal	5
SCD meeting with BSPs	11
CEOs Meeting	2
11th Breakfast Meeting - Customer Service Management & Enhancement	5
Human Resource Management Training	1
12th Breakfast Meeting - Employee Reward Management	5
Stakeholders Meeting	25
Local Content Act Workshop with PC	7
Tullow Vendor Registration Form Tutorials	4
First Aid Training	6
Firefighting Training	6
EHS Awareness and Implementing Course	3
QMS Awareness and Implementing Course	5
EHS & QMS Internal Audit Course	5
CEOs Meeting	4
EHS & QMS Manual and Policy Development Workshop	3
Procurement Plan and Policy Development Workshop	3
HR Manual and Policy Development Workshop	3
Road Safety Manual and ABAC Policy Development Workshop	1
Business Plan and Marketing Plan Development Workshop	2
Business Development	4
Disaggregated Total of BSP Participants	158

## **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 2017 Target: 0 / Fiscal Year 2017 Actual: 5**

Since FY2014, the program has implemented a capacity-building model aimed at improving the training skills of Ghanaian BSPs through training certifications. The credibility of a BSP and its level of acceptance among SMEs and the industry in general are higher if the BSP is duly certified. The certification also gives BSPs a competitive edge to offer services to targeted SMEs in both the short and long term. Due to the high cost of these certifications and the fact that no new BSPs have entered the program since the IFC Business Edge ToT program in 2014, this indicator was not addressed in FY 2015 and 2016.

Despite setting no target for this indicator based on results from past years, BSP interest in these certifications increased after the submission of the SCD Program’s annual work plan, and the SCD Program provided two such trainings in the first quarter of FY2017 to improve the training and consultancy capacities of BSPs. Trainers from five local BSPs were certified under the IFC-Business Edge ToT program. The program did not organize any certification training for BSPs in the other quarters of FY2017, but as a part of its sustainability strategy, the SCD Program is supporting the BSPs through regular BSP meetings and provided opportunities to market their services to the SMEs through the May Stakeholder event.

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

**Fiscal Year 2017 Target: 8 / Fiscal Year 2017 Actual: 12**

Business tools help facilitate BSP activities, leading to business improvement and ultimately delivery of quality training and consultancy services. In this context, a tool is any application or technology a BSP receives and applies to facilitate and enhance business activities, such as an accounting software package or other IT platforms like social media platforms, as long as its use was facilitated by the SCD Program. The WhatsApp platforms continue to serve as means of sharing information, educating and promoting businesses among the BSPs and SMEs. During the last quarter, a separate WhatsApp page was developed exclusively for the BSPs to interact and share ideas and opportunities. This platform currently has 22 active members, in addition to nine BSPs participating in other established SCD Program SME and CEO WhatsApp groups.

### **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 2017 Target: 25 / Fiscal Year 2017 Actual: 26**

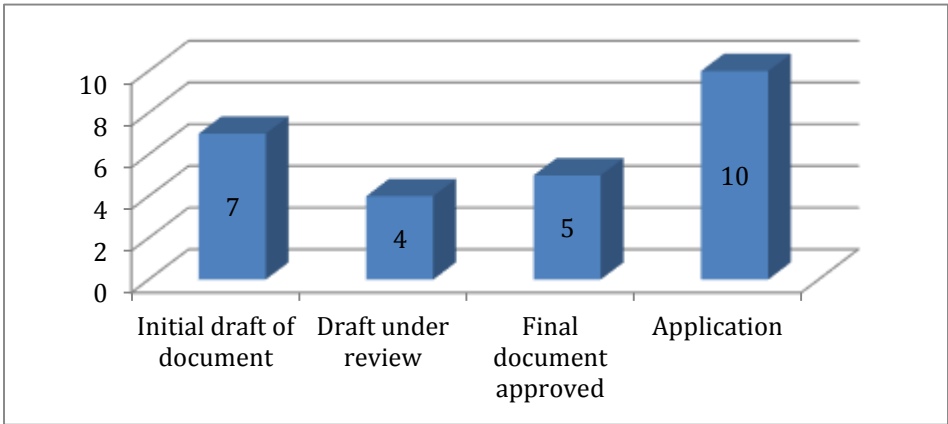
Business policies and procedures help BSPs comply with industry standards, a requirement of many IOCs and sub-contractors. Most BSPs participating in the program do not have basic policies or procedures in place, rendering them less competitive in bidding for contracts. During the fiscal year, thirteen new procedures from six separate BSPs have been developed. Some of the policies and procedures developed by BSPs include EHS, Quality Management, HR, and Construction and Emergency Preparedness. In total BSPs are in the process of developing a total of twenty-six business policies and procedures on various topics, with more expected as a result of the policy workshops held in the fourth quarter. SCD plans to implement more policies and procedures related workshops in first quarter of FY2018 due to the positive feedback received from the Policies and Manuals Development Workshop organized and facilitated by the SCD Team. Continuous follow up is also being made to track any more policies or procedures developed by BSPs. The table and chart below represents the various stages of policies and procedures developed/modified in FY2017 by BSPs.

**TABLE 9: BSPs’ BUSINESS POLICIES AND PROCEDURES IN STAGES OF DEVELOPMENT**

<b>Name of Company</b>	<b>Policy/Manual Developed/Revised</b>	<b>Latest Stage of Development</b>
B-BOVID	Revised EHS Policy	Implementation
B-BOVID	Revised HR Policy	Implementation
Budget Outsourcing	Developed Marketing Plan	Preliminary
Cirilo Enterprise and Consult	Developed QMS Policy	Preliminary
Cirilo Enterprise and Consult	Developed EHS Policy	Approved

Cirilo Enterprise and Consult	Developed HR Manual	Intermediate
Cirilo Enterprise and Consult	Developed EHS Manual	Intermediate
Cirilo Enterprise and Consult	Developed QMS Manual	Preliminary
Danest Engineering	Revised HR Manual	Draft Under Review
Danest Engineering	Revised EHS Policy	Implementation
Danest Engineering	Developed EHS Manual	Implementation
Danest Engineering	Developed QMS Policy	Implementation
Danest Engineering	Developed QMS Manual	Implementation
Danest Engineering	Revised Business Plan	Implementation
Febert Consult	Developed EHS Policy	Preliminary
Fermgeo Co. Ltd	Developed Business Plan	Preliminary
Fermgeo Co. Ltd	Developed EHS Policy	Implementation
Perfect Team Consult	Developed EHS Manual	Approved
Perfect Team Consult	Developed Business Plan	Implementation
Perfect Team Consult	Developed QMS Policy	Initial draft of document
Perfect Team Consult	Developed QMS Manual	Initial draft of document
Perfect Team Consult	Developed EHS Policy	Intermediate
Qualms Consult	Developed Emergency Preparedness Plan	Approved
Qualms Consult	Revised EHS Policy	Approved
Qualms Consult	Revised Documentation Procedures	Approved
Qualms Consult	Developed Construction EHS Plan	Implementation

**CHART 2: BSP POLICIES AND PROCEDURES IN STAGES OF DEVELOPMENT**



**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**

All trainings and other support provided to BSPs should lead to an overall improvement in management as an outcome. As an outcome indicator, the management target will only be evaluated at the end of the project to determine the link between the SCD Program's interventions and improvements in management. The SCD Program has conducted the initial assessment in 2016 to gather the baseline measurement of BSP management levels, a measure which will be revisited during the final assessment in FY2018. The program will conduct a second survey on the performance of BSP stakeholders to determine the level of improved management capability in six areas (strategic planning, HR, finance, marketing, quality management and EHS) during the first quarter of FY2018. The SCD Program will continue to follow up



with new BSPs who join the program to complete the assessment forms for initial performance review and scoring. Please refer to the previously submitted “BSPs and SMEs Assessment Report” for further information. In total, the SCD Program administered the initial assessment to 31 BSPs, with 26 in the initial assessment and five additional BSPs being surveyed upon entry into the program since FY2016. The full list of scores for all BSPs is found in Annex E.

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

**Fiscal Year 2017 Target: 200 / Fiscal Year 2017 Actual: 230**

Given the high standards in the oil and gas and energy-related sectors, building the capacity of Ghanaian SMEs increases the chances of local participation in the supply of goods and services to the industry. During the fiscal year 230 unique individuals (162 men and 68 women) representing 82 different SMEs participated in at least one trainings and/or Breakfast Meeting. The disaggregated attendance for all training activities is found in the table below.

<b>Training / Workshop Title</b>	<b>Number of SME Participants</b>
7th Breakfast Meeting- PR Tips for SMEs	36
Entrepreneurship	31
CEOs Meeting	16
8th Breakfast Meeting - Corporate Governance	26
Billing and Invoicing	21
9th Breakfast Meeting - SME Business Branding	27
Marketing Plan Development & How to sell effectively Training	13
CEOs Meeting	12
SCD meeting with selected SMEs for Incubator program	6
Invest In Africa - Business Accelerator Programme Meeting	12
10th Breakfast Meeting - Performance Appraisal	22
CEOs Meeting	11
11th Breakfast Meeting - Customer Service Management & Enhancement	27
Human Resource Management Training	20
12th Breakfast Meeting - Employee Reward Management	26
Stakeholders Meeting	44
Local Content Act Workshop with PC	29
Tullow Vendor Registration Form Tutorials	22
First Aid Training	37
Firefighting Training	40
EHS Awareness and Implementing Course	26
QMS Awareness and Implementing Course	25
EHS & QMS Internal Audit Course	25
CEOs Meeting	18
EHS & QMS Manual and Policy Development Workshop	21
Procurement Plan and Policy Development Workshop	16
HR Manual and Policy Development Workshop	13
Road Safety Manual and ABAC Policy Development Workshop	5
Business Plan and Marketing Plan Development Workshop	7
Business Development	19
Disaggregated Total of SME Participants	653

**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 2017 Target: 80 / Fiscal Year 2017 Actual: 156**

This indicator focuses on oil and gas industry-related certificates that are issued to individual trainees and companies after every training. The prospects of an SME becoming a supplier of goods and services in the industry are higher if it has the appropriate expertise, follows standards or best practices, and importantly, has certifications that verify its adherence to these standards and best practices. In the fourth quarter, trainings on EHS and QMS training were organized for 34 and 31 individuals from 21 businesses respectively, each receiving the industry required competency certificates. Overall, a total of 156 industry recognized certificates were issued in FY2017 exceeding our target by 95%.

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

**Fiscal Year 2017 Target: 30 / Fiscal Year 2017 Actual: 6**

Similar to Indicator 3 for BSPs, business tools help facilitate SME operations, leading to business improvements and ultimately making SMEs more competitive in the extractive industry. Because of the high adoption rate of SCD Program recommended tools, the 53 SMEs in the SCD network have implemented these tools in the previous fiscal years, slightly above the Life of Program (LOP) target of 50. During FY2017, only 6 new tools were adopted by SMEs, mainly due to the high adoption rates in the past. For the coming year, the SCD Program will explore new tools that will support the growth of its SME beneficiaries by interacting with regulatory entities such as Petroleum Commission (PC), Customs Excise and Preventive Services (CEPS), Environmental Protection Agency (EPA), and the Ghana Revenue Authority (GRA) to potentially offer professional advice as well as educate SCD’s SME community on regulatory requirements for the industry.

**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 2017 Target: 90 / Fiscal Year 2017 Actual: 161**

As stated in Indicator 4, the SCD Program has overseen the introduction of improvement tools, frameworks, policies, and procedures to SMEs in its network.

During the fiscal year 88 new policies and procedures were developed or modified by 40 SMEs, listed in the table below. This brings the overall total to 161 policies developed by 64 different businesses, shown in stages of development in Chart 3. The main policies and procedures these organizations are developing include business plans, EHS, QMS, social and environmental policies, HR management plans, finance policies, transportation policies, and ethics, well-being, drug and alcohol testing. The SCD Program aims to organize additional policy and procedure workshops in FY2018 to focus on follow-up technical assistance for the remainder of the program to ensure that all policies needed by SMEs reach full implementation by the program’s close in 2018.

**TABLE 10: SMEs’ STAGES OF POLICY AND PROCEDURE DEVELOPMENT**

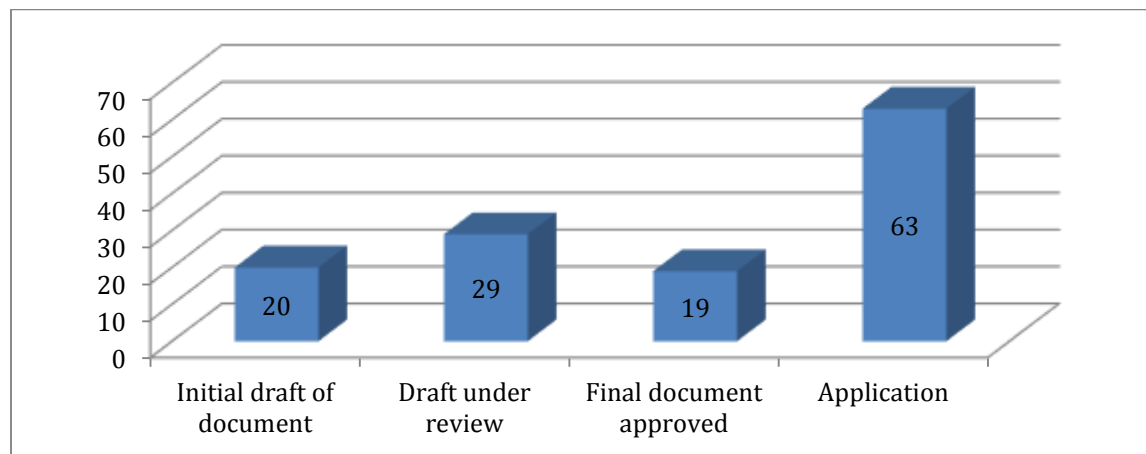
Name of company	Policy/Manual Developed/Revised	Latest stage of development
-----------------	---------------------------------	-----------------------------

I3:05 Engineering & Construction	Developed HR Manual	Approved
I3:05 Engineering & Construction	Developed Staff Code of Conduct	Approved
I3:05 Engineering & Construction	Developed Safety Manual	Approved
I3:05 Engineering & Construction	Developed QMS Policy	Approved
I3:05 Engineering & Construction	Revised EHS Policy	Approved
Ardent Fire Protection	Developed Business Plan	Initial draft of document
Atliz Designs	Developed EHS Policy	Implementation
BUH Energie Resources	Revised EHS Policy	Approved
BUH Energie Resources	Revised QMS Policy	Approved
Cable Solutions Services Ltd	Developed QMS Policy	Approved
Cable Solutions Services Ltd	Developed QMS Manual	Draft under review
Cable Solutions Services Ltd	Developed Business Plan	Implementation
CBM Surveys Ltd	Revised Employee & Industrial Relations Management Plan	Approved
CBM Surveys Ltd	Revised HR Manual	Approved
CBM Surveys Ltd	Revised Marketing Plan	Draft under review
Daniak Company Ltd	Developed Business Plan	Implementation
Daniak Company Ltd	Developed HR Manual	Implementation
Daniak Company Ltd	Developed EHS Policy	Initial draft of document
Davitron Electricals	Developed Business Plan	Implementation
Express Resourcing	Developed EHS Policy	Implementation
F. K. A.	Revised HR Manual	Implementation
F. K. A.	Developed Business Plan	Initial draft of document
Flat C Marine Offshore Ltd	Revised HR Manual	Implementation
Flat C Marine Offshore Ltd	Revised Mission Statement	Implementation
Flat C Marine Offshore Ltd	Revised Company Core Values	Implementation
Flat C Marine Offshore Ltd	Revised Marketing Plan	Initial draft of document
Flat C Marine Offshore Ltd	Developed Road Safety Policy	Initial draft of document
Fynnbenfred Electrical Works	Revised HR Manual	Draft under review
Fynnbenfred Electrical Works	Developed Housekeeping Policy	Implementation
Fynnbenfred Electrical Works	Developed Business Plan	Initial draft of document
Gartmas Limited	Developed HR Manual	Approved
GELLA Electrolex	Revised HR Manual	Draft under review
Genuine 3 Logistics	Developed HR Manual	Initial draft of document
Gireb Support Services	Revised Business Plan	Implementation
GN Electronics	Developed QMS Policy	Draft under review
GN Electronics	Revised QMS Manual	Draft under review
I-Neema Ghana Ltd	Revised HR Manual	Draft under review
Joframs Energy Group	Developed Marketing Plan	Draft under review
Joframs Energy Group	Developed Business Plan	Implementation
K. Kansco Engineering & construction Ltd	Revised HR Manual	Approved
Kariba Engineering Services Ltd	Revised HR Policy	Implementation

Kariba Engineering Services Ltd	Revised Vision and Mission statements	Implementation
Kariba Engineering Services Ltd	Revised Core Values	Implementation
Kariba Engineering Services Ltd	Revised EHS Policy	Implementation
Kariba Engineering Services Ltd	Revised QMS Policy	Implementation
Kariba Engineering Services Ltd	Developed QMS Manual	Initial draft of document
Kariba Engineering Services Ltd	Developed EHS Manual	Initial draft of document
Kariba Engineering Services Ltd	Developed Procurement Policy	Initial draft of document
Kwansa Auto	Revised HR Manual	Draft under review
Kwansa Auto	Revised Business Plan	Draft under review
Mass Logistics	Revised Marketing Plan	Initial draft of document
McDan Shipping	Revised EHS Policy	Draft under review
McDan Shipping	Developed Daily Service Operations Inspection Report	Implementation
McDan Shipping	Developed Correction Action	Implementation
McDan Shipping	Developed Process Flow Chart (imports)	Implementation
Mobicrane	Developed HR Policy and Manual	Initial draft of document
N.Ovations Ltd	Developed Occupational Health and Safety Policy	Implementation
Nelis Lodge	Developed Business Plan	Draft under review
Ricmens Metals	Developed QMS Policy	Approved
Ricmens Metals	Developed EHS Policy	Draft under review
Rismichen Engineering	Revised Business Plan	Draft under review
Run on Time	Revised HR Manual	Implementation
Sansiah Metal Works	Developed Business Plan	Draft under review
Sansiah Metal Works	Developed QMS Policy	Draft under review
Sansiah Metal Works	Developed Procurement Plan	Initial draft of document
Sansiah Metal Works	Developed HR Manual	Initial draft of document
Slikem Company Ltd	Developed EHS Policy	Approved
Slikem Company Ltd	Revised Marketing Plan	Implementation
Slikem Company Ltd	Developed EHS Manual	Initial draft of document
Southeast Company & Support Services Ltd	Revised Business Plan	Initial draft of document
Stresster Engineering	Developed Marketing Plan	Draft under review
Stresster Engineering	Developed Business Plan	Draft under review
Stresster Engineering	Developed Terms and Conditions for contractual works	Implementation
Stresster Engineering	Developed QMS Manual	Implementation
Stresster Engineering	Developed QMS Policy	Implementation
Stresster Engineering	Revised EHS Policy	Implementation
Takoradi Gas	Revised HR Manual	Implementation
Texpo Ltd	Developed EHS Policy	Approved
Texpo Ltd	Developed QMS Policy	Draft under review
Unicon Western Holdings	Developed HR Manual	Draft under review
Wayoe Engineering	Developed Anti-Bribery Policy	Implementation
Wayoe Engineering	Revised Procurement Plan	Implementation

X2 Westerners Company Ltd	Developed EHS Policy	Implementation
X2 Westerners Company Ltd	Developed QMS Policy	Implementation
X2 Westerners Company Ltd	Developed EHS Manual	Initial draft of document
X2 Westerners Company Ltd	Developed QMS Manual	Initial draft of document
Zodiac Marine Services	Revised QMS Policy	Implementation

**CHART 3: SME POLICIES AND PROCEDURES IN STAGES OF DEVELOPMENT**



**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**

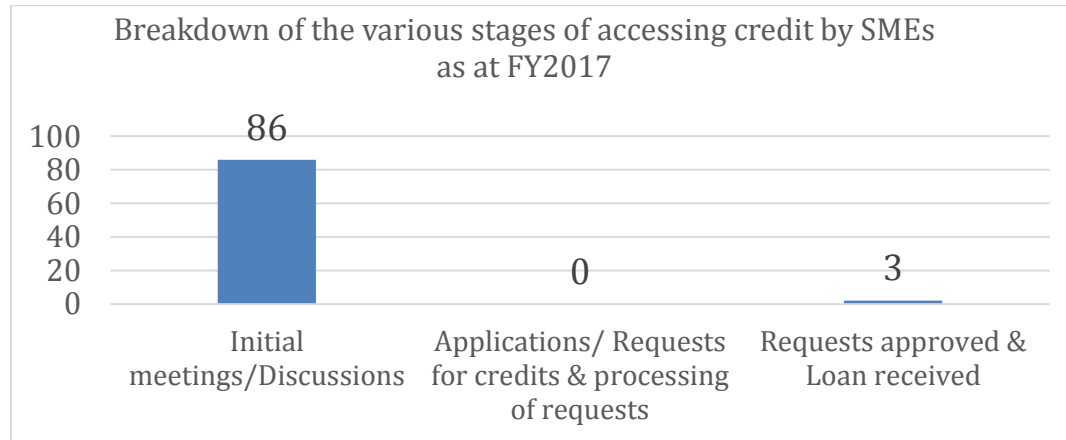
This indicator, like Indicator 5, is an outcome indicator, so the target will be evaluated at the end of the project to determine links between improvements in management and SCD Program interventions. Ninety-two SMEs have been scored to date, including the sixteen scored in Q4 of FY2017 upon entering the program. The SCD Program will conduct a second survey in FY2018 on the performance of SME stakeholders to measure improvements in management capability in seven areas: strategic planning, HR, finance, marketing, quality management, local content, and EHS. The SCD Program will continue to follow up with new SMEs who join the program to complete the assessment forms for preliminary review and scoring of their initial performance. Please refer to the previously submitted “BSPs and SMEs Assessment Report” for further information. The full list of initial scores for the 92 SMEs is found in Annex F.

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

**Fiscal Year 2017 Target: 60 / Fiscal Year 2017 Actual: 88**

Doing business in the oil and gas sector can be capital intensive. For that reason, receiving financial information, and eventually financial assistance, is important for SMEs in growing their businesses and having the capacity to execute contracts won in the industry. At the end of FY2016, the number of SMEs/BSPs at various stages of accessing credit was 88. There has been no change in this number in the third quarter of FY2017 due to SMEs encountering high interest rates and cumbersome loan application processes from their existing financial institutions, as well as an inability to meet loan package requirements. Despite no new SMEs entering into relationships with financing institutions, in FY2017, the

SCD Program continued to work to provide its SMEs with external support by creating linkages with programs like the IIA Business Accelerator and institutions like McOttley Holdings, a new financial consultancy in Ghana. This has resulted in at least one SME, Sansiah Metal Works receiving credit from McOttley Holdings in July 2017 worth GHS 20,000. The graph below provides a breakdown of the various stages of access to credit by SMEs as of the end of FY2017.



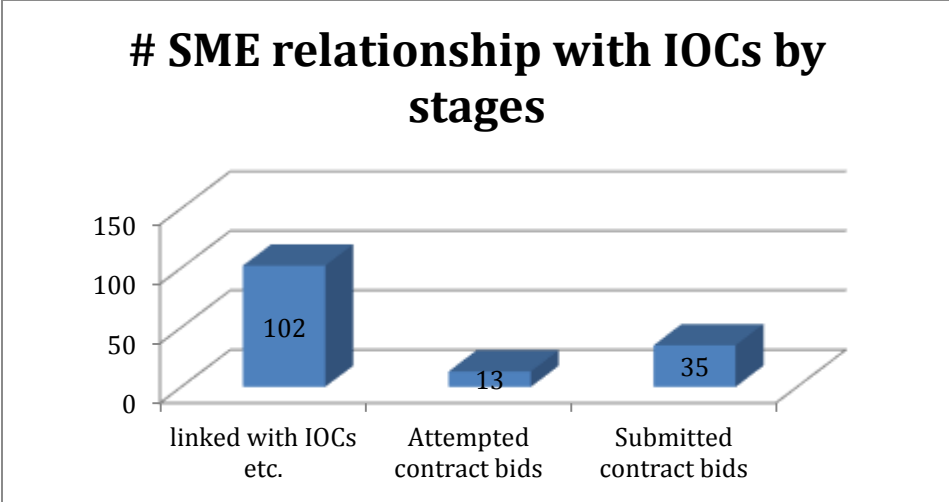
### **5.12. Indicator 12: Number of SMEs at different stages of relationship with IOCs, subcontractors or other related agencies for industry information as a result of USG assistance**

**Fiscal Year 2017 Target: 150 / Fiscal Year 2017 Actual: 150**

The competitiveness of SMEs in winning contracts from companies in the oil & gas industry will depend on the availability of information on sector opportunities. This indicator counts the number of SMEs, including BSPs, linked to the IOCs, subcontractors, or other agencies to receive information on procurement opportunities and other topics essential to facilitating SME business in the industry. Because the majority of SMEs and BSPs in the SCD Network have been linked to IOCs in previous fiscal years there was little change in this number during FY2017. A total of 150 SMEs and BSPs currently registered with the SCD Program are within the 3 different stages of relationship with IOCs, subcontractors and other related agencies as depicted in the chart below.

In order to further the stages of these relationships, the SCD Program held several events to increase interaction and awareness between these partners. During the Networking events held during FY2017, including the Local Content Conference and Exhibition and the BSP Showcase Event, the Petroleum Commission and other major IOCs, such as Tullow Oil and GE Oil, highlighted upcoming opportunities in 2018 when the Sankofa Gas Project comes on line. In order to prepare the SMEs previously linked to the IOCs for this opportunity, the SCD Program held an IOC vendor registration tutorial in June to take SME's and BSP's through the requirements and registration in the IOCs' vendor databases. Follow-ups conducted on the SMEs who participated in the IOC vendor registration tutorial reveal that 9 out of 22 SMEs and BSPs who participated in the workshop met the registration requirements and are currently on the vendor list of Tullow Oil Ghana Ltd.

#### **CHART 4: STAGES OF RELATIONSHIP BETWEEN SMEs/BSPs AND IOCS**

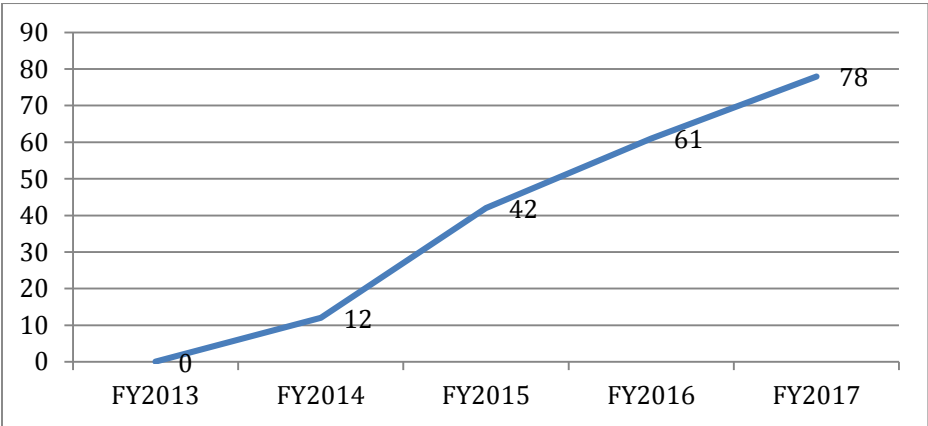


**5.13. Indicator 13: Number of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors**

**Fiscal Year 2017 Target: 30 / Fiscal Year 2017 Actual: 17**

The competitiveness of SMEs, including BSPs, in bidding for and winning contracts from companies in oil and gas, power, and other related sectors serves as a good indicator of the success and effectiveness of the SCD Program's interventions in achieving program goals. During FY2017, seventeen contracts were won by sixteen SMEs and one BSP as a result of participation in the SCD Program. The contracts were awarded for various services such as construction and engineering services, recruitment and administrative services, supply of electrical materials, forklift servicing and stocktaking services. One SME, Cable Solutions Services Ltd, an Information Technology and Security systems company, won two contracts in FY17 but unfortunately lost a contract from Jet Constructions worth USD\$26,613 for CCTV and Fire alarm system installations awarded in September FY2016 due to political factors beyond the control of the company. The lost contract reduces the number of contracts won in FY2016 to seventeen and the total value from USD\$3,609,151 to USD\$3,582,538. The chart below depicts the number of contracts won by SMEs and BSPs in FY2017.

**CHART 5: NUMBER OF CONTRACTS WON (INCEPTION TO DATE)**



#### 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 2017 Target: \$5,000,000 / Fiscal Year 2017 Actual: \$1,881,335**

The overall value of contracts won since the inception of the SCD Program is \$18,499,280. Though the focus of the program is in the oil, gas, and mining supply chain, with contracts to SMEs coming from Baker Hughes, AngloGold Ashanti, Goil, and Tullow Oil Ghana, other contracts won go beyond the extractive sector including the USAID Ring Project, Guinness Ghana, the Volta River Authority, Ghana Rubber Estate, and Takoradi Senior High School. During FY2017, seventeen contracts valued at USD\$1,881,335 was won by SMEs and BSPs in the SCD Program. The highest valued contract in FY2017 was won by Southeast Support Services, worth \$1,640,000 from Ibistek Ghana, the developers of the Takoradi Harbour off-dock container terminal, for recruitment and administrative services. The remaining \$241,334.7 was won by SMEs for various services including the provision of construction and engineering services, PPE provisions, landscaping services and the supply of civil and electrical construction materials.

In addition to external contracts, the use of BSPs to implement the SCD training program has led to \$352,096 in contracts to the local BSP community through USAID funding as well as over \$19,000 paid by SMEs through the cost-sharing of training expenses.

Entity Name	BSP/ SME	Contractor	Nature of Product/Service provided	Contract Value (USD)
BUH Energie Resources	SME	Ghana Rubber Estate Ltd	Wooden Pallets/Crates (Fumigated)	16,015.81
Cable Solutions Services Ltd	SME	Tonalis Construction	Voice and data installation	7,765.70
Cable Solutions Services Ltd	SME	E-Speed Construction	Cable and fitting for fire alarm system and satellite TV network	4,590.00
Daniak Co. Ltd	SME	Amaja Oilfield Services	Cutting of grass at Aboadze pipe yard and Cleaning rented office at GDC	769
Davitron Electricals	SME	Komenda Sugar Factory	Electrical Materials	55,213.58
Electrofax Engineering Services Ltd	SME	AngloGold Ashanti Iduapriem Ltd	Floodlights, cables, poles, accessories	31,250.00
F. K. A.	SME	Metka	Land survey services	6,894.02
K. Kansco Construction Ltd	SME	Goldfields Ghana Ltd, Tarkwa	Steel materials, cement, wood, labor	26,369.76
Kwansa Auto	SME	Modec Ghana	Servicing of forklift	736.32
Kwansa Auto	SME	Expro Gulf Ltd	Servicing of forklift	1,047.00
Perfect Team Consult	BSP	Takoradi Flour Mill Ltd	Stocktaking	3,520.50
Sansiah Metal Works	SME	All needs supermarket	Welding and fabrication of a metal staircase	1,516.31
Southeast Company & Support Services Ltd	SME	Ibistek	Recruitment and Administration Management	1,640,000.00
Stresster Engineering	SME	Seftec Private	Construction and Engineering Services	66,324.30
Stresster Engineering	SME	Kinross	Construction and Engineering Services	12,297.61



Zodiac Marine Services	SME	Ghana Ports and Harbours Authority	PPEs provision	1,505.31
Zodiac Marine Services	SME	Petroleum Commission	PPEs provision	5,519.47

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. FY2014 contracts realized had an applied FX rate of 3:1 against the US Dollar. The source of exchange rates applied is <http://www.oanda.com/currency/historical-rates/>.

## 6. Implementation Challenges and Client Constraints

### 6.1. *Suppressed Price of Crude on Economy and Firm Level Performance*

Low prices associated with crude oil continue to negatively impact the outlook for the local economy, and operators that depend upon a burgeoning oil and gas sector. While there are some expectations of new off-shore reserves being tapped, such as the delivery of the 3rd FPSO for the ENI Sankofa OCTP Project with production set to start in 2017, no new major works have resulted in contracts for local companies. 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 a lack of growth in the oil and gas sector in Takoradi, which directly affects contract acquisitions by SMEs. Due to the lack of investment in Takoradi, SME operations remain slow, and companies are trying to better position themselves for when a favorable pricing environment occurs. Notwithstanding these challenges the SCD program continues to encourage SME's to diversify their activities to include other sectors outside Oil & Gas like Energy, Mining and Port Operations to help cushion the impact of the low investment activity in the Oil & Gas sector. With the settlement of the maritime dispute with Cote d'Ivoire, it is expected that oil and gas activity will pick up again as soon as Q1 of FY2018, at which point all of the SMEs from the SCD Program will be well positioned to capture contracts.

### 6.2. *Access to Finance*

Access to finance is one of the largest constraints for SMEs worldwide. SMEs in the program's network have expressed this concern and therefore, the program is currently exploring methods to address these concerns. During the past fiscal year, the SCD Program pursued many different opportunities to address this constraint. The SCD team began discussions with McOttley Holdings, a new money lending and investment agency in Ghana to learn of products and services available to SMEs. One innovative portfolio they are promoting encourages SME's to invest their money in funds and use the accrued interest to pay for recurring expenditures instead of saving that money at the Banks. This engagement with McOttley led to one SME receiving a small loan facility. Additionally, the SCD Team met with the USAID funded FinGap program to understand the impact of their operations on the Feed the Future program. This also provided the opportunity to review the work of Business Advisory Business Providers (BASPs) and their linkages with Financial Institutions and SMEs, and how SCD can use the model for the benefit of our SMEs.

## **7. Integration of Crosscutting Issues and USAID Forward Priorities**

In addition to the indicators above, the SCD Program was designed to address USAID Forward priorities, which make the activities more inclusive and impactful. In this section, we (1) recap relevant cross-cutting issues, and (2) provide a succinct overview of specific program activities that address these issues.

### **7.1. Gender Equality and Women Empowerment**

The program has continually sought ways to promote gender equality, and ways in which to empower women across the Ghanaian private sector, specifically in the male-dominated oil and gas sector. Participation in trainings and other events by women has the potential to translate to both new employment opportunities, as well as promotions and advancements within their respective careers. This speaks to the level of proactive engagement of the SCD Program in promoting and empowering women in the workplace. In the fiscal year 2017, the program has sought opportunities to engage, involve and promote opportunities for women that enhance the prospects of women entrepreneurs and women-owned businesses (WOB). During this fiscal year, the SCD Program saw an increase in female participation at trainings, especially the Human Resources training, whose attendance was almost 50% female. Women have represented 29% of participants in SCD trainings and other activities in the thus far this fiscal year, up from 20% in FY2016.

### **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 and 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 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. In FY2017, the SCD Program implemented sustainability mechanisms begun in previous years, including fee collection for training services and the increased involvement of CEOs from SMEs in the SCD Program network.

In addition, the program is increased its commitment to enhancing the capacity of BSPs to carry on trainings after the close of the SCD Program. The trainings of the first quarter provided BSPs with necessary skills to improve their external outreach and internal tactics to help them continue to improve and provide services to SMEs well into the future. To actively promote collaboration among BSPs, the SCD team held its first BSP Meeting during the third quarter, bringing together all BSPs in the SCD network to discuss how they can position themselves to provide trainings to SMEs when the subsidized funding from the SCD Program ends. Finally, the SCD Program increased market linkages through the BSP Showcase event, highlighting these companies and providing a space for them to directly market their services to SMEs.

### **7.3. Science, Technology and Innovation Impacts**

The program continues to identify opportunities to introduce and utilize innovation and new technology that is replicable and scalable across the Ghanaian marketplace. The SCD Program saw success in implementing technology forward marketing techniques FY2017. The need for SMEs to better market their business using new social media platforms was a large factor in the design of the “Marketing Plan and How to Sell Your Business” training. Though this training focused on overall business marketing, the consultant included modules on how to use search engines, specifically Google, to analyze their competition’s weaknesses and strengths, assess what factors affect their market, and search for institutions that synthesize industry research to provide deeper insights into the industry. These techniques will allow

the SMEs to reduce the man hours and cost associated with the manual research that they previously carried out. Additionally, the use of the tools such as the WhatsApp group have led to tangible business opportunities for SMEs such as the creation of partnerships, selling of goods and services, and discussion of issues concerning SMEs and BSPs.

## **8. Program Management and Administration**

### **8.1. Financial Management**

From the program's inception through the end of the fiscal year 2017, the program has spent approximately \$4,644,124.15, representing 93% of the total award of \$4,988,523.00. For fiscal year 2017, expenditures totaled \$743,365.70, representing 103.8% of the \$716,388.23 that is budgeted for fiscal year 2017. For more precise financial information, please refer to the Federal Financial Report (SF 425).

## 9. Annexes

### 9.1. Annex A: Performance Indicator Tracking Table

USAID - SCD Objective, Results and Indicators	Life of Program Target	Inception to Date	FY2017 Target	FY2017 Actual	%FY2017 Actual vs Target	Disaggregates	
<b>IR 1: Improved capacity of Business Service Providers (BSPs) to serve SMEs</b>							
<b>SCD IR 1.1 Training and consulting skills of BSPs enhanced to provide quality training and consultancy services to SMEs</b>							
<b>SCD IR 1.2 Enhanced organizational management capacities of BSPs</b>							
1. Number of individuals from BSPs that have received USG-supported training	110	118	30	40	133%	Male	30
						Female	10
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	15	10	-	5		Male	5
						Female	0
3. Number of BSPs that have received and applied business tools as a result of USG support	20	25	8	12	150%		
4. Number of business policies and procedures at different stages of development by BSPs as a result of USG assistance	25	26	25	26	104%		
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	20		-	-			
<b>SCD IR 2 Improved capacity of SMEs to meet industry supply requirements and standards</b>							
<b>SCD IR 2.1 Enhanced capacity of SMEs in business management, procurement, standards and best practices</b>							
6. Number of individuals from SMEs that have received USG supported training	450	528	200	230	115%	Male	162
						Female	68
7. Number of industry-recognized certificates issued as a result of USG assistance in the oil and gas, power and other related sectors	260	515	80	156	195%		

8. Number of SMEs that have received and applied business tools as a result of USG support	50	56	30	6	20%		
9. Number of business policies and procedures at different stages of development by SMEs as a result of USG assistance	90	161	90	161	179%		
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	40		-	-			
<b>SCD IR 2.2 Improved access to finance and market information</b>							
11. Number of SMEs at various stages of accessing credit with support from USG	90	88	90	88	98%	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	150	150	150	150	100%	SMEs	131
						BSPs	19
13. Number of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors	125	78	30	17	57%	SMEs	16
						BSPs	1
						JVs	
14. Value (USD) of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors	\$13,500,000	\$18,499,280	\$5,000,000	\$1,881,335	38%	Single SMEs/ BSPs	\$1,881,335
						JVs	

## 9.2. Annex B: BSP and SME Assessment Scope of Work

### Introduction

The SCD Program's 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 often struggle in putting these management systems in place due to their size, the Supply Chain Development (SCD) Program provides training and technical support to help SMEs implement and improve their systems. Indicators 5 and 10 will enable the SCD Program to measure the level of improvement in each SME and BSP after interventions. To measure and determine any improved level in management, an initial assessment of SMEs and BSPs prior to participation in SCD Program activities was conducted. The initial baseline assessment will allow for comparison of results after a final assessment is performed at the end of the Program. The SCD team will use an enhanced evaluation tool to survey 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 based on a set criterion (as a percentage) was completed in FY2016. The final assessment will be conducted in FY2018 according to the methodology outlined below.

### Assessment Thesis

The SCD Program is looking to demonstrate that its interventions have led to measurable improvements in SME and BSP management. In addition to an overall improvement in score (based on criteria outlined in the survey tool), the assessment will probe the following questions:

- I. Did the program interventions lead to SME skill development?
- II. Did the program interventions lead to SME contract bidding?
- III. Have SMEs diversified their activities outside of the extractive industry?
- IV. Has there been a change in SME employee retention and job creation?

### 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 improvements in the management of each business. The SCD Program hypothesizes that the implementation of changes in these key management areas will:

- Enable BSPs to provide better trainings and consultancy services to SMEs; and
- Render SMEs more competitive in business and specifically in the oil and gas and other related sectors

### Sample Size

The SCD team will conduct the assessment on the 26 BSPs and 72 SMEs that conducted the initial "baseline" evaluation, as well as the 124 of SMEs and BSPs that have completed the assessment form upon entry into the SCD Program after the initial evaluation was conducted. The additional SMEs and BSPs surveyed will not use the scoring framework as they were not scored at baseline. Instead, additional SME and BSP information will be used for additional insights on the current state of SMEs and BSPs involved with the Program.

### Data Collection Method

During the initial assessment, the SCD Client Relations and M&E teams collected initial data on BSPs and SMEs' management level using assessment forms and 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.

This data collection methodology will be replicated during the final assessment, with minor changes. These changes come in the form of additional questions that are essential in understanding the SCD Program's interventions and better-defined criterion to minimize biased scoring. The updated assessment survey will be sent to all BSPs and SMEs for completion prior

to the site visits. This will ensure that the BSP or SME has adequate time to gather the necessary information and documents from throughout their organization. The SCD team, assisted by the SCD Program's HQ Program Manager and Coordinator, will then conduct site visits to interview each BSP and SME, collect the assessment information, and verify all necessary documentation.

## Use of Technology

In order to make the data collection process more efficient, the SCD team will utilize mobile data collection through CommCare, a mobile application. The approved assessment forms will be loaded into the platform so that the assessment team has them available on the tablets provided by METSS and will be guided through the questions during each site visit. Once input, all data will be aggregated for faster and more in-depth analyses. This data will also then be uploaded into the SCD Project's database housed in Salesforce, with individual records for each BSP and SME surveyed. This application has been used in previous PYXERA Global projects in Nigeria and India to much success. More information about this platform can be found on their website at <https://www.commcarehq.org>.

## 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 will be done by two staff members (mainly by one M&E & one Client Relations Officer) per assessment, as in the initial assessment. An average of the two scores for each response will be 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 found below.

## Data Verification

For the data collection, the SCD Program requests the support of METSS through site visits done in conjunction with the SCD team.

After the initial data collection and report drafting, the SCD team will share the report with USAID, METSS, and other key stakeholders to be identified. These stakeholders will provide credibility and validation of the preliminary results, to be incorporated into the final report.

## Conclusion

Targets have been determined for the number of SMEs and BSPs expected to improve in management as a result of SCD Program trainings. Consequently, the targets set for the length of the project are improvements in the management scores of 20 BSPs and 40 SMEs. It is expected that BSPs and SMEs receiving training would have management improvement. In addition to management score results, the assessment will provide detail on the nuances surrounding the Program and the successes of SMEs and BSPs.

### 9.3. Annex C: BSP Assessment Questionnaire

Thank you in advance for completing this form. The purpose of the survey is to gather information from identified Business Service Providers (BSPs) in regards to a range of services they provide to SMEs including training and advisory assistance. It will also enable the Ghana Supply Chain Development (SCD) Program to identify growth in the management practices of each BSP through the interventions of the SCD Program and identify specific areas where BSPs might need training/technical assistance to ensure the provision of quality services to SMEs after the end of the program. Information provided here will also help the SCD Program update the BSP Directory for use by SMEs to access training and advisory services. This information will be used to guide reporting activities of the SCD Program and your sensitive company data will be kept in the strictest confidentiality.

*This survey is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of the program and do not necessarily reflect the views of USAID or the United States Government.*

## SECTION I

### Company Information

	INTERVIEW QUESTIONS	ANSWERS/ SUPPORTING DOCUMENTS PLEASE COMPLETE THESE FIELDS
A.1	Name of company	
A.2	Address of Business	Office Address _____ _____ Mailing Address _____ _____
A.3	Other Business Locations	Address(es) _____ _____
A.4	Contact Information:	First Name _____ Last name _____ Title _____ Phone (office): _____ Phone (cell): _____ E-mail _____ CEO/Managing Director _____
A.5	Does your company have a website?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, indicate: Address of website _____
A.6	Is your company registered?	<input type="checkbox"/> Yes (please provide copy of incorporation certificate) <input type="checkbox"/> No If yes, indicate: Name of registering authority _____ Date of incorporation _____ Registration Number _____
A.7	Legal Form	<input type="checkbox"/> Private Entrepreneurs/Sole-proprietorship - Individual owner, controlled by owner <input type="checkbox"/> Partnership - Owned by two or more individuals or other entities, controlled by those partners <input type="checkbox"/> Limited Liability Company - Owned by one or more members; controlled by members or managers <input type="checkbox"/> Corporation - Shareholders maintain ownership;



		<input type="checkbox"/> Non-Profit - Organization that is registered as a non-profit entity according to the rules/regulations of the country in which it is based managed by a Board <input type="checkbox"/> Educational Institution - Primary, Secondary or Tertiary school; Technical or Vocational training center <input type="checkbox"/> State-owned <input type="checkbox"/> Other (please specify): _____
A.8	Tax Identification Number/Fiscal Registration (Please provide copy of certificate)	
A.9	How many years has the company operated?	
A.10	Is this a men-owned or women-owned firm (50% of equity or ownership rights held by men or women)	<input type="checkbox"/> Men-owned _____ % <input type="checkbox"/> Women-owned _____ %
A.11	What percentage of your business is owned by Ghanaians?	<input type="checkbox"/> Ghanaian (%) _____ <input type="checkbox"/> Non-Ghanaian (%) _____
A.12	Does your company belong to a group of companies or international company?	<input type="checkbox"/> Yes, local company or group of local companies <input type="checkbox"/> Yes, international company or group of international companies <input type="checkbox"/> No
A.13	If answer to question above is "yes", please indicate the name of parent or head company and type of business relationship your company has with the international company or group.	Name and location of parent or head company: _____ Relationship: <input type="checkbox"/> Subsidiary <input type="checkbox"/> Affiliate <input type="checkbox"/> Regional Office <input type="checkbox"/> Joint Venture <input type="checkbox"/> Franchise <input type="checkbox"/> Supplier/Distributor/Authorized or Certified Vendor <input type="checkbox"/> Other (please specify) _____
A.14	What is the territory of the sale of your products/services?	<input type="checkbox"/> Accra <input type="checkbox"/> Takoradi <input type="checkbox"/> Kumasi <input type="checkbox"/> Other Towns (please list) _____ <input type="checkbox"/> Outside Ghana (please list) _____
A.15	What is your company's PRIMARY technical area of expertise?	
A.216	Please check all applicable areas of your organization's Technical Expertise and/or Goods/Services Offered	<input type="checkbox"/> Access to Finance <input type="checkbox"/> Access to Market Information/ Identifying and Accessing Markets <input type="checkbox"/> Access to Property/Office Space <input type="checkbox"/> Accounting/Bookkeeping <input type="checkbox"/> Agriculture, Fresh/Dry Foods <input type="checkbox"/> Architecture and civil engineering

		<input type="checkbox"/> Bid and Proposal Training and Support <input type="checkbox"/> Business Strategy <input type="checkbox"/> Business Management <input type="checkbox"/> Cleaning <input type="checkbox"/> Communications, Marketing and Promotion <input type="checkbox"/> Construction and Construction Related <input type="checkbox"/> Energy services/supplies (fuel, gas, lubricants etc.) <input type="checkbox"/> Financial Planning and Management <input type="checkbox"/> Financial Services/Banking <input type="checkbox"/> Fleet Management <input type="checkbox"/> Furniture and Fixtures <input type="checkbox"/> Health, Safety, and Environment (Standards, Systems, Processes, Reporting, and Compliance) <input type="checkbox"/> Hospitality <input type="checkbox"/> Human Resource Management <input type="checkbox"/> Legal Services/Licensing/Registration <input type="checkbox"/> Logistics (customs, warehousing, transports) <input type="checkbox"/> Marine services/works <input type="checkbox"/> Networking Events <input type="checkbox"/> Office Supplies/Services <input type="checkbox"/> Operations Management <input type="checkbox"/> Organizational Development <input type="checkbox"/> Process Engineering <input type="checkbox"/> Procurement <input type="checkbox"/> Security <input type="checkbox"/> Taxation/Accounting/Audit <input type="checkbox"/> Technology and Information Management Systems <input type="checkbox"/> Tools and Equipment (supplies/certification/installation/repair/maintenance) <input type="checkbox"/> Welding and Fabrication (services/training) <input type="checkbox"/> Quality Management <input type="checkbox"/> Other (please specify): _____
A.17	For the areas selected above, please provide a brief description of your services	
A.18	For the areas checked above, is your company able to compete with international companies (in terms of the following?)	<input type="checkbox"/> Price      Yes [ ] No [ ] <input type="checkbox"/> Quality    Yes [ ] No [ ] <input type="checkbox"/> Schedule    Yes [ ] No [ ] <input type="checkbox"/> Quantity    Yes [ ] No [ ]
A.19	What types of training and consulting services do you provide to SMEs (Please check all applicable boxes)	<input type="checkbox"/> Formal, structured training delivery <input type="checkbox"/> Customized or In-house Training Design or Delivery <input type="checkbox"/> Participatory training, interactive workshops <input type="checkbox"/> Training of trainers <input type="checkbox"/> Curricula, training materials development <input type="checkbox"/> Event planning: workshop, conference and/or training management <input type="checkbox"/> Business diagnostics <input type="checkbox"/> Coaching, business advisory services

		<input type="checkbox"/> Business systems development and handover <input type="checkbox"/> Due diligence, certification inspection <input type="checkbox"/> Preparing business to meet certification or quality requirements <input type="checkbox"/> Other (please describe): _____									
A.20	Please list the different types of clients/customers of your business: (Please check all that apply)	<input type="checkbox"/> Individuals <input type="checkbox"/> Microenterprises <input type="checkbox"/> Small and medium enterprises <input type="checkbox"/> Business associations, cooperatives NGOs <input type="checkbox"/> Private Business support organizations, Trade Unions <input type="checkbox"/> Large-scale, national-level companies <input type="checkbox"/> Multi-national corporations <input type="checkbox"/> Oil, gas, or mining company <input type="checkbox"/> "Development" programs: government, foundation, NGO, international NGO or donor, UN, etc. <input type="checkbox"/> Other (describe): _____									
A.21	Have you had a contract canceled by a client in the last three (3) years?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please explain _____									
A.22	Please list your three biggest clients, contract information, and corresponding projects.	Client 1 Name: _____ Description of Services: _____ _____ Client 2 Name: _____ Description of Services: _____ _____ Client 3 Name: _____ Description of Services: _____									
A.23	Have you won a contract with the oil and gas industry? Have you won any contracts outside of the oil and gas industry?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please provide name of Company(ies) with date of contract(s) <table border="0"> <thead> <tr> <th><u>Name of company</u></th> <th><u>Date of Contract</u></th> <th><u>Value of Contract</u></th> </tr> </thead> <tbody> <tr> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> </tr> </tbody> </table>	<u>Name of company</u>	<u>Date of Contract</u>	<u>Value of Contract</u>	_____	_____	_____	_____	_____	_____
<u>Name of company</u>	<u>Date of Contract</u>	<u>Value of Contract</u>									
_____	_____	_____									
_____	_____	_____									
A.24	As a result of new contracts have you hired additional workers?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please provide: Number of positions: _____ Levels of positions: _____									
A.25	Did these employees remain with the company after the contract ended?										
A.26	What was your annual revenue for last year?										
A.27	How has your annual revenue changed over time?	<input type="checkbox"/> Revenue at the start of participation in the SCD program? _____ <input type="checkbox"/> At peak? _____ <input type="checkbox"/> Now? _____									

		What is the primary cause of this change(s)? _____
A.28	Does your company have a membership in any associations, unions, or networks?	<input type="checkbox"/> Yes (please specify: _____) <input type="checkbox"/> No
A.29	Has your company entered into any partnerships or joint ventures with other Ghanaian SMEs?	<input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please specify partner name: _____
A.30	Please list any certification or accreditation you have received as a result of the SCD Program (Check all that apply or specify any other certification or accreditation)	<input type="checkbox"/> ISO 9001 (Quality Management) <input type="checkbox"/> ISO 14001 (Environmental Management) <input type="checkbox"/> ISO 27000 (IT) <input type="checkbox"/> OHSAS 18001 (Occupational Health and Safety) <input type="checkbox"/> IAB (International Accreditation Board) <input type="checkbox"/> IAA (International Accreditation Agency) <input type="checkbox"/> Other (please specify) _____
A.31	Please list any policies or procedures you have developed as a result of the SCD Program (Check all that apply or specify any other certification or accreditation)	<input type="checkbox"/> HR <input type="checkbox"/> EHS <input type="checkbox"/> QMS <input type="checkbox"/> Procurement <input type="checkbox"/> Marketing <input type="checkbox"/> Business Plan <input type="checkbox"/> Road Safety <input type="checkbox"/> Other (please specify) _____
A.32	What accounting, finance, and/or project management systems or tools do you use?	System/tool name: _____ Were these tools implemented as a result of participation in the SCD Program?
A.33	What problems have you found in development or implementation of these systems and policies?	<input type="checkbox"/> Too expensive <input type="checkbox"/> Too time intensive <input type="checkbox"/> A lack of resources <input type="checkbox"/> Training materials not relevant <input type="checkbox"/> Other (please specify) _____ If these manuals are incomplete, what additional support do you need to finalize/implement these manuals?
A.34	How has your company's approach to marketing changed since participation in the SCD Program?	

A.35	Do you agree to allow SCD staff to visit your office premises and facilities in order to conduct an audit and speak with senior management?	<input type="checkbox"/> Yes <input type="checkbox"/> No
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### Employee Information

		Male	Female
B.1	Total Number of employees		
B.2	Number of Ghanaian employees		
B.3	Number of Non-Ghanaian employees		
B.4	Number of permanent employees		
B.5	Number of temporary employees		
B.6	Number of employees under the age of 35		
B.7	Number of technical trainers or consultants contracted in last year		
B.8	Number of Ghanaians in managerial positions		
B.9	Number of employees at peak employment Date of peak employment: _____		

### Lead Trainer/Consultant Information

Please select one lead technical trainer/consultant/advisor that is representative of the highest caliber individual you would make available for this work. Please provide the following information about him or her:

C.1	Highest degree earned	<input type="checkbox"/> Technical certificate, associate's degree or equivalent <input type="checkbox"/> Bachelor's degree or equivalent <input type="checkbox"/> Master's, CPA or equivalent <input type="checkbox"/> Doctorate, PhD or equivalent <input type="checkbox"/> Multiple Masters degrees or equivalent
C.2	Number of years of relevant work experience	
C.3	Experience delivering training	<input type="checkbox"/> Yes <input type="checkbox"/> No
C.4	If yes, what type of experience (check all that apply):	<input type="checkbox"/> Formal, structured training delivery <input type="checkbox"/> Participatory training, interactive workshops <input type="checkbox"/> Training of trainers <input type="checkbox"/> Curricula, training materials development <input type="checkbox"/> Event planning: workshop, conference and/or training management <input type="checkbox"/> Other (please specify): _____
C.5	Consulting/coaching experience	<input type="checkbox"/> Yes <input type="checkbox"/> No
C.6	If yes, what type of experience (check all that apply):	<input type="checkbox"/> Business diagnostics <input type="checkbox"/> Coaching, business advisory services <input type="checkbox"/> Business systems development and handover <input type="checkbox"/> Due diligence, certification inspection <input type="checkbox"/> Preparing business to meet certification or quality requirements

		<input type="checkbox"/> Other (please specify): _____
C.7	Language fluency –able to train and consult (written and verbal fluency) in the following:	<input type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Twi <input type="checkbox"/> Others (please specify): _____

### Training and Technical Assistance Needs

D.1	<p>In which areas does your organization need to develop through training, technical assistance, or other support to effectively serve your clients/members?</p> <p>Explain briefly key issues/challenges/needs.</p>	<input type="checkbox"/> Strategic and/or Business Planning <input type="checkbox"/> Leadership <input type="checkbox"/> Market Research <input type="checkbox"/> Sales, Marketing & Communications <input type="checkbox"/> Human Resources <input type="checkbox"/> Costing and Pricing <input type="checkbox"/> Access to Finance <input type="checkbox"/> Financial Planning & Management <input type="checkbox"/> International Accounting <input type="checkbox"/> Taxation <input type="checkbox"/> Risk Management and Compliance <input type="checkbox"/> Standards and Certifications (specify) _____ <input type="checkbox"/> Operations Management <input type="checkbox"/> Procurement <input type="checkbox"/> Supply Chain Development <input type="checkbox"/> Quality Management <input type="checkbox"/> Health, Safety and Environment <input type="checkbox"/> Technology and Information Management Systems <input type="checkbox"/> Information on Procurement Opportunities <input type="checkbox"/> Bid and Proposal Support <input type="checkbox"/> Networking Skills and Opportunities <input type="checkbox"/> Other (please specify) _____ Key challenges/issues/needs: _____ _____ _____
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## SECTION 2

### Strategic/Business Planning

E.1	Do you have a vision and/or mission statement?	<input type="checkbox"/> Yes (please include) <input type="checkbox"/> No If yes, was it developed or modified as a result of participation in the SCD program?	Yes= 3 No=0
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E.2	Do you have a business plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, how did you prepare it (internally, through a consultant or together with a consultant)? _____ If internally or together with a consultant, who on your staff helped prepare it? _____ Number of staff who helped _____ When was the last time you revised it? _____ Was it prepared as a result of participation in the SCD program? _____	Yes=1 No=0 Additional 1 point for each of the following: +1 if staff jointly worked on it +1 if revisions are annual/made no longer than a year ago TOTAL=3
E.3	Briefly, what do you see as the major internal and external weaknesses and threats to the success of your organization?	Internal Weakness: _____ Threat: _____ External Weakness: _____ Threat: _____	0= 0 or 1 filled out 1= 2 out of 4 2=3 of 4 3= All 4 to the left filled out
E.4	Briefly, what do you see as internal and external strengths and emerging opportunities?	Internal Strengths: _____ Opportunities: _____ External Strengths: _____ Opportunities: _____	0= 0 or 1 filled out 1=2 out of 4 2= 3 of 4 3= All 4 to the left filled out
<b>Total score for Strategic and Business Planning (max 12)</b>			

### Personnel Management

F.1	Does your company have an organizational structure?	<input type="checkbox"/> Yes (please attach) <input type="checkbox"/> No If YES, Who is responsible for day-to-day activities? (related to management activities) _____ Does all the staff meet and if so how often? _____	1 for having it in place additional point for each of the following: +1 if management is delegated/not in one person's hands +1 if coordination and communication meetings with all staff are regular (regular = every other month or more frequent) TOTAL=3
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F.2	Do you have an HR manual in place?	<input type="checkbox"/> Yes (please attach) <input type="checkbox"/> No Components: <input type="checkbox"/> Procedures of firing and dismissal <input type="checkbox"/> Workplace code of conduct <input type="checkbox"/> System of incentives and penalties	0= none 1=1 out of 3 2=2 out of 3 3= All 3 TOTAL=3
F.3	Do you have job descriptions for employees?	<input type="checkbox"/> Yes (Please attach) <input type="checkbox"/> No <input type="checkbox"/> N/A	0=No descriptions 1=High-level (e.g. titles, and one sentence description) 2= Medium (e.g. titles, clear role description) 3=Best (e.g. title, role, responsibilities, supervisor/supervisee details) TOTAL=3
F.4	Do you conduct performance evaluations of your employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A If yes, how often? _____	0= No 1= Yes 2=less frequent than annual 3=annual or more frequent TOTAL= 3
F.5	What criteria do you use to conduct performance evaluations?	<input type="checkbox"/> Productivity <input type="checkbox"/> Sales volume <input type="checkbox"/> Client Satisfaction <input type="checkbox"/> Criteria aren't developed <input type="checkbox"/> Other (please list): _____	0= 0 or 1 1= 2 or 3 2= 4+ TOTAL=2
F.6	Do your staffing policies and regulations comply with national labor policies and regulations?	<input type="checkbox"/> Yes (please attach) <input type="checkbox"/> No	2 if yes 0 if no TOTAL=2
F.7	Does your staff receive on-the-job training or professional development?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, How often? _____ What level are they offered to? _____ What type of trainings are offered? _____ Are they internal or external? _____	N/A
F.8	Do you have a company policy on ethics?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, Please specify how the ethics policy is monitored _____ _____ Who monitors it? _____	1-3 for quality 0=No 1=Yes, but not monitored 3=Yes, monitored TOTAL=3
<b>Total score for HR (max 19)</b>			



## Finance & Billing

G.1	What type of financing do you use?	<input type="checkbox"/> Doesn't apply <input type="checkbox"/> Grant <input type="checkbox"/> Bank loan <input type="checkbox"/> Concessional loans from non-commercial and public funds <input type="checkbox"/> Other (please specify) _____	NA
G.2	Does your company have an annual report for the last one (1) fiscal year?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please provide a copy <input type="checkbox"/> Annual balance sheets <input type="checkbox"/> Profit/loss statements <input type="checkbox"/> Cash flow statement	0= No 1= Yes/1 of 3 2= 2 out of 3 3= 3 out of 3 TOTAL = 3
G.3	Please describe the company system for issuing a quote (proforma) & provide a sample		1-2 based on quality 0=No system 1= Yes (no supporting documents) 2= Yes with supporting documents TOTAL= 2
G.4	Please describe the company system for billing and provide a sample of your invoice.		1-2 based on quality 0= None 1= Yes 2= Yes with supporting documents
G.5	Have you had any invoice returned or rejected?	Before participation in SCD Program: <input type="checkbox"/> Often <input type="checkbox"/> Sometimes <input type="checkbox"/> Never After: <input type="checkbox"/> Often <input type="checkbox"/> Sometimes <input type="checkbox"/> Never	N/A
G.6	Who does financial management and keeps accounts for your organization?		3 for separation of duties (no one person should initiate, authorize, record and reconcile transactions) 0=If only one person listed 3=if more than 1 person listed TOTAL =3
G.7	Do you prepare or revise your budget or financial projections?	<input type="checkbox"/> Yes (How often? _____) <input type="checkbox"/> No	0=No (not prepared) 1= Prepared but not revised 2=Yes, revised less frequent than annual 3=Yes, revised Annually TOTAL=3
G.8	Do you compile profit and loss reports?	<input type="checkbox"/> Yes <input type="checkbox"/> No	3=yes 0=no

G.9	Do you compile cash flow reports?	<input type="checkbox"/> Yes <input type="checkbox"/> No	3=yes 0=no
G.10	Do you compile balance sheets?	<input type="checkbox"/> Yes <input type="checkbox"/> No	3=yes 0=no
G.11	Do you use any standardized financial reporting system?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, (please specify)	3=yes 0=no
G.12	Do you use any financial indicators to analyze businesses on a regular basis?	<input type="checkbox"/> Financial stability <input type="checkbox"/> Liquidity <input type="checkbox"/> Cost-effectiveness <input type="checkbox"/> Business activity <input type="checkbox"/> Doesn't apply <input type="checkbox"/> Other (please list) _____	3=yes 0=no
G.13	Do you conduct external audits?	<input type="checkbox"/> Yes (How often? _____) <input type="checkbox"/> No	0=No 2= Yes, less frequent than annual 3= Yes, annually or more frequently TOTAL=3
G.14	What pricing strategy do you use?	<input type="checkbox"/> Cost Plus <input type="checkbox"/> Based on the competitors' prices <input type="checkbox"/> The lowest price <input type="checkbox"/> Combination approach (Please specify) <input type="checkbox"/> None	1= for any answer 0=no pricing strategy
<b>Total score for Finance (max 32)</b>			

### Marketing

H.1	Does your organization have a Marketing Plan? Example components of plan: Roles, responsibilities, strategy, timeline, stakeholders, etc.	<input type="checkbox"/> Yes (please attach) <input type="checkbox"/> No	0=No 1=Yes, with one component 2=Yes, with at least 2 of components 3=Yes, with at least all example components TOTAL=3
H.2	What are the advantages of your goods/services for the ultimate consumer?	<input type="checkbox"/> Quality <input type="checkbox"/> Competitive price <input type="checkbox"/> Uniqueness of the product <input type="checkbox"/> Not sure <input type="checkbox"/> Other (please list)	0=No answer/not sure 1=any answer list (other than not sure/no answer)
H.3	Have you carried out a research/survey of the market for your services?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, who conducted it? _____ When was it done? _____ How do you use findings of your market research? _____	Components: (1) Not just external contractor was doing it (2) Within 1 year of the current date (3) Services/ products are modified based on findings 0=no

			1=1 of 3 2=2 of 3 3=3 of 3 TOTAL=3
H.4	What marketing tools/materials does your company use? If available, please provide copies	<input type="checkbox"/> Pamphlets or brochures <input type="checkbox"/> Letters of introduction <input type="checkbox"/> Catalogs <input type="checkbox"/> Website <input type="checkbox"/> PowerPoint presentations <input type="checkbox"/> Other (example: social media) (please specify)	0=None 1=1-2 tools 2=3-5 3=All TOTAL=3
H.5	Do you use an elevator speech?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, was it developed as a result of participation in the SCD program?	N/A
H.6	Do you use digital marketing?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, how so? _____	N/A
<b>Total score for Marketing (max 10)</b>			

### Operations & Quality Management

I.1	Do you have a Quality Management System?	<input type="checkbox"/> Yes <input type="checkbox"/> No  If yes, please briefly specify the process _____ _____ _____	0=No 1=1 out of 4 2=2-3 out of 4 3=All 4 Components: Setting standards, collecting and analyzing data, investing in capacity, continuous improvement
I.2	Does your company have a quality manual?	<input type="checkbox"/> Yes <input type="checkbox"/> No	0=no 1=1 out of 3 2=2 out of 3 3=3 or more Components: Customer related processes, resource management, quality planning, etc.
I.3	Does your quality management system conform to any international standards? (please state the standard)	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please state which standard(s) _____	3=yes 0=no
I.4	Please describe how your company manages the services it provides.	<input type="checkbox"/> Production/delivery <input type="checkbox"/> Planning (tasks, resources needed per task, time, etc.) <input type="checkbox"/> Work progress follow-up <input type="checkbox"/> Reporting to the client/customer, etc.	0=Don't manage 1=Manage but can't describe the procedure 2=1 out of 4 3=2 out of 4

			4=3 out of 4 5=4 out of 4
I.5	Do you have experience with the following development tools/techniques? (Please check all that apply)	<input type="checkbox"/> Baseline Assessment <input type="checkbox"/> Needs Assessment <input type="checkbox"/> Pre-training survey <input type="checkbox"/> Training or Service Evaluations <input type="checkbox"/> Client Satisfaction Surveys <input type="checkbox"/> Applied Learning Evaluations <input type="checkbox"/> Impact Assessments <input type="checkbox"/> None	0=None 1=1-2 2=3-5 3=All 6
I.6	Do your products and services fully satisfy your clients/ members' needs?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how do you know: _____	2=yes 0=no
I.7	Do you incorporate client/member feedback into your product / service development?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how (provide an example): _____	2=yes 0=no
<b>Total score for Operations and Quality Management (max 21)</b>			

### Security and Safety

J.1	Does your company have an HSE manual (accident prevention, safety audits, record keeping and analysis etc.)?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, <input type="checkbox"/> Accident prevention <input type="checkbox"/> Safety audits <input type="checkbox"/> Record keeping and analysis <input type="checkbox"/> Other _____	0=none 1=1 2=2 3= 3 or more
J.2	Does your HSE management system conform to any international standards?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please state standard _____	3=yes 0=no
J.3	Does your company have any insurance?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, what type? (Please provide copy of certificate) <input type="checkbox"/> Liability insurance <input type="checkbox"/> Vehicle insurance <input type="checkbox"/> Property insurance <input type="checkbox"/> Worker's health insurance <input type="checkbox"/> Disability insurance <input type="checkbox"/> Other _____	0=no 1=yes 2=1-4 types 3=5 or 6 types
J.4	How often do you conduct training (lectures, seminars) on security and safety	<input type="checkbox"/> Once per year <input type="checkbox"/> Once every three year <input type="checkbox"/> Other (please specify) <input type="checkbox"/> Never	2=once every three years or more frequent 0=never

	for your members of staff?		
J.5	Who is responsible for safety, health and fire safety in your company? If multiple people, list division of responsibilities		2 = someone listed as responsible 0= no one listed as responsible
<b>Total score for Safety &amp; Security (max 13)</b>			
<b>Overall Total Score</b>			

## 9.4. Annex D: SME Assessment Questionnaire

Thank you in advance for completing this form. The purpose of the survey is to gather information from Small and Medium Size Enterprises (SMEs) with regards to the range of product and services they provide in general, and to the Oil & Gas sector in particular. It will also enable the Ghana Supply Chain Development (SCD) Program to identify specific areas where SMEs might need additional training or technical assistance to ensure that SMEs are able to supply quality products and services to bigger enterprises and industries after the end of the program. Finally, this information will track the improvements in performance of such SMEs after receiving assistance from the SCD Program. Biographical information provided will be updated in the SCD Program database to inform contracting entities of eligible companies for future industry procurement opportunities. This information will be used to guide program activities of the SCD Program and your sensitive company data will be kept in the strictest confidentiality.

*This survey is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of the program and do not necessarily reflect the views of USAID or the United States Government.*

### SECTION I

#### Company Information

	INTERVIEW QUESTIONS	ANSWERS/ SUPPORTING DOCUMENTS PLEASE COMPLETE THESE FIELDS
A.1	Name of company	
A.2	Address of Business	Office Address _____ _____ Mailing Address _____ _____
A.3	Other Business Locations	Address(es) _____ _____
A.4	Contact Information	First Name _____ Last name _____ Title _____ Phone (office): _____ Phone (cell): _____ E-mail _____ CEO/Managing Director _____
A.5	Does your company have a website?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, indicate: Address of website _____
A.6	Is your company registered?	<input type="checkbox"/> Yes (please provide copy of incorporation certificate) <input type="checkbox"/> No If yes, indicate: Name of registering authority _____ Date of incorporation _____ Registration Number _____
A.7	Does your company have any other license to operate legally?	<input type="checkbox"/> Yes (please provide copy of license) <input type="checkbox"/> No
A.8	Have you registered with the Petroleum Commission?	<input type="checkbox"/> Yes (Please provide a copy of your registration certificate) <input type="checkbox"/> No

A.9	Legal Form	<input type="checkbox"/> Private Entrepreneurs/Sole-proprietorship - Individual owner, controlled by owner <input type="checkbox"/> Partnership - Owned by two or more individuals or other entities, controlled by those partners <input type="checkbox"/> Limited Liability Company - Owned by one or more members; controlled by members or managers <input type="checkbox"/> Corporation - Shareholders maintain ownership; <input type="checkbox"/> Non-Profit - Organization that is registered as a non-profit entity according to the rules/regulations of the country in which it is based managed by a Board <input type="checkbox"/> Educational Institution - Primary, Secondary or Tertiary school; Technical or Vocational training center <input type="checkbox"/> State-owned <input type="checkbox"/> Other (please specify)_____
A.10	Tax Identification Number/Fiscal Registration (Please provide copy of certificate)	
A.11	How many years has the company operated?	
A.12	Is this a men-owned or women-owned firm (50% of equity or ownership rights held by men or women)	Men-owned _____ % Women-owned _____ %
A.13	What percentage of your business is owned by Ghanaians?	Ghanaian (%) _____ Non-Ghanaian (%) _____
A.14	Does your company belong to a group of companies or international company?	<input type="checkbox"/> Yes, local company or group of local companies <input type="checkbox"/> Yes, international company or group of international companies <input type="checkbox"/> No
A.15	If answer to question above is “yes”, please indicate the name of parent or head company and type of business relationship your company has with the international company or group.	Name and location of parent or head company: _____ Relationship: <input type="checkbox"/> Subsidiary <input type="checkbox"/> Affiliate <input type="checkbox"/> Regional Office <input type="checkbox"/> Joint Venture <input type="checkbox"/> Franchise <input type="checkbox"/> Supplier/Distributor/Authorized or Certified Vendor <input type="checkbox"/> Other (please specify)_____
A.16	What is the territory of the sale of your products/ services?	<input type="checkbox"/> Accra <input type="checkbox"/> Takoradi <input type="checkbox"/> Kumasi <input type="checkbox"/> Other Towns (please list) _____ <input type="checkbox"/> Outside Ghana (please list) _____

A.17	What is your company's PRIMARY sector of operation?	
A.18	Does your company provide any of the following goods? (Check all that apply)	<input type="checkbox"/> Basic flange and fittings <input type="checkbox"/> Basic tools for repair <input type="checkbox"/> Bulk construction materials (cement, gravel, aggregate, rebar, fencing, lumber, etc.) <input type="checkbox"/> Chemical products <input type="checkbox"/> Cleaning products <input type="checkbox"/> Dry foods <input type="checkbox"/> Equipment & supplies (electrical, piping, pumps, valves, fittings, insulation, vessels, instruments) <input type="checkbox"/> Energy (fuel, gas, lubricants) <input type="checkbox"/> Furniture and fixtures <input type="checkbox"/> Fleet management (car truck rental and other construction vehicles) <input type="checkbox"/> Fresh foods (meat/fish, vegetables, rice, etc.) <input type="checkbox"/> Hardware (tools, paints, nails, small parts, etc.) <input type="checkbox"/> ICT equipment (computers, telecommunications, etc.) <input type="checkbox"/> Specialized cement <input type="checkbox"/> Stationery/office supplies <input type="checkbox"/> Steel construction materials (joists, beams, etc.) <input type="checkbox"/> Uniforms, Safety, Personal Protective Equipment <input type="checkbox"/> Vehicle/marine fuel <input type="checkbox"/> Other (please specify) _____
A.19	Does your company provide any of the following services? (Check all that apply)	<input type="checkbox"/> Air conditioning system (HVAC) services <input type="checkbox"/> Architecture and civil engineering <input type="checkbox"/> Building construction <input type="checkbox"/> Camp construction <input type="checkbox"/> Catering <input type="checkbox"/> Civil works construction and maintenance <input type="checkbox"/> Corrosion protection <input type="checkbox"/> Emergency preparedness vessel services <input type="checkbox"/> Environmental services <input type="checkbox"/> Equipment installation, repair and maintenance (generators, pumps, crushers etc.) <input type="checkbox"/> Equipment rental <input type="checkbox"/> Equipment certification, calibration or testing <input type="checkbox"/> Fabrication services/yards (steel, piping, vessels, racks, etc.) <input type="checkbox"/> Facility management <input type="checkbox"/> Financial services <input type="checkbox"/> Fleet management <input type="checkbox"/> Gardening and landscaping <input type="checkbox"/> Health services <input type="checkbox"/> Hospitality services <input type="checkbox"/> Insurance services <input type="checkbox"/> Industrial coatings <input type="checkbox"/> ICT servicing and maintenance (computers, telecommunications, etc.) <input type="checkbox"/> Janitorial services <input type="checkbox"/> Laundry services



		<input type="checkbox"/> Legal services <input type="checkbox"/> Logistics (customs, warehousing, transports) <input type="checkbox"/> Marine services/works <input type="checkbox"/> Manpower <input type="checkbox"/> Platform service <input type="checkbox"/> vessels services <input type="checkbox"/> Security <input type="checkbox"/> Simple mechanical maintenance <input type="checkbox"/> Telecom and data systems <input type="checkbox"/> Training and consulting <input type="checkbox"/> Vehicle rental <input type="checkbox"/> Waste mgmt. (recycling and disposal) <input type="checkbox"/> Welding services <input type="checkbox"/> Well pads construction <input type="checkbox"/> Well maintenance <input type="checkbox"/> Other (please specify) _____
A.20	For the areas selected above, please provide a brief description of your services	
A.21	For the areas checked above, is your company able to compete with international companies (in terms of the following?)	<input type="checkbox"/> Price            Yes [ ] No [ ] <input type="checkbox"/> Quality        Yes [ ] No [ ] <input type="checkbox"/> Schedule       Yes [ ] No [ ] <input type="checkbox"/> Quantity       Yes [ ] No [ ]
A.22	Please list the different types of clients/ customers of your business: (Please check all that apply)	<input type="checkbox"/> Individuals <input type="checkbox"/> Microenterprises <input type="checkbox"/> Small and medium enterprises <input type="checkbox"/> Business associations, cooperatives NGOs <input type="checkbox"/> Private Business support organizations, Trade Unions <input type="checkbox"/> Large-scale, national-level companies <input type="checkbox"/> Multi-national corporations <input type="checkbox"/> Oil, gas, or mining company <input type="checkbox"/> "Development" programs: government, foundation, NGO, international NGO or donor, UN, etc. <input type="checkbox"/> Other (describe): _____
A.23	Have you had a contract canceled by a client in the last three (3) years?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please explain _____
A.24	Please list your three biggest clients, contract information, and corresponding projects.	Client 1 Name: _____ Description of Services: _____ _____ Client 2 Name: _____ Description of Services: _____ _____ Client 3 Name: _____ Description of Services: _____

A.25	Have you won a contract with the oil and gas industry? Have you won any contracts outside of the oil and gas industry?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please provide name of Company(ies) with date of contract(s) <table border="0"> <tr> <td>Name of company</td> <td>Date of Contract</td> <td>Value of Contract</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> <td>_____</td> </tr> </table>	Name of company	Date of Contract	Value of Contract	_____	_____	_____	_____	_____	_____
Name of company	Date of Contract	Value of Contract									
_____	_____	_____									
_____	_____	_____									
A.26	As a result of new contracts have you hired additional workers?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please provide: Number of positions: _____ Levels of positions: _____									
A.27	Did these employees remain with the company after the contract ended?										
A.28	What was your annual revenue for last year?										
A.29	How has your annual revenue changed over time?	<input type="checkbox"/> Revenue at the start of participation in the SCD program? _____ <input type="checkbox"/> At peak? _____ <input type="checkbox"/> Now? _____ What is the primary cause of this change? _____									
A.30	Please give a general list of all assets (factory, equipment, materials) pertinent to your principal operations.										
A.31	Does your company have a membership in any associations, unions, or networks?	<input type="checkbox"/> Yes (please specify: _____) <input type="checkbox"/> No									
A.32	Has your company entered into any partnerships or joint ventures with other Ghanaian SMEs?	<input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please specify partner name: _____									
A.33	Please list any certification or accreditation you have received as a result of the SCD Program (Check all that apply or specify any other certification or accreditation)	<input type="checkbox"/> ISO 9001 (Quality Management) <input type="checkbox"/> ISO 14001 (Environmental Management) <input type="checkbox"/> ISO 27000 (IT) <input type="checkbox"/> OHSAS 18001 (Occupational Health and Safety) <input type="checkbox"/> IAB (International Accreditation Board) <input type="checkbox"/> IAA (International Accreditation Agency) <input type="checkbox"/> Ghana National Petroleum Corporation <input type="checkbox"/> Ghana Ports and Harbours Authority <input type="checkbox"/> Ghana Standard Authority <input type="checkbox"/> Other (please specify) _____									

A.34	Please list any policies or procedures you have developed as a result of the SCD Program (Check all that apply or specify any other certification or accreditation)	<input type="checkbox"/> HR <input type="checkbox"/> EHS <input type="checkbox"/> QMS <input type="checkbox"/> Procurement <input type="checkbox"/> Marketing <input type="checkbox"/> Business Plan <input type="checkbox"/> Road Safety <input type="checkbox"/> Other (please specify) _____
A.35	What accounting, finance, and/or project management systems or tools do you use?	System/Tool Name _____ Was this tool implemented as a result of participation in the SCD Program?
A.36	What problems have you found in development or implementation of these systems and policies?	<input type="checkbox"/> Too expensive <input type="checkbox"/> Too time intensive <input type="checkbox"/> A lack of resources <input type="checkbox"/> Training materials not relevant <input type="checkbox"/> Other (please specify) _____ If these manuals are incomplete, what additional support do you need to finalize/implement these manuals? _____
A.37	How has your company's approach to marketing changed since participation in the SCD Program?	
A.38	Do you agree to allow SCD staff to visit your office premises and facilities in order to conduct an audit and speak with senior management?	<input type="checkbox"/> Yes <input type="checkbox"/> No

### Employee Information

		Male	Female
B.1	Total Number of employees		
B.2	Number of Ghanaian employees		
B.3	Number of Non-Ghanaian employees		
B.4	Number of permanent employees		
B.5	Number of temporary employees		
B.6	Number of employees under the age of 35		
B.7	Number of Ghanaians in managerial positions		
B.8	Number of Ghanaians in technical positions (e.g. welder, crane operator, etc.)		
B.9	Number of employees at peak employment Date of peak employment: _____		

## Training and Technical Assistance Needs

C.1	<p>Please identify the issue(s) that have prevented you from being awarded oil and gas contracts if you have not ever had a contract with the sector /or being awarded more contracts in the oil and gas sector? (Please check all applicable boxes.)</p>	<input type="checkbox"/> Lack of awareness of procurement opportunities <input type="checkbox"/> Lack of previous experience with the Oil and Gas Industry <input type="checkbox"/> Unable to meet international procurement standards or certifications <input type="checkbox"/> Inadequate language skills (challenged in understanding tender documents or writing proposals in required language) <input type="checkbox"/> Not competitive due to price, quality, volume and/or schedule <input type="checkbox"/> Inability to respond effectively to tenders in an effective manner (proposals, related communication, etc.) <input type="checkbox"/> Lack of technical knowledge/qualified staff <input type="checkbox"/> Lack of supplies or raw materials <input type="checkbox"/> Lack of transportation/logistics (unable to deliver to project site) <input type="checkbox"/> Lack of business financing <input type="checkbox"/> Other (please specify) _____
C.2	<p>In which areas does your organization need to develop through training, technical assistance, or other support to effectively serve your clients/members?</p> <p>Explain briefly key issues/challenges/needs.</p>	<input type="checkbox"/> Strategic and/or Business Planning <input type="checkbox"/> Leadership <input type="checkbox"/> Market Research <input type="checkbox"/> Sales, Marketing & Communications <input type="checkbox"/> Human Resources <input type="checkbox"/> Costing and Pricing <input type="checkbox"/> Access to Finance <input type="checkbox"/> Financial Planning & Management <input type="checkbox"/> International Accounting <input type="checkbox"/> Taxation <input type="checkbox"/> Risk Management and Compliance <input type="checkbox"/> Standards and Certifications (specify) _____ <input type="checkbox"/> Operations Management <input type="checkbox"/> Procurement <input type="checkbox"/> Supply Chain Development <input type="checkbox"/> Quality Management <input type="checkbox"/> Health, Safety and Environment <input type="checkbox"/> Technology and Information Management Systems <input type="checkbox"/> Information on Procurement Opportunities <input type="checkbox"/> Bid and Proposal Support <input type="checkbox"/> Networking Skills and Opportunities <input type="checkbox"/> Other (please specify) _____ Key challenges/issues/needs: _____

## SECTION 2

### Strategic/Business Planning

D.1	<p>Do you have a vision and/or mission statement?</p>	<input type="checkbox"/> Yes (please include) <input type="checkbox"/> No <p>If yes, was it developed or modified as a result of participation in the SCD program?</p>	<p>Yes= 3 No=0</p>
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D.2	Do you have a business plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, how did you prepare it (internally, through a consultant or together with a consultant)? _____ If internally or together with a consultant, who on your staff helped prepare it? _____ Number of staff who helped _____ When was the last time you revised it? _____ Was it prepared as a result of participation in the SCD program? _____	Yes=1 No=0 Additional 1 point for each of the following: +1 if staff jointly worked on it +1 if revisions are annual/made no longer than a year ago TOTAL=3
D.3	How do you envision the development of your business in 1-2 years?	Increase revenue by _____% Increase the client base by _____% Promotion of new goods/services (specify) _____ Access to new contracts _____ Other (Please list) _____ Not sure _____	2= All criteria to the left are filled out 1= 2 out of 4 of the criteria to the left are filled out 0= less than 2 of the criteria to the left are filled out
<b>Total score for Strategic and Business Planning (max 10)</b>			

### Personnel Management

E.1	Does your company have an organizational structure?	<input type="checkbox"/> Yes (please attach) <input type="checkbox"/> No If YES, Who is responsible for day-to-day activities? (related to management activities) _____ Does all the staff meet and if so how often? _____	1 for having it in place additional point for each of the following: +1 if management is delegated/not in one person's hands +1 if coordination and communication meetings with all staff are regular (regular = every other month or more frequent) TOTAL=3
E.2	Do you have an HR manual in place?	<input type="checkbox"/> Yes (please attach) <input type="checkbox"/> No Components: <input type="checkbox"/> Procedures of firing and dismissal <input type="checkbox"/> Workplace code of conduct <input type="checkbox"/> System of incentives and penalties	0= none 1=1 out of 3 2=2 out of 3 3= All 3 TOTAL=3
E.3	Do you have job descriptions for employees?	<input type="checkbox"/> Yes (Please attach) <input type="checkbox"/> No <input type="checkbox"/> N/A	0=No descriptions 1=High-level (e.g. titles, and one sentence description) 2= Medium (e.g. titles, clear role description) 3=Best (e.g. title, role, responsibilities, supervisor/supervisee details) TOTAL=3
E.4	Do you conduct performance	<input type="checkbox"/> Yes <input type="checkbox"/> No	0= No 1= Yes

	evaluations of your employees?	<input type="checkbox"/> N/A If yes, how often?	2=less frequent than annual 3=annual or more frequent TOTAL= 3
E.5	Does your staff receive on-the-job training or professional development?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, How often? _____ What level are they offered to? _____ What type of trainings are offered? _____ Are they internal or external? _____	N/A
E.6	Do you have a company policy on ethics?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, Please specify how the ethics policy is monitored _____ _____ Who monitors it? _____	1-3 for quality 0=No 1=Yes, but not monitored 3=Yes, monitored TOTAL=3
<b>Total score for HR (max 15)</b>			

### Finance & Billing

F.1	What type of financing do you use?	<input type="checkbox"/> Doesn't apply <input type="checkbox"/> Grant <input type="checkbox"/> Bank loan <input type="checkbox"/> Concessional loans from non-commercial and public funds <input type="checkbox"/> Other (please specify) _____	N/A
F.2	Does your company have an annual report for the last one (1) fiscal year?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please provide a copy <input type="checkbox"/> Annual balance sheets <input type="checkbox"/> Profit/loss statements <input type="checkbox"/> Cash flow statement	0= No 1= 1 of 3 2= 2 out of 3 3= 3 out of 3 TOTAL = 3
F.3.	Please describe the company system for issuing a quote (proforma) & provide a sample		1-2 based on quality 0=No system 1= Yes (no supporting documents) 2= Yes with supporting documents TOTAL= 2
F.4	Please describe the company system for billing and provide a sample of your invoice.		1-2 based on quality 0= None 1= Yes 2= Yes with supporting documents

F.5	Have you had any invoice returned or rejected?	<p>Before participation in SCD Program:</p> <input type="checkbox"/> Often <input type="checkbox"/> Sometimes <input type="checkbox"/> Never <p>After:</p> <input type="checkbox"/> Often <input type="checkbox"/> Sometimes <input type="checkbox"/> Never	N/A
F.6	Do you conduct external audits?	<input type="checkbox"/> Yes (How often? _____) <input type="checkbox"/> No	0=No 2= Yes, less frequent than annual 3= Yes, annually or more frequently
<b>Total score for Finance (max 10)</b>			

### Marketing

G.1	Does your organization have a Marketing Plan? Example components of plan: Roles, responsibilities, strategy, timeline, stakeholders, etc.	<input type="checkbox"/> Yes (please attach) <input type="checkbox"/> No	0=No 1=Yes, with one component 2=Yes, with at least 2 of components 3=Yes, with at least all example components TOTAL=3
G.2	Have you carried out a research/survey of the market for your services?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, who conducted it? _____ When was it done? _____ How do you use findings of your market research? _____	1 point for each of the following: not just external contractor was doing it; within 1 year of the current date; services/products are modified based on findings 0=no 1=1 of 3 2=2 of 3 3=3 of 3 TOTAL=3
G.3	What marketing tools/materials does your company use? If available, please provide copies	<input type="checkbox"/> Pamphlets or brochures <input type="checkbox"/> Letters of introduction <input type="checkbox"/> Catalogs <input type="checkbox"/> Website <input type="checkbox"/> PowerPoint presentations <input type="checkbox"/> Other (example: social media) (please specify)	1 for using multiple tools 1-3 for quality 0=None 1=1-2 2=3-5 3=All TOTAL=3
G.4	Do you use an elevator speech?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, was it developed as a result of participation in the SCD program?	N/A

G.5	Do you use digital marketing?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, how so? <hr/>	N/A
<b>Total score for Marketing (max 10)</b>			

### Operations & Quality Management

H.1	Do you have a Quality Management System?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please briefly specify the process <hr/>	0=No 1=1 out of 4 2=2-3 out of 4 3=All 4 Components: Setting standards, collecting and analyzing data, investing in capacity, continuous improvement
H.2	Does your company have a quality manual?	<input type="checkbox"/> Yes <input type="checkbox"/> No	0=no 1=1 out of 3 2=2 out of 3 3=3 or more Components: Customer related processes, resource management, quality planning, etc.
H.3	Does your quality management system conform to any international standards? (please state the standard)	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please state which standard(s) <hr/>	3=yes 0=no
H.4	Please describe how your company manages the services it provides.	<input type="checkbox"/> Production/delivery <input type="checkbox"/> Planning (tasks, resources needed per task, time, etc.) <input type="checkbox"/> Work progress follow-up <input type="checkbox"/> Reporting to the client/customer, etc. <hr/>	0=Don't manage 1=Manage but can't describe the procedure 2=1 out of 4 3=2 out of 4 4=3 out of 4 5=4 out of 4
<b>Total score for Operations and Quality Management (max 15)</b>			

### Security and Safety

I.1	Does your company have an HSE manual (accident prevention, safety audits, record keeping and analysis etc.)?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, <input type="checkbox"/> Accident prevention <input type="checkbox"/> Safety audits <input type="checkbox"/> Record keeping and analysis <input type="checkbox"/> Other _____	1-3 for quality 0=none 1=1 2=2 3= 3 or more
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J.4	Do you provide any training programs for local employees with the view to develop their skills and advance in their professional career?	<input type="checkbox"/> Yes <input type="checkbox"/> No If YES, please provide details _____ _____	1-3 based on the range of offered training and support 0=No 1=Yes 2=Yes, relevant to their work 3=Yes, encouraged and mandatory trainings with professional advancement in mind
<b>Total score for Procurement &amp; local content (max 10)</b>			
<b>Overall Total Score</b>			

### 9.5. Annex E: Initial BSP Assessment Results

BSP Name	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	02/16/16	10.5	8.25	22.25	3.25	12.25	5.5	62	62.00%
Febert Consult LTD	02/16/16	7	8.5	22	2.25	7.5	1	48.25	48.25%
B-BOVID LTD	02/16/16	12.5	13.5	24	3.75	9.25	8.5	71.5	71.50%
Best Safety Consult LTD	02/16/16	8.75	8.25	18.25	6	6	3.75	51	51.00%
Danest Engineering Co. LTD	02/16/16	5	0	10.25	2.25	4	1	22.5	22.50%
Afri Consult	02/16/16	14.25	8.5	4	2	7	1	36.75	36.75%
Gratis Foundation	02/17/16	7.5	8.25	11.5	2	4	6	39.25	39.25%
Qualms Group	02/17/16	10.5	17.75	19.5	2	10	8.75	68.5	68.50%
Top Notch Business Group	02/17/16	5.5	13.25	18.75	2	5	7	51.5	51.50%
Nature Solutions LTD	03/10/16	4	8	2	2	4	3	23	23.00%
M&L Trinity	03/10/16	5	6.25	23	2	7.5	4.75	48.5	48.50%
Takoradi Vocational Training Institute	03/14/16	4.75	13.5	21	7.25	2.5	1	50	50.00%
Excellence Consultancy Services	03/15/16	2	7.25	21	2.75	7	4.5	44.5	44.50%
Enerwise Africa	03/15/16	11	9.25	18	5	5.5	5.5	54.25	54.25%
Cicada Consulting LTD	03/17/16	12	7.25	12	1	7.75	2	42	42.00%
Jubilee Technical Training Centre	03/18/16	1	12	18	3.25	5.5	6	45.75	45.75%
Fermgeo Company LTD	03/18/16	10	6.75	16	2.75	4.75	6	46.25	46.25%
Protection Plus	09/27/16	3.75	1.5	0.75	1.25	2.75	0	10	10.00%
Perfect Team Business Consult	09/15/16	4.5	8	10.5	2	5.5	2	32.5	32.50%
Jescom Capital LTD	09/20/16	10.5	12.75	18.5	2	3.5	6.5	53.75	53.75%
Ephesus Consulting LTD	09/15/16	10.65	0.25	20	1.75	5	0	37.65	37.65%
Deegib Enterprise	09/15/16	12	6.5	13.5	1.5	3.5	0	37	37.00%
GIL Automation	09/20/16	11.25	11.75	20.5	5	7	6	61.5	61.50%
Development Contractors Africa	09/20/16	11.25	7.5	3.5	2	8	0	32.25	32.25%
Cirilo Enterprise Consult	09/20/16	9	4	6.75	3	2.5	1	26.25	26.25%
Ensafrica Ghana	09/27/16	10	14.5	21.75	3	4.5	5.25	59	59.00%
EDC Consulting LTD	08/08/17	6	10	11.25	1.25	7	0	35.5	35.50%
Gibson Safety Consult	08/08/17	4.5	1.25	0	3.5	4.5	5	18.75	18.75%
Winans Business Consulting Services	08/08/17	10	17.75	23.75	2.75	4.25	5.5	64	64.00%
Rainbow Consult	08/08/17	12.5	19.5	19.5	5	10.5	1	68	68.00%
Budget Outsourcing	08/08/17	12.25	20.75	17.75	3.75	5.75	5.75	66	66.00%

## 9.6. Annex F: Initial SME Assessment Results

SME Name	Assessment Date	Strategic/ Business Planning (10)	Personnel Management (15)	Finance (10)	Marketing (10)	Quality Manage ment (15)	Security and Safety (10)	Procurement and Local Content (10)	Total	Percentage
Nelis Lodge	2/16/16	4.25	3.75	2.25	3.75	0.75	1	4.75	15.75	19.69%
KAAK-Dan Ventures LTD.	2/17/16	6	2.25	0	2.5	1	0	2.25	11.75	14.69%
Alex Amisah Enterprise	2/17/16	1.75	1.75	2	0	1	0	2.5	6.5	8.13%
Fyynbenfred Electrical And Engineering Services LTD.	2/18/16	5.25	4.25	2.5	0	1.75	3.5	2	17.25	21.56%
Danesh Services Limited	2/18/16	8.25	5.5	4.25	4	3	3.75	5.5	28.75	35.94%
PAA Tom Company LTD	2/19/16	5.5	3.25	6.25	1.75	2.75	6.5	5	26	32.50%
MAC Logistics LTD	2/19/16	8.25	9.75	2	2.5	1.5	1	2.5	25	31.25%
Atliz Designs	2/22/16	3	3	0	4.5	2	0	3	12.5	15.63%
BUH Energie Resources	2/22/16	5.5	5.75	1.5	1.5	2.75	0.75	1	17.75	22.19%
Francalben Cleaning Services	2/22/16	3.25	0	2.5	0.25	2.25	0	1	8.25	10.31%
Gella Electrolex Services LTD	2/23/16	9.5	13	8	2	2.25	6.25	8	41	51.25%
CBM Surveys LTD	2/23/16	5	7	3.75	0	1.5	3	5.5	20.25	25.31%
Servaco PPS	2/24/16	9.5	9.25	10	8.75	2.5	3.5	6.75	43.5	54.38%
Promise Hand Company LTD	3/15/16	3.25	4.25	2	1	2	3	2.75	15.5	19.38%
Energem Ghana LTD	3/21/16	8.75	2	6	3.75	3	3	3.75	26.5	33.13%
Zoil Services LTD	3/22/16	7.5	10.75	6	4.25	9	6.5	5.5	44	55.00%
Industrial Requirements Servicing LTD (INRES)	3/23/16	5	2	8.5	2.5	3.25	3	6	24.25	30.31%
Electrical And Automation Concept LTD	3/23/16	5	6	5	1	9.75	4.75	5.25	31.5	39.38%
K.A Kwansa Automobile Company	5/16/16	9	10	8.5	2.5	1	2.5	5	33.5	41.88%
7 Eleven Energy Services	5/16/16	8.75	6	0	2.75	5.5	3.75	1.75	26.75	33.44%
N-Ovations LTD	5/16/16	5.5	0	1.5	1	1	0	2.75	9	11.25%
Express Resourcing And Engineering LTD	5/16/16	4.25	4	0.5	0.5	1	0	1	10.25	12.81%
Haigye LTD	5/18/16	1	1.75	2	3.5	2	1	1.5	11.25	14.06%
13:05 Engineering & Construction	5/18/16	7	5	2	1.5	2	2.75	4.75	20.25	25.31%
Fadzidom Enterprise	5/23/16	2	0	0	0.5	1.5	0	3.25	4	5.00%
Bronzwood Company LTD	5/23/16	4.25	4.75	3.5	1	2.5	3.25	3.25	19.25	24.06%

Jestan Engineering Services LTD	5/26/16	8	5	7.25	1.5	0	5	4	26.75	33.44%
Consolidated Shipping Agencies LTD	5/26/16	8.5	10.25	7	6	10	5	7	46.75	58.44%
Chemvolv Engineering LTD	5/26/16	5.5	2	1	4	3.75	2	2.25	18.25	22.81%
Eak Marketing And Logistics	5/26/16	2.5	0	0.75	0.75	0	0	0	4	5.00%
F.K.A Ghana LTD	5/30/16	5	9.25	2.5	0.5	1.75	2	2	21	26.25%
Wayoe Engineering And Construction LTD	9/15/16	5.75	5.75	7.5	1.75	10.5	6.75	7	38	47.50%
Safebond Company LTD	9/15/16	4.25	5	4	0	0	3.5	2	16.75	20.94%
Rakes Company LTD	9/15/16	7.5	8	5.75	2	6.25	1	1	30.5	38.13%
McDan Shipping Company LTD	9/15/16	8.25	10	6.5	4.75	2.5	2.5	2	34.5	43.13%
Joframs Energy Group LTD	9/15/16	9	6	0.5	1	10.25	5.5	3.75	32.25	40.31%
K. Kansco Construction LTD	9/15/16	3	4	8	1	0	2	2.5	18	22.50%
Greenfields Offshore Services LTD	9/15/16	8.5	5.75	5	2.5	6.25	2.25	1.75	30.25	37.81%
Impulse Engineering Services Consult LTD	9/15/16	7.5	0	1	2.5	2	0	0	13	16.25%
Takoradi Gas LTD	9/15/16	9	15	4	6.5	7.5	4.5	5.25	46.5	58.13%
Mass Logistics Ghana LTD	9/15/16	8.75	8.5	4.25	0.5	3	2	3	27	33.75%
Firm Imexoya	9/20/16	9	1.25	3.5	4	5.5	0.5	5	23.75	29.69%
Daniak Company LTD	9/20/16	4.25	6	3	1.25	2.5	2	7	19	23.75%
Southeast Company & Support Services LTD	9/20/16	8	11	5.5	6	3.75	1.5	5.75	35.75	44.69%
Macro Logistics LTD	9/20/16	2.25	9	7	4	0	4	3	26.25	32.81%
Willcho Garments	9/20/16	1	0	1.75	0.5	3	0	3.5	6.25	7.81%
Jassmavec LTD	9/20/16	4	2.5	2	4	2.5	0	3	15	18.75%
Mobicrane Company LTD	9/20/16	2	4.75	3.5	0	2	1.5	1.5	13.75	17.19%
Westfileds Offshore Consult LTD	9/20/16	8	7.5	3	2.25	1	1.5	1.5	23.25	29.06%
Davitron Electricals And Construction Works LTD	9/23/16	3	3	1.5	0.5	2.5	1	5	11.5	14.38%
Ricmens Metals	9/23/16	2.5	3	1.5	0.5	2.5	0	3	10	12.50%
Parachem Ghana LTD	9/23/16	6.5	2.75	3	3	0	0	1.5	15.25	19.06%
Flat C Marine Offshore Services LTD	9/23/16	7	10.5	7.5	5	8.25	6.5	6.75	44.75	55.94%
Universal Impressions	9/23/16	5	3	0.5	3.5	2.5	0	1	14.5	18.13%
Vetrotech Solutions LTD	9/20/16	5.5	10.25	3.75	6.5	6.25	6	8	38.25	47.81%

Rismichen Enterprise	9/23/16	8.5	7	8.75	6.25	9.75	0	4	40.25	50.31%
Yenok Gifts And Souvenirs	9/23/16	4.5	10.5	3.25	4.25	7.5	3.5	2	33.5	41.88%
SDDY LTD	9/23/16	3	1	1.25	2	1.5	0	0.5	8.75	10.94%
Zodiac Marine Services	9/23/16	9	11.5	7.5	7	3.5	4	2	42.5	53.13%
Sansiah Metal Works	9/20/16	0	0	2	0	2	0	3.5	4	5.00%
Ipatech	9/23/16	1	0	2	3.25	2.5	0	2	8.75	10.94%
Bang Gh. LTD	9/27/16	4.75	4	0	2.75	0	1	0	12.5	15.63%
Gireb Support Services	9/20/16	6.5	12	8.5	2.25	3.75	5	5.5	38	47.50%
Asempa Security Services	9/23/16	8.75	8	7.25	1.25	1.75	4.25	4.75	31.25	39.06%
Stresster Engineering & Construction LTD	9/27/16	7.5	8.75	9	3	8.25	8.5	8.75	45	56.25%
Run On Time Engineering	9/23/16	8	8.5	9	4	5.5	1.75	5.5	36.75	45.94%
Ardent Fire Protection Ghana LTD	9/27/16	1.5	11	5.25	1.5	2.5	2.5	1.75	24.25	30.31%
Genuine 3 Logistics	9/27/16	4.5	4.75	2	1.5	0	2.75	3.75	15.5	19.38%
Mea Catering & Investment LTD	9/27/16	8.75	6.75	6.25	3	2.25	2.5	5.25	29.5	36.88%
Cable Solutions Services LTD	9/27/16	5.75	4.75	1	3	4	2	2.25	20.5	25.63%
Slikem Company LTD	9/27/16	2.5	4.25	3.25	2	2.75	1	4	15.75	19.69%
Vital Creations	9/27/16	1	3.5	1	1.75	4.75	3.24	6	15.24	19.05%
GN Electronics	9/27/16	7.25	5	2.5	5.25	0.75	0	4	20.75	25.94%
Gartmas Ventures	9/27/16	9.25	5.75	0.5	2.25	0	2	2.25	19.75	24.69%
Litlight Engineering LTD	9/27/16	2.5	0	4.5	0.5	0	1	4	8.5	10.63%
Texpo Company LTD	9/30/16	5	0	2	1	3	0	4	11	13.75%
Apex Shipping & Commercial Company	8/15/17	3	11	8	1.5	5.75	5.25	6	34.5	43.13%
Ultimate Beige Logistics LTD	8/15/17	7	8.25	2	2.6	3.05	5.75	3.25	28.65	35.81%
I-Neema Ghana LTD	8/15/17	8	9	7.5	3.25	4.25	4	4.25	36	45.00%
Ricks Logistics	8/15/17	4.5	2.75	3	1.5	1	1	2.5	13.75	17.19%
Easy Page Host Web Services	8/15/17	8	5	1.5	3.75	1.25	3.5	0.5	23	28.75%
Kariba Engineering Services LTD	8/15/17	7	11	9.75	2	3.25	4.5	8.5	37.5	46.88%
X2 Westerners Company LTD	8/15/17	2.75	0.75	8.25	1.75	3	0	2.75	16.5	20.63%
Zeal Environmental Technologies LTD	8/15/17	5	3	3.275	0	0	5.75	5.75	17.025	21.28%
Unicon Western Engineering Services Ghana LTD	8/17/17	1.75	8.75	3.25	0.5	5.25	5	5.75	24.5	30.63%
Q-Vet Energy Supplies	8/17/17	4	5.25	3	3	2	3	4.5	20.25	25.31%

Mima Resourcing	8/17/17	4.25	1.5	0	0.1	1	0	4	6.85	8.56%
Banaya Gyamfi Services LTD	8/17/17	3.5	2.5	2	0.3	1.5	0.75	2	10.55	13.19%
Trans-Kasmod Enterprise	8/17/17	6	2.25	1	0.35	0	1.75	1	11.35	14.19%
Electrofax Engineering Services LTD	8/17/17	8	7.25	8	5.75	3.5	2.75	5.75	35.25	44.06%
McBill Engineering LTD	8/17/17	0.25	1	1	0.5	1.25	4.75	4.25	8.75	10.94%
Famous Ocean International LTD	8/17/17	4	1.5	1.1	0.5	0.5	0	0.75	7.6	9.50%

**9.7. Annex G: Performance Indicator Reference Sheets**

**9.8. Annex H: FY2017 Newsletters**

**9.9. Annex I: FY2017 Success Stories**