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# GHANA SUPPLY CHAIN DEVELOPMENT PROGRAM

QUARTERLY PERFORMANCE REPORT

October 2016 – December 2016



*Photo Credit: SCD; Local Content Conference: Group picture of organizers, November 2016*

This publication was produced by PYXERA Global for review by the United States Agency for International Development.

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**Quarterly Performance Report  
October 2016 – December 2016**

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**Grant No. AID-G-13-00002**

**Period of Grant Performance: March 21, 2013 to March 20, 2018**

**Place of Performance: Ghana, Western Region**

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This report was made possible through support provided by the United States Agency for International Development. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the US Agency for International Development or the US Government.

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## I. LIST OF ACRONYMS

<b>Acronym</b>	<b>Definition</b>
<b>ABAC</b>	Anti-Bribery and Anti-Corruption
<b>AFP</b>	Atuabo Free Port
<b>AGI</b>	Association of Ghana Industries
<b>AOR</b>	Agreement Officer's Representative
<b>AWS</b>	American Welding Society
<b>BSP</b>	Business Service Provider
<b>COP</b>	Chief of Party
<b>CSO</b>	Civil Society Organization
<b>DCOP</b>	Deputy Chief of Party
<b>EDC</b>	Enterprise Development Centre
<b>EG</b>	Economic Growth
<b>EHS</b>	Environment, Health & Safety
<b>FTFMS</b>	Feed the Future Monitoring & Evaluation System
<b>GoG</b>	Government of Ghana
<b>GOGSPA</b>	Ghana Oil & Gas Service Providers Association
<b>IP</b>	Implementing Partner
<b>IFC</b>	International Finance Corporation
<b>IOC</b>	International Oil Company
<b>IR</b>	Intermediate Results
<b>JTTC</b>	Jubilee Technical Training Center
<b>LI</b>	Legal Instrument
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDA</b>	Ministries, Departments and Agencies
<b>METSS</b>	Monitoring and Evaluation Technical Support System
<b>MNC</b>	Multi-National Company
<b>MOEP</b>	Ministry of Energy & Petroleum
<b>MOTI</b>	Ministry of Trade & Industry
<b>MOU</b>	Memorandum of Understanding
<b>MTTTU</b>	Motor and Traffic and Transportation Unit
<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>PSC</b>	Project Steering Committee
<b>QMS</b>	Quality Management Systems
<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>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) and mining and energy related sectors.

The program uses the following three primary methodologies to achieve its objectives: 1) Introduction of training and capacity-building interventions targeting enhancement of technical managerial qualifications for professionals across the sector(s); 2) Strategic and targeted campaigns to combat access to finance issues inherent to the Ghanaian private sector; and 3) Increasing market linkages amongst both domestic and international market participants.



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.

In the first quarter of 2017, the SCD Program continued its delivery of high-quality trainings, including the Importance of Public Relations, Entrepreneurship, and the IFC Business Edge (BE) Training of Trainers (TOT) program. To provide enhanced learning and networking opportunities to SMEs outside of traditional trainings, the SCD program continued implementing one Breakfast Meeting per month.

In November 2016, the SCD program collaborated with the Petroleum Commission to organize the Local Content Conference and Exhibition with the theme of "Increasing in-country value and capabilities of domestic businesses."

Key topics addressed included:

- Local content development and its potential for growth and forward linkages
- Increasing the international competitiveness of Ghanaian entrepreneurs
- Traditional and alternative approaches to Oil and Gas financing
- Elevating your business through commercial transparency

In the coming quarter, the SCD program will continue its training and technical assistance program with six trainings planned, as well as its monthly Breakfast Meeting Series. Finally, the SCD Program will continue to identify opportunities that will strengthen market linkages between buyers and sellers, both domestic and multinational, as well as continue efforts to further its strategic partnerships with public and private sector stakeholders.

### 3. PROGRAMMING

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

Below is a list of completed and expected trainings and events for the first and second quarters of FY2017.

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
December 13th–17th, 2016	Training of Trainers: IFC Certification	Training	5	Rainbow Consult: Mrs. Margaret Jackson
January 18, 2017	Breakfast Meeting: Good Corporate Governance	Breakfast Meeting	40	Rainbow Consult Mr. Joe Jackson
January 24-26, 2017	Billing & Invoicing	Training	25	Budget Outsourcing
February 15, 2017	Breakfast Meeting: SME Business Branding	Breakfast Meeting	40	Mrs. Margaret Jackson
February 16-17, 2017	Marketing Plan Development and How To Sell Effectively	Training	15	TBD
March 15, 2017	Breakfast Meeting: Performance Appraisal	Breakfast Meeting	40	Perfect Team: Mr. Edward Howard
March, TBD	Local Content Workshop	Training	25	Petroleum Commission

#### 3.1. Training and Capacity Building

Training and capacity building is the core of the SCD program and through these initiatives SMEs and BSPs are able to become more competitive in the Ghanaian market. With this focus, the program offered three trainings and one Breakfast Meeting in the first quarter of FY2017, in addition to co-hosting the Local Content Conference and Exhibition described in the Market Linkages section.

##### 3.1.1. Trainings

In order to work towards the sustainability objectives of the program, the SCD program focused on providing trainings to BSPs during this 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 trainings held in the first quarter of FY2017 included the following:

- Two Training of Trainers trainings
  - How to conduct in-person trainings
  - IFC Business Edge
- Entrepreneurship

### ***3.1.1.1. Training of Trainers: How to conduct in-person trainings***

The first TOT was organized for six BSPs from October 17-21, 2016. A new BSP, CICADA Consult, a BSP that is certified by the IFC's Business Edge program with 10 years' experience in Ghana providing trainings and management consulting services, facilitated this training. The training sought to enhance consulting skills of these BSPs to enable them to better provide efficient and effective services to SMEs.

Some of the concepts discussed included:

- Strategies to be adopted in 'adult learning' training sessions
- How BSPs can strengthen their training skills
- How to evaluate a training and to prepare a training report
- How to develop personal action plans to test new techniques learned for effective training delivery



*Demonstration of group work methodology at TOT*

In addition to the topics discussed, 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.

### ***3.1.1.2. IFC Business Edge® Training***

A 5-day IFC Business Edge® training for BSPs was organized on December 13<sup>th</sup> – 17<sup>th</sup>, 2016. The training offered the eight participants the opportunity to learn about the standard IFC Business Edge® training approaches. This training built on the introduction provided in the October training and provided participants with the opportunity to receive internationally-recognized certificates after passing post-training competency exams.

Some learning highlights are as follows:

- The difference between training, learning and development
- How to prepare for training
- Identification of learning style and implications for training
- How to introduce a training session
- How to present training content
- Creation and using visual aids to support training
- Demonstrating new and effective facilitation skills, behaviors, and techniques
- How to ask and answer questions appropriately



*“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

- Guidelines for giving and receiving constructive feedback
- How to conclude a training session

After 5 days of undergoing intensive training, participants revealed a new confidence and competence in how they would be approaching training and consulting. This was made evident by the immense improvement recorded from the pre-test to the post-test of the training.

### ***3.1.1.3. Entrepreneurship Training***

The SCD program organized a training on Entrepreneurship for SMEs from November 15<sup>th</sup> to 18<sup>th</sup>, 2016. The training's objective was for the SMEs to gain more insight into and in-depth knowledge of the entrepreneurial modules and provide them with guidance on how to develop and manage new businesses. 38 participants attended this training.

Some of the learning objectives were to:

- Gain relevant knowledge relating to entrepreneurship
- Acquire skills or techniques to be able to analyze business situations, and to synthesize action plans
- Identify and stimulate entrepreneurial opportunities, talent and skills
- Devise attitudes towards change and innovation by SMEs in their operations



*Participants of the Entrepreneurship training visit to B-BOVID*

On the last day, participants visited the offices of B-BOVID, the BSP who had provided the training 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.

### ***3.1.2. Breakfast Meetings***

In order to supplement the training courses and technical assistance, the program launched its Breakfast Series in 2015. This series both provides SMEs with information on trending topics in the industry that complement the SCD trainings and allows them to network with both industry experts and other SMEs. Additionally, these events present industry experts an opportunity to create awareness and enhance the knowledge of SMEs of their industry and company.

The 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. Some of the topics covered included:

- Using proactive approaches to leverage visibility and build a good reputation
- Exploring opportunities to get media coverage
- Using social media for building business relations
- The importance of branding to businesses



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. This Breakfast Meeting was well received and a follow on training is being discussed for the coming quarter.

## 3.2. Communications

### 3.2.1. Publication and Distribution of Newsletters

In FY2016, the SCD program began publishing a monthly newsletter to increase the numbers of communications channels between the program and the SMEs. The newsletter serves as a place for SMEs and other stakeholders to receive information about activities organized by the SCD program and encourages them to attend subsequent events. The newsletters provide a summary of the activities of SCD in the previous month and topics include event recaps, success stories, and business advice, as well as promoting upcoming events, and other program updates.

In the last quarter the newsletters have highlighted a variety of topics pertinent to SMEs. The opening article in the September newsletter discusses tactics local businesses are using to help them adapt and thrive in the current O&G market. Also in that edition, the Managing Director of Danest Engineering Limited informed the SCD community about how he plans to for the Ghanaian Welding Society, modeled after its American counterpart. The October edition highlighted key takeaways from the trainings and breakfast meeting of the previous month and informed SMEs about some of the behind the scenes work that the SCD team is doing to ensure more high-quality trainings will be delivered in the coming months. Finally, in November, SCD highlighted the success of the Local Content Conference and Exhibition for those unable to attend.



The three newsletters were published and distributed to stakeholders through MailChimp. A report from MailChimp confirmed that out of 258 total deliveries for the September newsletter (delivered in October), 86 (33%) recipients opened their newsletter mail and 25 downloaded the content. The October newsletter recorded a total delivery of 256 recipients, with 70 (27.5%) recipients reading it in their web browser and 24 downloading the newsletter to read it offline. Like the previous two months, November recorded readership above the industry expected average of 25.3%, with 64 readers.

### 3.2.2. Other Communications News

The SCD program continues to maintain its presence both on social media and in local news outlets. The program maintains a Facebook page with 365 followers to highlight activities and connect with SMEs. The Facebook page serves as one of the mediums to market and announces various programs, activities and relevant information for both the SCD program and SMEs. On the site, the SCD program posts event-related activities, photos, and updates, and publicizes recent activities for SMEs and BSPs. Recent activities

on the page indicate that there is an improvement in interaction among followers of the program, with an increase in the number of “Likes” on SCD posts.

The WhatsApp platform also continues to serve as an interactive and engaging platform for the SMEs. The WhatsApp platform, with 60 individual members, has become a key networking tool for SMEs to share knowledge and relevant information. Members discuss issues arising from training programs offered by the SCD program and use the platform as a medium to market their companies to each other. With the creation of the bi-monthly CEO meetings, a WhatsApp group solely for the CEOs has also been formed, with 28 active CEOs.

The Ghanaian news media continues to cover the SCD program favorably. 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.

### **3.3. Partnerships and Market Linkages**

In order to remain on the cutting edge of the industry so that the SCD program can deliver the best information and trainings to its SMEs, the SCD program works to build partnerships and market linkages. During the first quarter the SCD program worked towards deepening relationships with other Ghanaian SME support organizations and implementing partners such as Invest in Africa, the Association of Ghana Industries, and other USAID implementers. In order to improve the market linkage opportunities for SMEs, the SCD implemented two initiatives – the Local Content Conference and Exhibition and SME Directory. These initiatives enhanced program’s position as a leading provider of services aimed at increasing the overall competitiveness of participants across the Ghanaian private sector.

#### **3.3.1. Partnerships**

The SCD strives to remain on the cutting edge of the SME development landscape in Ghana. In order to do this, the team participated in several forums, summits, and learning events to build partnerships with others and raise the profile of the SCD program. One of the most successful partnerships that the SCD program has developed is that with the Petroleum Commission, further discussed in the Market linkages section.

In October, SCD participated in the 5<sup>th</sup> Annual Association of Ghana Industries Summit in Accra. The theme was “Local content Development in Ghana, the Journey so far,” and the event brought together multinationals, major contractors and SMEs from the



*Mr. Theophilus Ahwireng, CEO, Petroleum Commission and Mr. KB Wilson, SCD Director*

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<sup>1</sup> 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>

various sectors. Topics discussed at the summit included learning about opportunities, challenges, and successes within local content development and provided opportunities to engage major buyers and meet key decision makers within major companies. KB Wilson, Program Director of SCD, participated on a panel discussion session to share the SCD’s experiences in subcontracting and matchmaking, SME development, best practices in supply chain management and participation, and the contribution of foreign partners to local content development in Ghana.

In November Invest in Africa held its 2nd African Partners Pool (APP) Business Forum titled “Creating thriving businesses through taxation and quality standards.” This business forum provided a channel for buyers and suppliers in the APP to meet and discuss business interest and receive information from industry experts. There were presentations and panel discussions by key stakeholders including; Ghana Investment Promotion Council, Tullow Ghana Ltd, Ghana Standards Authority, Conship, Ernst & Young, Newmont, GRA and Invest in Africa. Participating companies also had the opportunity to exhibit their products and services. SCD was represented by Kofi Koomson, Technical Team lead.

Also in November, SCD participated in the Western Region Coastal Foundation’s Annual Learning Conference “Harnessing growth potential in the Western Region using data-driven development decisions,” in collaboration with the Ghana National Chamber of Commerce–Sekondi-Takoradi. The conference provided a forum to examine and analyze key issues that affect businesses and livelihoods in the Region. KB Wilson gave a talk titled “Building local capacity to improve local content,” which reiterated that standards needed to be adhered to in order to ensure quality and promote the interest of buyers (both local and foreign) in purchasing goods and services. He also urged SMEs in the Oil and Gas sector to adopt corporate governance philosophies and the values needed to enforce these standards of operations. Mr. Wilson used the opportunity to promote SCD trainings and other initiatives as a means of SME development, especially the upcoming training on Corporate Governance.

### 3.3.2. Market Linkages

#### 3.3.2.1. Local Content Conference and Exhibition

Ghana Supply Chain Development 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, at the Best Western Plus Atlantic Hotel, Takoradi. The theme of the event was “Increasing in-country value and capabilities of domestic businesses.” Participants from multinational corporations (MNCs), international oil companies (IOCs), local companies, and oil and gas related institutions attended this event to highlight their successes, challenges and opportunities in the oil and gas industry. The event also served as a market linkage opportunity for both international and local companies.

The two-day conference allowed international and Ghanaian companies and support institutions a platform to inform SMEs about issues currently facing the Ghanaian O&G industry. 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. Large Ghanaian companies presented on topics related to their success and growth in order to impart knowledge and



best practices on the SMEs in attendance. Amaja presented on Local Content Development from the perspective of an Indigenous Ghanaian company, while Zeal Environmental Technologies looked at the same topic from the perspective of the potential for growth and forward linkages. A panel discussion was held with representatives from Belmet, Seaweld, West Atlantic, and Rigworld about how to increase the international competitiveness of Ghanaian entrepreneurs. SMEs in the SCD program have faced difficulties accessing business capital, and at the conference the Association of Bankers and PWC presented on traditional and alternative approaches to accessing financing in the oil and gas sector. Finally, the SCD program continued its partnerships with TRACE International and GE Ghana, who gave presentations on commercial transparency and procurement opportunities respectively.



USAID Deputy Mission Director giving his opening address

Mr. Steven Hendrix, Deputy Mission Director of the United States Agency for International Development (USAID), represented the agency at the conference through a keynote speech. In his opening remarks, he highlighted that USAID was committed to partnering with the public and private sectors to foster economic growth and accelerated development in sectors such as agriculture, education, and oil and gas, among others.



*“Growing indigenous companies to participate in the upstream petroleum business is a prudent strategy and sure catalyst for economic growth.”*

- Mr. Theophilus Ahwireng,  
Acting Chief Executive Officer of the  
Petroleum Commission

In addition to external presenters, the Ghana SCD program highlighted its program when it presented “The role of SCD in building the capacities of SMEs for domestic participation in oil & gas activities.” As part of this presentation, five SMEs who have benefited from the SCD program’s trainings (Danesh Services, Danest Engineering, Stresster Engineering, Wayoe Engineering, and Genuine 3 Logistics) were showcased, and

they each testified about the benefits and successes that their businesses have gained through participation in the SCD program.

The SCD program also participated in a panel discussion on “Developing the right skills for the job.” This discussion was with members from the Council for Technical and Vocational Education and Training, Jubilee Technical Training Centre, Regional Maritime University, and Sekondi-Takoradi Chamber of Commerce and Industry, and focused on the importance of technical and vocational education and training (TVET) within the oil and gas industry.

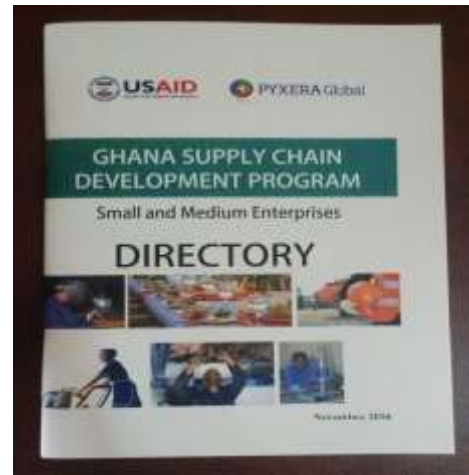
In addition to the presentations, there were several opportunities for SMEs to showcase their businesses to potential buyers and make other connections to help grow their businesses. On day 1, SMEs held an exhibition to attract potential buyers of their goods and services, which concluded with a networking event for all participants.



Minister of Energy and Petroleum, the Honorable Kofi-Buah and USAID Deputy Mission Director Mr. Hendrix visiting SME booths at the exhibition

### 3.3.2.2. SME Guide

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. Based on these relationships, the SCD program developed an SME Directory of Small and Medium Enterprises within its network with the aim to showcase and publicize the SMEs trained by the SCD program to potential buyers and other partners. This marketing material provides a list SMEs, including business name, type of services offered, contact persons, phone number(s), email address, representative clientele listings and other pertinent information. The SCD Program launched its SME Directory during the Local Content Conference as a means of publicizing the SMEs that have received both soft and technical skills and are able to currently provide goods and services to O&G companies or their sub-contractors.



### 3.4. Client Relations

The SCD program continues to provide strong client relations support through constant interactions with SMEs in the SCD network. Over the past quarter, the client relations team has conducted site visits and enrolled new SMEs. The SCD program has continued its initiative to better understand client needs through CEO Monthly Meetings and created an additional feedback loop from SME clients on both programming content and the overall direction of the SCD program. The SCD program identifies specific gaps or needs that SMEs have in order to tailor capacity-building sessions towards addressing these challenges.

#### 3.4.1. Site visits and Client visits

As a focal point of client relations, the team visited new clients in order to become familiar with their businesses in addition to existing clients to follow up on business progress. Each of the existing clients who were visited were asked a series of questions to determine whether they had bid for or won a contract, or developed and are using any policy after attending trainings.

During the first quarter, nineteen new organizations expressed interest in joining the SCD Program, eighteen of which were a direct result of participation in the Local Content Conference and Exhibition. Ten of these new clients have started the registration process and five of them, including Banaya Gyamfi, McBill Engineering, EDC Consulting, Q Vet and Budget Outsourcing, have completed the submission of their assessment forms. The full list of interested clients are as follows:

- Q Vet
- BanayaGyamfi
- McBill Engineering Limited
- Next Level Farms
- Newell Investments
- Stanbic Bank
- GIFF
- Fusion Oil &Gas
- BanayaGyamfi Services
- Kylodds Engineering
- Sinnot Engineering
- Oceanic Baseline
- Greenworld
- Sadak Car Rentals
- UMB
- Elpida Investment
- Holdtrade Group
- Budget Outsourcing
- Brave ConsultanC

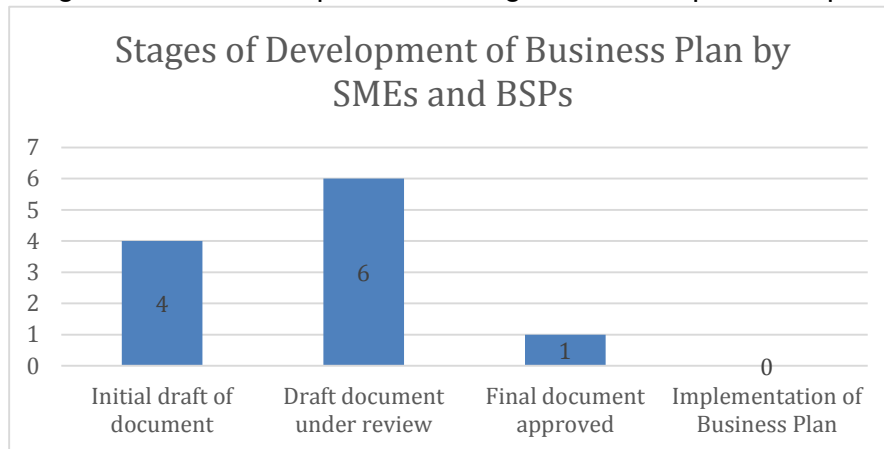
In addition to the registration of new clients, in the first quarter the client relations team embarked on site visits to follow-up on the implementation of learnings from past trainings such as the status of policies

being implemented with the SMEs like business plans and the use of marketing and social media by the SMEs. The clients visited in this quarter are as follows:

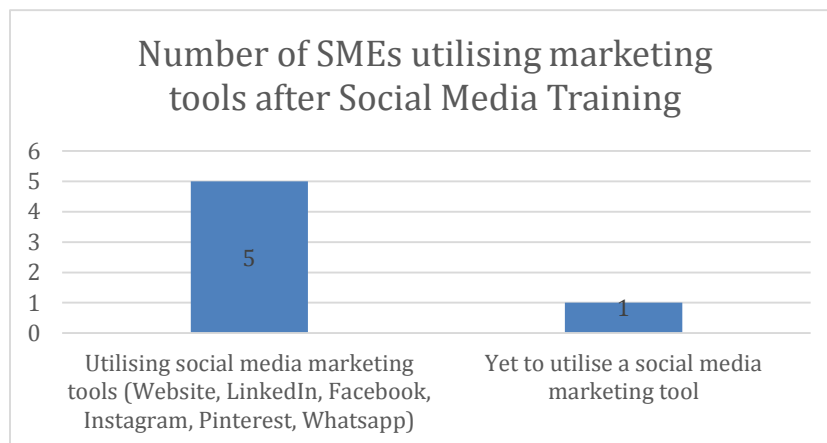
- Joframs Energy Group
- Davitron Electricals
- FKA Ghana Limited
- Danest Engineering
- CBM Surveys
- Kwansa Auto
- Daniak Company Limited
- Sansiah Metal Works
- BUH Energie Resources

### 3.4.2. Data Collection

The Monitoring and Evaluation team works with the Client Relations team to verify knowledge retention from trainings. These site visits support the SCD program’s M&E by ascertaining the implementation/impact of knowledge acquired from training programs. During the past quarter data was gathered from SMEs and BSPs to track the implementation of the Business plan and Social Media trainings from the previous quarter. For the Business Plan training, twenty-one SMEs and three BSPs participants were interviewed and nineteen are currently at the designing stage of their manuals development as a result of the training. The chart below represents the stages of Business plan development by SMEs.



Additionally, the M&E team followed up with the participants of the Social Media training also held in the previous quarter. Six (6) of the organizations that attended the Social Media training were contacted to ascertain the number of marketing tools that have been implemented since the training by these SMEs. Below chart represents the marketing tools being utilized by the SMEs.



### 3.4.3. **Executive Meetings for CEOs**

In order to better engage SME owners and managers, the SCD Program Director initiated a series of CEO Meetings. These bi-monthly meetings are face-to-face, frank talks with the CEOs of the SMEs in the SCD program's network. This quarter's bi-monthly CEO meeting took place on November 22<sup>nd</sup>, 2016, to discuss the SCD program's Incubation Process initiative, SME grouping criteria for future training activities, and the GE program. Additionally, the SCD program talked to the CEOs to ensure all their employees applied for



*CEOs at a meeting with SCD Director, KB Wilson*

personal TIN (Tax Identification Number) as required by the Ghana Revenue Authority. The CEOs discussed concerns over the forming of subsidiary companies by some larger Ghanaian SMEs, such as Seaweld, Rigworld and Amaja, and the impacts of those subsidiary companies on contracts bids. Other topics discussed included the building of trust, capacity, and standards in business operations. Finally, the group discussed the importance of building partnerships and relationships with the professionals responsible for promoting standards within the O&G industry. SCD Director KB Wilson encouraged SMEs to engage professionals, both in the extractive industry and local BSPs to help them with the various technical and business operations related documentations respectively and to build relationships.

## 4. FISCAL YEAR PMP REPORTING AND NARRATIVE

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

For this reason, the attached Performance Indicators Tracking Table (PITT), included as an attachment, contains results for both FY2014 and FY2015. It also disaggregates data, including by gender. For almost all of the revised indicators, FY2014 has no set targets due to the revisions in FY2015 and so only actual data for FY2014 are shown. The revised Performance Indicators Reference Sheets (PIRS), previously submitted to USAID, outline the revised definitions and methodologies. In FY2017, a revised version of the 14 indicators and their definitions (based on discussions concluded at the staff retreat in July 2016) will be reported on.

While the Performance Indicators Tracking Table in Annex A is a good snapshot representation of the program's performance against its stated Fiscal Year objectives, there is a definitive need to provide narratives with each of the indicators to substantiate progress that has been made. The narrative begins with the fiscal year targets and current level of performance and is followed by a summary of the data including both aggregated versus disaggregated data.

During the first quarter, the M&E team started its field visits to the 72 SMEs and 26 BSPs initially assessed from December 2016. Key SMEs and BSPs visited during the reporting period were Danest Engineering, Fracalben Cleaning Services, Rismichen, Fynnbenfred Electricals. The visit aims at reviewing policies, procedures and manuals developed by SMEs and BSPs as a result of the SCD trainings. This objective ties in with the SCD's FY2017 work plan objectives by ascertaining the implementation and impact of knowledge acquired in business operations of SMEs and BSPs. Again, this exercise will help the SCD team to devise quick interventions to address any gaps that will be identified before the closure of the project in 2018. Some of the findings from these trips are as follows:

- Commendation of trainings organized by the SCD Program
- The need for SCD to facilitate ISO certification process for SMEs
- The value of the publicity received as a result of Local Content Workshop and Exhibition

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

**Fiscal Year 2017 Target: 30 / FY2017 Actual: 17**

Building the capacities of BSPs enhances their ability to offer quality training and advisory services to SMEs and help develop local capacities and ensure sustainability after the life of the SCD Program. Seventeen (17<sup>2</sup>) individuals from 11 Business Service Providers (BSPs) received trainings as a result of USG support during the first quarter of FY2017, including BSPs new to the SCD program such as Budget Outsourcing. These trainings were aimed at building the consultancy and technical skills of BSPs and one of the trainings offered participants the opportunity to be certified under the IFC Business Edge Training of Trainers program. Additionally, 7 individuals from BSPs participated in the Entrepreneurship training for SMEs and 5 participated in the Breakfast Meeting on Public Relations.

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<sup>2</sup> Disaggregated data of BSP participants based on gender: Male= 15, Female= 2



#### **4.2.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 / FY2017 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 and acceptance of a BSP by SMEs and the industry in general to deliver training programs are higher if the BSP is duly certified. The certification also gives BSPs a competitive urge to offer services to targeted SMEs in both the short and long term. Due to the high cost of these certifications and no new BSPs entering the program since the certification of BSPs through the IFC-Business Edge Training of Trainers (TOT) program in 2014, this indicator was not addressed in FY 2015 and 2016.

Despite setting no target for this indicator based on past years' rationale, interest for these certifications from BSPs increased after the submission of the SCD annual work plan, and SCD sought opportunities to provide these certifications. SCD identified an opportunity to provide two of these trainings in the first quarter of FY2017 to improve the training and consultancy capacities of BSPs to provide quality training and consultancy services to SMEs. The first TOT was organized for 6 individuals in October 2016 on effectively conducting in-person trainings, facilitated by Cicada Consult. The second training was given by Rainbow Consult Master Trainer, Mrs. Margaret Jackson, who trained and certified all five participating BSPs in the IFC Business Edge program. Some participants attended both trainings totaling 11 disaggregated participants. SCD plans to organize more trainings to certify other BSPs to deliver quality training and consultancy services to SMEs in the coming fiscal year.

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

**Fiscal Year 2017 Target: 8 / FY2017 Actual: 1**

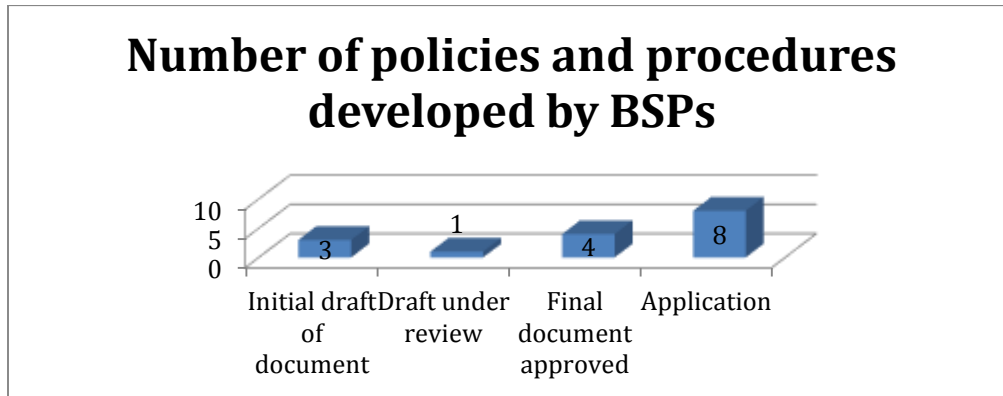
Business tools help facilitate BSP activities leading to business improvement and ultimately delivery of quality training and consultancy services. Tool refers to any application or technology received and applied by a BSP to facilitate and enhance business activities such as an accounting software package or other IT platforms such as the use of social media, as long as its use was facilitated by the SCD program. In the last quarter, one new BSP, Budget Outsourcing, joined the CEOs' WhatsApp platform which facilitates the sharing of relevant information exclusively among CEOs and promotes effective collaboration among BSPs and Private sector/SME community. Additionally, Fermgeo Consults, who has already received the Easybooks software through the SCD program, was also added to the WhatsApp platform to interact and discuss business ideas and opportunities with other BSPs and SMEs. Currently, 6 BSPs participate in the CEO WhatsApp page and several more are active in the SME WhatsApp group page.

#### **4.4.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: 26 / FY2017 Actual: 16**

Business policies and procedures help BSPs comply with industry standards leading to quality and credibility of businesses and ultimately delivery of quality training and consultancy services. Most BSPs and SMEs do not have some basic policies or procedures in place, which render them less competitive to bid for contracts. By the end of the first quarter, two new business procedures were developed by two BSPs. Perfect Team Business Consult is currently reviewing its drafted Business plan, while Fermgeo Consult is at the initial draft stage of its Business Plan development. A total of 16 Business policies and procedures

have been developed by BSPs and are at various stages of development as of first quarter of FY2017. Some of the policies and procedures developed by BSPs include Environmental Health and Safety (EHS), Quality Management System, HR, and Construction and Emergency Preparedness. SCD plans to implement more policies and procedures related trainings in FY2017. Continuous follow up is also being made to track any more policies or procedures developed by BSPs. A breakdown of the various stages of policies and procedures is presented on the chart below.



**4.5. 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, which enables BSPs provide better trainings and consultancy services to SMEs. This is an outcome indicator; hence the target will only be evaluated at the end of the project to ascertain the level of management improvement as a result of SCD’s intervention. SCD has conducted the initial assessment to gather the baseline measurement of BSP’s management levels to be revisited during the final assessment. SCD will undertake a second survey on the performance of BSP stakeholders to ascertain the level of improved management capability in six areas (Strategic planning, Human Resources, Finance, Marketing, Quality management and EHS). This second improvement level scoring is scheduled for the end of the project in FY2018. The SCD seeks to continue to follow up with new BSPs who join the program to complete the assessment forms for initial performance review and scoring beforehand. Please refer to Annex B for a separate Report and Tables on BSPs & SMEs’ Initial Assessment.

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

**Fiscal Year 2017 Target: 200 / FY2017 Actual: 55**

Given the high level of standards in the oil and gas and energy related sectors, building capacities of Ghanaian SMEs increases the chances of local participation in supply of goods and services to the industry. During the first quarter, SCD organized two training workshops (Public Relations Breakfast Meeting and Entrepreneurship Training) for 55 unique individuals from SMEs. Specifically, 36 individuals from 30 SMEs attended the Breakfast Meeting organized in October 2016 titled ‘Public Relations Tips for SMEs,’ and 36 individuals from 27 SMEs attended Entrepreneurship training held in November 2016. Additionally, 17 CEOs from SMEs attended a CEOs’ meeting organized in November 2016 to discuss industry required standards and strategies to facilitate the growth of their business. Some participants attended multiple

trainings leading to 67<sup>3</sup> persons as the disaggregated total for participants of trainings held in the first quarter.

#### **4.7.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 / FY2017 Actual: 0**

This indicator focuses on relevant oil and gas industry-related certificates that are issued to individual trainees and companies respectively after every training. The prospects of an SME becoming supplier of goods/services in the industry are higher if it has appropriate expertise, follow standards or best practices and importantly, relevant certification in that regard. By the end of the first quarter of FY2017, no industry-recognized certificate was recorded. This was largely due to the fact that trainings organized for SMEs within the reporting period centered on soft skills development. SCD plans to organize technical trainings for SMEs which will lead to the award of industry-related certificates in the coming quarters.

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

**Fiscal Year 2017 Target: 30 / FY2017 Actual: 1**

Similar to Indicator 3 for BSPs, business tools help facilitate SME operations, leading to business improvements and ultimately making them more competitive in the extractive industry. As at the end of FY2016, 22 SMEs applied different types of business tools namely Easybooks software, WhatsApp, Pinterest, Instagram, etc. These tools have helped to improve the marketing and accounting systems of SMEs that signed up.

By the end of the first quarter of FY2017, SME Kwansa Automobile applied the knowledge acquired from the Social Media training in FY2016 to upgrade its website and Facebook pages to better improve its marketing and visibility. Additionally, the SCD WhatsApp platform continues to facilitate interaction and sharing of relevant information amongst CEOs of SMEs and the entire SME family at large within the SCD network and these platforms added two new users in the last quarter, Danesh Services and Express Resourcing and Engineering Plans are also underway to bring regulatory entities such as Petroleum Commission (PC), Customs Excise and Preventive Services (CEPS), Environmental Protection Agency (EPA), Ghana Revenue Authority (GRA) and others onboard the SCD WhatsApp platform to offer professional advice as well as educate SCD's SME community on regulatory requirements for the industry.

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

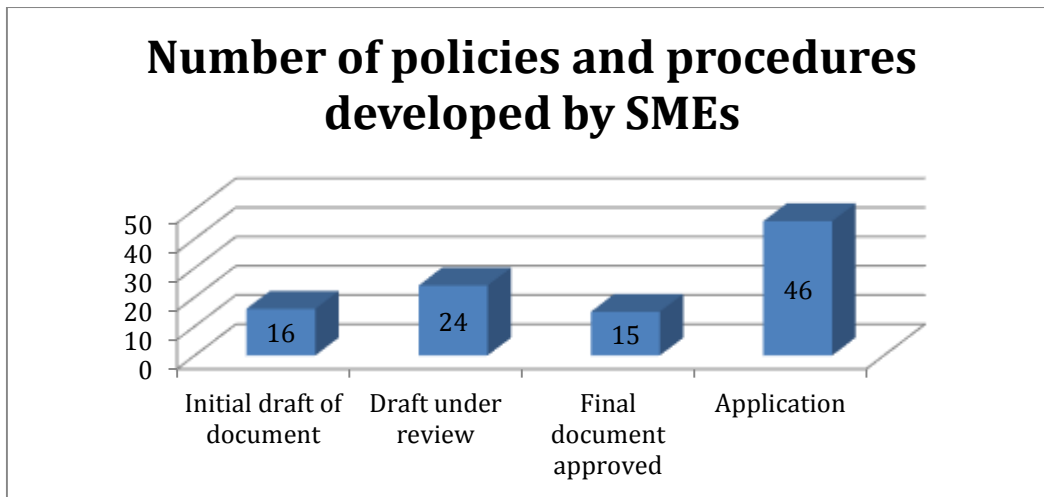
**Fiscal Year 2017 Target: 90 / FY2017 Actual: 101**

As stated in Indicator 4, SCD has overseen the introduction of improvement tools and frameworks, or policies and procedures, which are indicative of positive change across operational settings of BSPs and SMEs. By the end of the first quarter 101 business policies and procedures are at four different stages of development in 48 SMEs' businesses. Policies and procedures such as Business Plan, EHS, QMS, Social and Environment, Human Resource Management, Finance Policy, Ethics, Wellbeing, Drug and Alcohol Testing, and Transport, are the main ones under development and the different stages of development are depicted

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<sup>3</sup> Breakfast Meeting: Public Relations tips for SMEs= 36, Entrepreneurship Training= 31

in the chart below. The SCD aims to organize more policy and procedure trainings this year, and continue to track more policies and procedures developed by the SMEs. Continuous follow up is also being made to track any more policies or procedures developed by BSPs.



**4.10. 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, just like Indicator 5, is an outcome indicator so the target will be evaluated at the end of the project to ascertain the level of management improvement through SCD’s intervention. The SCD will undertake a second survey on the performance of SME stakeholders to ascertain the level of improved management capability in seven areas (Strategic planning, Human Resources, Finance, Marketing, Quality management, Local Content and EHS). This second improvement level scoring is scheduled for the end of the project in FY2018. The SCD seeks to 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 Annex B for a separate Report and Tables on BSPs & SMEs’ Initial Assessment

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

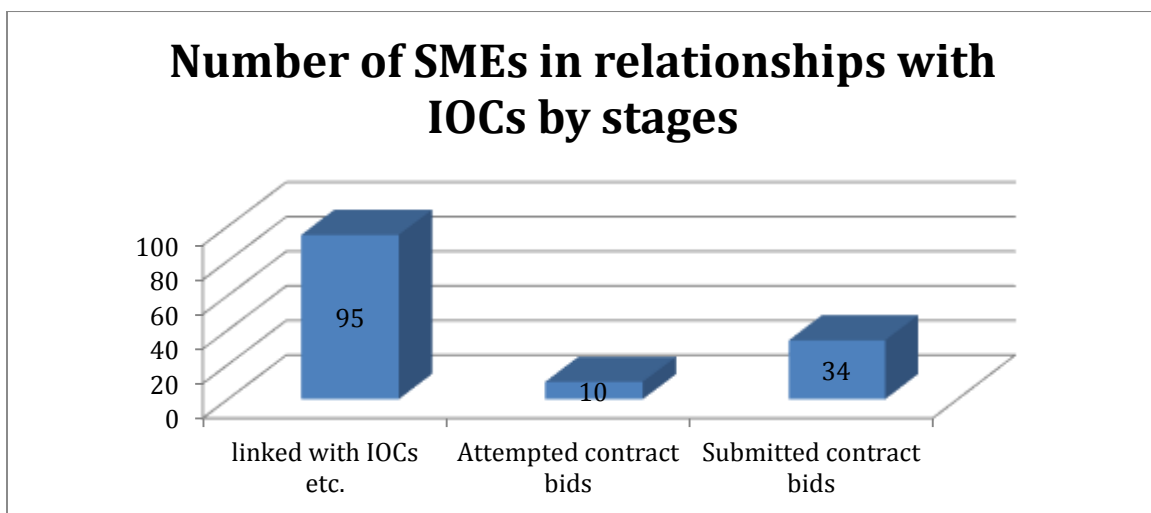
**Fiscal Year 2017 Target: 60 / FY2017 Actual: 88**

Doing business in the oil and gas sector can be capital intensive. Hence, receiving finance information, and eventually financial assistance, is important for an SME to grow its business and to be able to execute any contract won in the industry. At the end of FY2016, the number of SMEs/BSPs at various stages of accessing credit was 88. No access to credit was recorded in the first quarter, which can be attributed to the high interest rates and cumbersome loan application process encountered by SMEs from the financial institutions they were linked to, as well as SMEs inability to meet the loan packages’ requirements. These constraints, among others, brought about the extreme difficulty to formalize loan packages for the SCD SMEs linked to financial institutions. The SCD currently is developing new interventions and partnerships with both financial institutions and large Ghanaian businesses to address this indicator in the current fiscal year.

**4.12. 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 / FY2017 Actual: 139**

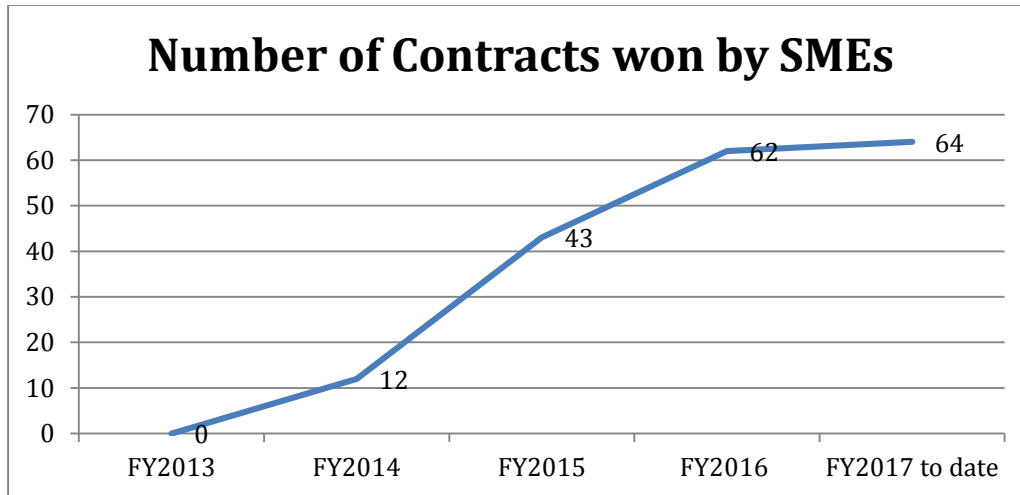
The ability of SMEs to win contracts from companies in the industry in a competitive way will depend on information on sector opportunities made available to SMEs. This indicator counts the number of SMEs including BSPs linked to the IOCs, subcontractors, or other agencies for information on procurement opportunities and other information essential to facilitating SME business in the industry. By the end of the first quarter of FY2017 a total of one hundred and thirty-nine (139) SMEs and BSPs are at different levels of relationships with these industry players. In November 2016, SCD in partnership with the Petroleum Commission organized a Local Content Workshop and Exhibition for SMEs and BSPs to interact with several multinational companies and others operators in the industry. About 39 SMEs and BSPs had the opportunity to participate in this event.



**4.13. 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 / FY2017 Actual: 2**

The ability of SMEs including BSPs to win contracts from companies in oil and gas, power and other related sectors in a competitive way will demonstrate that SCD interventions have been effective and ultimate goal has been achieved. At the end of the first quarter of FY2017, two contracts have been won by two different SMEs: FKA Ghana Ltd and BUH Energie Resources. The companies that awarded these contracts to the SMEs are Metka and Ghana Rubber Estates Ltd (GREL) respectively. The dwindling prices of crude oil can be attributed to low contract figures in this quarter. The SCD continues to encourage the SMEs to form Joint Venture (JVs) to participate effectively in the oil and gas supply chain. Continuous follow up is being made to record more contracts won by SMEs notwithstanding the high cost of operations and falling industry prices.



**4.14. 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 / FY2017 Actual: \$ 22,910**

Like Indicator 13, the ability of SMEs to win contracts demonstrates the overall success of the SCD program, and the value of contracts won also show how much will be added to respective SME/BSP's revenue and the local economy at large. Contracts won to date are valued at USD \$16,667,468, while those won during Quarter 1 of FY2017 are valued at USD \$22,910. Again like indicator 13, the low number of recorded contracts among SMEs and BSPs can be attributed to the high cost of operations and falling industry prices, among other reasons. Due to the stagnant state of the petroleum industry globally, meeting indicators 13 and 14 targets will likely prove difficult for the SCD Program.



*“Local firms in the oil and gas sector operating independently or in joint ventureships received contracts worth a total of US\$960 million in the first quarter of 2016, the Petroleum Commission has disclosed. This represents an increase of 55% over last year’s figure of US\$620 million during the same period.”*

- Petroleum Commission at LCCE

**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/>.

## 5. IMPLEMENTATION CHALLENGES AND CLIENT CONSTRAINTS

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

Low prices associated with the price of crude oil continue to negatively impact the outlook for the local economy, and operators that depend upon a burgeoning O&G sector. Crude oil prices have begun to recover, with prices ranging from \$28 to \$51.60 over the past year. However, the recovery in the oil industry in Takoradi continues to remain slow. Investment in the 'Oil City' of Takoradi is perceived to be very low, and operations themselves are not ramping up, but rather stagnating until a time when a more favorable pricing environment is realized globally. While there are some expectations of new off-shore reserves being tapped, the future outlook for local content development is still unknown. This has significantly affected existing operations of domestic and foreign participants in the market, with high attrition amongst companies, a decreased level of service operations in demand, and lower projected future investments into the economy. The end result is the lack of growth in the Oil and Gas sector in Takoradi, which directly affects contract acquisitions by SMEs. The SCD continues to monitor progress and seek opportunities for collaboration with new partners and opportunities for greater involvement of local SMEs.

### 5.2. *Access to Finance*

Access to Finance is one of the largest constraints for SMEs worldwide. SMEs in the SCD network have expressed this concern to SCD and therefore, the program is currently exploring methods to address these concerns. In the past quarter, as part of SCD's effort to find solutions to Access to Finance issues, KB Wilson, the SCD Program Director and Barbara Gbologah-Quaye, Country Manager, PYXERA Global met with Rick Dvorin, Chief of Party, USAID-FinGap 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.

Discussions centered on;

- Operations of Financial Institutions including Banks,
- Use of Business Advisory Business Providers (BASPs),
- Linkages between BASP's and SME's
- Linkages between BASP's and Financial Institutions SMEs and
- The use of Ghana Alternative Stock Exchange (GAX).

Over the next year, SCD, in collaboration with financial institutions, plans to run several programs for the SMEs to understand the necessary requirements to access finance and alternative funding sources.

## **6. INTEGRATION OF CROSSCUTTING ISSUES AND USAID FORWARD PRIORITIES**

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

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

The Program has continually sought ways in which to promote gender equality, and ways in which to empower women across the Ghanaian private sector. It should be noted that the Oil & Gas sector is traditionally heavily weighted toward men. Participation in trainings and other events has the potential to translate to both new employment opportunities for participants as well as promotions and advancements within their respective employers. This speaks to the level of proactive engagement of SCD to promote and empower women across the workplace. In the fiscal year 2017, the SCD will continue to seek opportunities to engage, involve and promote opportunities that enhance prospects for women entrepreneurs and women-owned business (WOB). In the first quarter of this year women represented 12% of BSP participants and 22% of SME participants in the SCD trainings and other activities.

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

### **6.2. Sustainability Mechanisms**

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

The SCD Program designs its interventions to have both near-term and lasting impact and promotes models for trainings, technical assistance, and other events that ensure longer-term sustainability of programmatic assistance. In FY2017, SCD is continuing its sustainability mechanisms from previous years including fee collection for training services and the increased involvement of CEOs from SMEs in the SCD network, as well as increasing its commitment to enhancing the capacity of BSPs to carry on trainings after the close of the SCD program.

In order to work towards the sustainability objectives of the program, SCD is committed to providing trainings to BSPs 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 in to the future. During the first quarter of FY2017, SCD focused on ensuring the capacity of local BSPs capable of providing world-class trainings to Ghanaian SMEs, which will drive up the demand for their services in the long run.

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



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

The Program continues to identify opportunities to introduce and utilize innovation and new technology that is replicable and scalable across the Ghanaian marketplace. The need for SMEs to better market their business using new Social Media platforms led to the development of a new training series. The continued utilization of innovative platforms which serve to build efficiencies across business operations (i.e. EasyBooks Accounting software solution), or bridge communications divide amongst market participants (i.e. WhatsApp), have been underway beginning in fiscal year 2015 and continuing through FY2017. A second WhatsApp Group has been created to address further needs of the companies' CEOs, with very active participation.

## **7. PROGRAM MANAGEMENT AND ADMINISTRATION**

### **7.1. Financial Management**

From the program's inception through the end of November of fiscal year 2017, the program has spent approximately \$4,100,917.80, representing 82% of the total award of \$4,988,523.00. For fiscal year 2017, expenditures through November total approximately \$166,265.65, representing 23% of the \$716,388.23 that is budgeted for fiscal year 2017. Due to the lag time required to close the accounting books at the end of each month, final FY2017, Q1 financial numbers are not available at the time of this report and will be submitted as soon as available.

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

# ANNEXES

## Annex A: Performance Indicator Tracking Table

USAID - SCD Objective, Results and Indicators	Baseline		%FY2017 Actual vs Target	FY2017 Target	FY2017 Actual	Disaggregates	
	Year	Value					
<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	2014	0	57%	30	17	Male	15
						Female	2
2. Number of individuals certified to deliver SME trainings and consultancy services as a result of USG support to the oil and gas, power and other related sectors	2014	0	-	-	5	Male	5
						Female	0
3. Number of BSPs that have received and applied business tools as a result of USG support	2014	0	13%	8	1		
4. Number of business policies and procedures at different stages of development by BSPs as a result of USG assistance	2014	0	64%	25	16		
5. Number of BSPs that have improved management (score in percent) as a result of USG assistance in the oil and gas, power and other related sectors	2014	0	-	-	-		
<b>SCD IR 2 Improved capacity of SMEs to meet industry supply requirements and standards</b>							
<b>SCD 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	2014	0	28%	200	55	Male	43
						Female	12
7. Number of industry-recognized certificates issued as a result of USG assistance in the oil and gas, power and other related sectors	2014	0	0%	80	0		

8. Number of SMEs that have received and applied business tools as a result of USG support	2014	0	3%	30	1		
9. Number of business policies and procedures at different stages of development by SMEs as a result of USG assistance	2014	0	112%	90	101		
10. Number of SMEs that have improved in management (score in percent) as a result of USG assistance in the oil and gas, power and other related sectors	2014	0	-	-	-		
<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	2014	0	98%	90	88	SMEs	79
						BSPs	9
12. Number of SMEs at different stages of relationship with IOCs, subcontractors or other related agencies for industry information as a result of USG assistance	2014	0	93%	150	139	SMEs	121
						BSPs	18
13. Number of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors	2014	0	7%	30	2	SMEs	2
						BSPs	
						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	2014	0	0%	\$5,000,000	\$22,910	Single SMEs/BSPs	2
						JVs	

***Annex B: BSPs and SMEs' Assessment Report***

## ***Annex C: Performance Indicator Reference Sheets***

***Annex D: FY2017 QI Success Stories and Newsletters***