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GHANA SUPPLY CHAIN DEVELOPMENT PROGRAM

QUARTERLY PERFORMANCE REPORT

April 2017 – June 2017



The CEO of Rainbow Consult, Mrs. Margaret Jackson, giving a presentation about the services offered by her consulting group to Mrs. Pearl Coleman-Ackah from USAID during the Business Service Providers' Showcase on May 31st, 2017.

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GHANA SUPPLY CHAIN DEVELOPMENT PROGRAM

Quarterly Performance Report

April 2017 – June 2017

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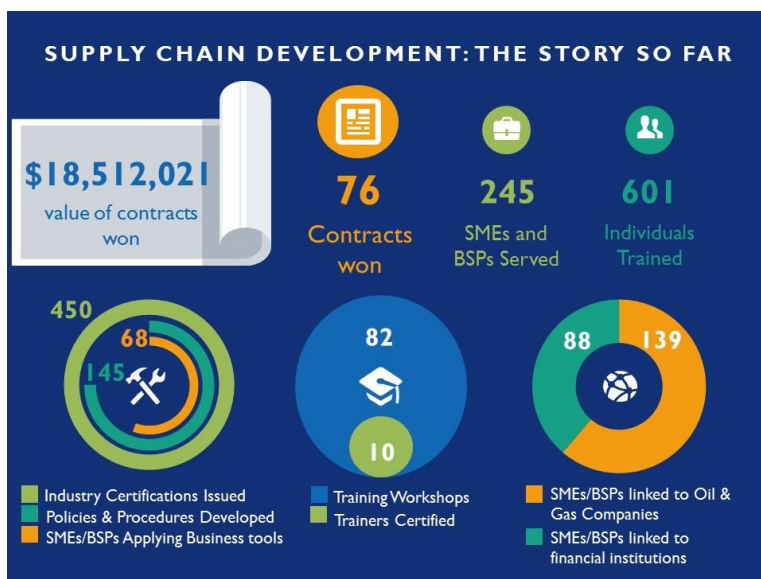
I. LIST OF ACRONYMS

Acronym	Definition
ABAC	Anti-Bribery and Anti-Corruption
AFP	Atuabo Free Port
AGI	Association of Ghana Industries
AOR	Agreement Officer's Representative
BSP	Business Service Provider
CEO	Chief Executive Officer
EHS	Environment, Health & Safety
EY	Ernst & Young
FY	Fiscal Year
GE	General Electric
GIPC	Ghana Investment Promotion Center
GoG	Government of Ghana
GOGSPA	Ghana Oil & Gas Service Providers Association
IIA	Invest In Africa
IFC	International Finance Corporation
IOC	International Oil Company
IP	Implementing Partner
I & P	Investisseurs et Partenaires Group
IR	Intermediate Results
JTTC	Jubilee Technical Training Center
JV	Joint Venture
M&E	Monitoring and Evaluation
METSS	Monitoring and Evaluation Technical Support System
MNC	Multi-National Company
MOEP	Ministry of Energy & Petroleum
MOTI	Ministry of Trade & Industry
MOU	Memorandum of Understanding
O&G	Oil and Gas
OHSAS	Occupational Health & Safety Advisory Services
PC	Petroleum Commission
PIRS	Performance Indicators Reference Sheet
PITT	Performance Indicator Tracking Table
PMP	Performance Management Plan
QMS	Quality Management Systems
SCD	(Ghana) Supply Chain Development Program
SME	Small and Medium Enterprise
STCCI	Sekondi-Takoradi Regional Chamber of Commerce and Industry
TOT	Training of Trainers
TVET	Technical Vocational Education and Training
USAID	United States Agency for International Development
WOB	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 IOCs and other multinationals, 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 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 76 contracts valuing over \$18 million. In addition, 601 individuals representing 245 SMEs and BSPs have attended 82 training workshops and other events, which has led to 450 industry certifications and 145 new business policies and procedures developed.

During the third quarter the SCD Program continued implementing trainings and other capacity building

activities to empower SMEs and BSPs to be competitive in the oil and gas, energy, mining, and related sectors supply chain. Some of these technical assistance activities include Human Resource Management, Employee Reward Management, a Local Content workshop, IOC Vendor Registration, First Aid and Firefighting, and a Stakeholder Event to promote Business Service Providers.

With less than a year to the end of the program, the SCD Program will focus its fourth quarter activities on ensuring its beneficiaries have fully implemented all the learnings from the program, including the completion of policies and procedures and application of business tools. 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. In addition, the SCD team has begun preparing for the final SME and BSP assessment, which will be conducted beginning in the fourth quarter in coordination with USAID’s METSS.

3. PROGRAMMING

The Ghana SCD Program continues to offer trainings and technical assistance activities to support local SMEs and to increase the efficiency and effectiveness of local content in the oil and gas industry. In addition to traditional training seminars, the SCD Program offers a Breakfast Meeting Series. These mini seminars fit better busy schedules of local businesses and provide them with information about trending topics in the oil, gas and energy sectors. The Ghana SCD programming and trainings are aimed at supporting SME growth. A high level of feedback on the program has been solicited through the CEO Meetings, Breakfast Meetings, and site visits to inform the programming on the most relevant trainings needed to support SME growth.

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 ensure sustainability in its training model, the SCD Program provides both subsidized and free trainings to build the capacity of SMEs and BSPs. 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 has focused the third quarter on delivering activities that will ensure that 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 and expected trainings and events for the third and fourth quarters of Fiscal Year (FY) 2017.

TABLE I: FISCAL YEAR 2017 THIRD AND FOURTH QUARTER EVENTS

Date	Name of Event	Type of Activity	# of Participants	BSP/Expert
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
2 nd week in August	Business Development and Social Media	Training	25	TBD

3.1. Training and Capacity Building

Training and capacity building efforts are the core of the SCD Program. 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. During the third quarter of FY2017, the SCD Program focused its capacity building activities on Human Resource Management Local Content, Vendor Registration, and First Aid and Firefighting.

3.1.1. Trainings

In the second 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.

3.1.1.1. Human Resource Management

Many SMEs in the SCD network have reported a high turnover rate. Though several attributed this to a lack of loyalty or opportunism on behalf of the employee, further analysis indicated that this attrition may have been caused by a lack of internal Human Resources processes. The SMEs have invested great resources in their employees through trainings with the SCD Program and elsewhere. In order to provide guidance to SMEs on how to retain this talent, the SCD program held a Human Resource Management training from April 24th-28th.

The Human Resource Management training shifted the focus from external customers to employees as internal customers by discussing the role that HR Management plays in the performance of a business. Participants learned how to develop HR policies that both align with the strategic business objectives of their organization and encourage employee engagement and retention. Budget Outsourcing delivered the training to 21 participants, 10 of which were female. Of these participants, five worked in their company's HR departments while the rest were required to perform HR functions as well as another role within the company.



Group Discussion during the Human Resource Management Training

The training focused on the following objectives:

- Develop skills to align HR systems with strategic business objectives
- Improve ability to recruit, hire, and retain qualified individuals to meet organizational needs

- Increase understanding of wage, salary, and incentive structures relating to their industries
- Learn to manage and address common human resource problems or conflicts that may arise
- Assess individual and organizational training requirements and design employee orientation and training programs

The interactive training included case studies and a hands-on workshop in addition to the lectures and discussions. The expert, Jonathan Alf Eshun from Budget Outsourcing, engaged the participants by encouraging questions and exchange of personal experiences that related to each topic. This interactive approach allowed participants to not only relate the training to their specific business challenges but also learn and understand strategic approaches to creating their company's HR Policy in a way that builds a work culture that compliments their business strategic plan.

3.1.1.2. Local Content Training

Awareness and knowledge of the Ghanaian Petroleum (Local Content and Local Participation) Regulations 2013, L.I 2204 and the Petroleum Commission Act, 2011 (Act 821) and its implications creates a competitive advantage for SMEs in the oil and gas sector. The Local Content training, held on June 6th and facilitated by the Petroleum Commission, enabled 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 Petroleum Commission's facilitation of the training not only provided the participants with the most knowledgeable resources on the topic but also created a networking opportunity between the Petroleum Commission and SMEs looking to work in this space.



Participants engage in lively discussion with the Petroleum Commission during the Local Content Training

The Local Content training focused on:

- Bridging the gap between SMEs and international buyers
- Providing SMEs with comprehensive procurement information
- Explaining the prequalification requirements as used by key industry players
- Identifying and overcoming challenges commonly faced in the provision of goods and services
- Understanding the registration processes and requirements of the Petroleum Commission and other relevant institutions

The Petroleum Commission experts, Priscilla Antwi-Boasiako and Patmos Addae, began with an overview of the petroleum value chain, upstream, midstream, and downstream, and how local SMEs can capitalize on opportunities within each sector. The discussion then focused on the upstream sector and the local content legislation surrounding it, including:

- The Regulatory and Legal Framework of the sector
- Laws and Regulations Act 919
- Laws and Regulations – Petroleum Commission ACT, 2011
- Fees and Charges Regulation (L.I. 2221)
- Laws and Regulations – Petroleum Local Content Law

After introducing and discussing these legal instruments, Ms. Antwi-Boasiako and Mr. Addae provided an overview of the Petroleum Commission's registration process. The discussion on the registration processes provided the participants with insight and advice on the 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. The facilitators engaged the participants throughout the training with intermittent questioning and soliciting feedback from the participants. Several topics that brought about fruitful discussion included the enforcement role of the Petroleum Commission, the fee structure of Petroleum Commission registration, and the need for a midstream regulator in Ghana.

A total of 36 representatives from Ghanaian SMEs operating in the sectors of logistics, engineering, marine services, surveying, fire protection, and environmental services participated in the Local Content workshop. Out of the 36 participants who attended the training, 12 were female and 9 were the CEO or owner of their business. The majority of participants had little or no understanding of the Local Content legislation or the mission of the Petroleum Commission at the beginning of the course. By the end of the course, participants acknowledged that the knowledge shared by the Petroleum Commission experts ensured their complete understanding of the legislation and Petroleum Commission's role.

3.1.1.3. Vendor Registration

Following the success of the past Stakeholders events in linking local SMEs with International Oil Companies, Ms. Jennifer Bruce-Konuah, a representative from Tullow Oil, suggested that the SCD Program hold a training on how to register in the IOC vendor databases. Many SMEs struggle with the forms and processes required to register and thus are not able to enter into the IOCs' vendor databases, missing out on countless opportunities. This training also built off the Local Content training and the support that the SCD team has provided SMEs in registering in the Petroleum Commission database.

The Vendor Registration training took place on June 20th and drew 26 participants over two sessions, mainly from engineering, construction, transport and logistics, manpower development, cleaning, and electrical services firms. This hands-on tutorial used Tullow Oil's registration as an example and 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. Two of the participants, Wayoe Engineering and Jonmoore, had previously registered on the Tullow database and were able to provide peer-to-peer support to the other firms having difficulties registering.

3.1.1.4. First Aid and Firefighting

First Aid and Firefighting trainings not only prevent accidents and ensure that emergencies are handled appropriately, but are also essential requirements for participation in oil and gas, energy, mining, and related sectors. Though the majority of the SMEs in the SCD network have developed EHS Policies and Procedures as a result of trainings, many lack the required First Aid and Firefighting Certifications to be eligible for oil and gas contracts. The SCD Program held a First Aid and Firefighting training on June 28th and 29th for SMEs to earn the certifications required to be eligible for future contracts.



Mr. Harrison K. Gibson from Gibson Safety Consult demonstrating the use of a dry powder fire extinguisher

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 through preventative measures. The objectives of the training included:

- How to identify a hazard in the workplace including the main causes of workplace emergencies
- What to do in case of an emergency including:
 - Methods of fire extinction and how to use firefighting equipment
 - First Aid and Resuscitation techniques
 - Evacuation procedures
- How to develop emergency procedures for their office
- Detailed steps involved in the chain of survival
- How to prevent workplace accidents

The interactive training took participants through simulations on CPR, extinguishing fires, evacuations, and dressing wounds. The live demonstrations encouraged participation and allowed the instructors to provide guidance on proper procedures and safety protocol. The first day's demonstrations focused on first aid and were led by Divine Amekuadi, a physician at Lapaz Community Hospital, and the second day's session on firefighting was led by Harrison K. Gibson, the Lead Consultant at Gibson Safety Consult. By the end of the training, all 46 participants were certified in first aid and firefighting procedures.

3.1.2. 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. The breakfast meetings that took place during the third quarter followed up on February's Marketing Plan training with "Customer Service Management" and April's Human Resources training with "Employee Reward Management."

3.1.2.1. Customer Service Management and Enhancement

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. The objective of the April event was to coach 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 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. Mr. Zume provided recommendations to the participants on how to:

- Leverage customer service to build trust in their business;
- View customer service as a strategic way to grow their business;
- Build brand power through customer service;
- Reduce customer complaints.

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.

3.1.2.2. Employee Reward Management

The May Breakfast Meeting was held as a follow-up to the Human Resource Management Training and focused on “Employee Reward Management.” The 31 CEOs and managers received information on:

- Definition of Employee Rewards
- Objective of a Rewards system
- Importance of a Rewards system
- Benefits of a Rewards system

Through this event, led by the SCD Program’s Samuel Amoako, a certified IFC Business Edge trainer, participants were guided on how to adopt progressive strategies in order to reward employees and reduce high staff turnover.



Mr. Samuel Amoako delivering his presentation on Employee Reward Management

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.

3.2. Communications

3.2.1. 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 third quarter the SCD program developed and disseminated three newsletters through MailChimp to stakeholders of the program. The April Newsletter highlighted the work that the SCD Program is doing to enhance the sustainability of the BSPs and provided recaps of the month’s training and breakfast meeting. In May, the Newsletter highlighted the success of the Business Service Provider Stakeholder event. The June edition (pictured right) highlighted several events outside of the SCD Program that impact the SMEs within the SCD network including the Ghana Mining Summit, the Petroleum Commission’s stakeholder’s forum on the 10th anniversary of oil production, and the CWC Oil and Gas Summit.

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USAID PYXERA GLOBAL

EMPOWER! Newsletter

SCD Holds Local Content Workshop

The Ghana Supply Chain Development Program held a workshop on the Local Content Bill on Tuesday, 6th June, 2017. This one-day workshop informed SMEs on the details of the local Content Law and provided insight into opportunities that exist for local companies in the various streams of the Oil and Gas industry.

Participants at the end of the session gained a thorough understanding of the role of the Petroleum Commission and the Petroleum (Local Content and Local Participation) Regulations 2013, L.I 2204. Participants were educated on the registration process of Petroleum Commission and how fees are determined for each organization. They were also taken through prequalification requirements of key industry players and provided with information on how to ascertain procurement opportunities available from the International Oil Companies.

This meeting attracted 36 participants and was facilitated by Priscilla Amu-Bosaiako and Mr. Patmon Adda, resource persons from Petroleum Commission.

Upcoming Event:

- QHSE Training from 10th -12th & 17th - 21st July, 2017 at Akroma Plaza

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Watch and Subscribe to [SCD on YouTube](#)

Petroleum Commission Closes 10 Years In Oil Production

The SCD program represented by the Technical Team Lead, Kofi Koomson honored the invitation by the Petroleum Commission to attend a stakeholders' forum on the theme "Ghana's Upstream Industry Petroleum Industry: A Decade after Commercial Discovery". The event which took place at the Ghana Institute of Engineers attracted over 150 participants including key stakeholders and government representatives.

Speaking at the event, the Minister of Energy expressed confidence in the country's oil and gas sector saying the industry has a "bright future" and government was committed to championing robust plans to develop it for economic growth leading to the creation of jobs and reduction of unemployment in the society.

Mr. Theophilus Ahwireng, the Acting Chief Executive Officer of the Petroleum Commission said the journey since 2007 has been challenging yet beneficial, with production increasing from the previous 100,000 barrels of oil to the present 200,000 barrels per day. He also added that several human capacity building and skills development programs have been undertaken to increase local participation and also to ensure technology transfer.

SCD Participates In 8th Annual CWC Oil & Gas Summit

Opening the event, the Minister of Energy said the vision of the government for the energy sector was to develop a modern, diversified, efficient and financially sustainable energy economy. This would ensure reliable and affordable supply of energy to meet the demands of Ghanaian industries and homes.

The Ghana Supply Chain Development Program organized the SMEs session where selected SMEs from the program network were put on panel discussion on the topic "Harnessing Local Resources to Execute the Job". The Panelists included Roland Quinsino (Run on Time), Fred Odoi-Burukorang (Kwama Auto), Eadi Schilborn (Unicon Western Engineering Ltd) and Joe Jackson (Rainbow Consult).

The SCD program also participated in the Summit's exhibition. This provided SCD the opportunity to showcase the program and meet with potential and existing stakeholders of the program.

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A report from MailChimp confirms the continued positive response to the newsletters - out of 247 total deliveries, the percentage of recipients who opened the three newsletters was an average of 26.6%, above the industry average of 20.7%. The click rate (number of recipients who clicked on or downloaded the newsletter for later use) averaged at 8.3%, well above the industry average of 2.1%.

3.2.2. The SCD Program Video

To highlight its successes to date, the SCD Program produced a short video titled “Enabling Local Participation in the Oil & Gas Sector.” The video highlighted the SCD Program’s trainings and capacity building programs, market linkage activities, and partnerships including TRACE International. Key stakeholders were interviewed for the video, including Mrs. Pearl Coleman-Ackah from USAID, Dr. Juliette Anokyi-Twumasi from the Petroleum Commission, Ms. Barbara Gbologah-Quaye, the Country Director for PYXERA Global Ghana, and select SMEs from the SCD network. The video was shown as a part of the BSP Stakeholders event on May 31st and is available on YouTube at <https://youtu.be/RRKL4nXGg7U>.

3.2.3. 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 in their businesses, upcoming 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 and BSP meetings, a WhatsApp group solely for these stakeholders has also been formed, with 33 CEOs and 23 BSPs in their respective groups.

During the current reporting period, many business transactions have occurred over the WhatsApp platform leading to increased visibility and sales and SME network development. Some of these activities include:

- The sale of a Cummins engine diesel generator
- A recommendation for Qualms Group by a satisfied SME who used their services to meet EHS requirements
- Marketing of Genuine Group’s logistics, haulage, and trucking capacities
- Recommendation for a health screening for business men over 40 years to check their PSA level, cholesterol level, and to get vaccinated against Hepatitis B
- Promotion of the groups’ administrator Madam Alice Darko’s weekly radio show on Help FM
- A request for a PPE supplier
- A request for a flow rate 6000m³/hour for sea water
- A request for a representative of Original Equipment Manufacturers (OEMs) such as WAGO, STAHL, CMP, Hydac, Schneider Electric, Pressure Tech and Parker Hannifin

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, an increase of approximately 500 people in the last quarter. 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.

3.3. Partnerships and Market Linkages

During the third quarter, the SCD Program worked towards deepening relationships with its Ghanaian Government partner, the Petroleum Commission, as well as the Ghana Chamber of Mines, IOCs such as

GE Oil & Gas Ghana, and other Ghanaian SME support organizations and implementing partners such as GIZ. In order to improve the market linkage opportunities for BSPs, the SCD Program held a BSP Showcase Stakeholder event where they were able to showcase their services to the SME community. 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 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. During the third quarter, the SCD program continued engagements with both old and new stakeholders. 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.

3.3.1.1. Government

The SCD Program has deepened its relationship with the Ghanaian government over the past fiscal year. Through its engagement with key stakeholders in the third quarter, 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.

3.3.1.1.1. Petroleum Commission

The SCD Program had several engagements with the Petroleum Commission during the third quarter, including the facilitation of the Local Content training described above and the participation in the Petroleum Commission's Stakeholders Forum. The SCD Program was represented at the Stakeholders Forum by its Technical Team Lead, Mr. Kofi Koomson.

The Petroleum Commission's Stakeholders Forum, titled "Ghana's Upstream Petroleum Industry: A Decade after the Commercial Discovery of Oil and Gas," drew together over 150 participants to celebrate 10 years of the petroleum industry in the country. The Minister of Energy, Mr. Boakye Agyarko, paved the way for continued local SME participation in the industry, stating "Going forward, government will ensure transparency through competitive bidding."

Mr. Theophilus Ahwireng, the Acting Chief Executive Officer of the Petroleum Commission, highlighted the work of capacity building and skills development programs like the SCD Program, noting their importance in the process of increasing local economic participation.

3.3.1.1.2. Ghana Chamber of Mines

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 from May 31st to June 2nd in Accra. This bi-annual event, organized by the Ghana Chamber of Mines and endorsed by the Ministry of Lands and Natural Resources of Ghana, the Minerals Commission, Environmental Protection Agency, the Geological Survey Department, and the Volta River Authority, 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.

The SCD team's objective for attending the event was to better understand the requirements and upcoming opportunities in the mining sector and how to help its SMEs position themselves for these contracts. Representatives of the SCD Program, including the SCD Program's Director KB Wilson and PYYXERA Global Ghana's Country Director Barbara Gbologh-Quaye attended the event where they engaged with the Sustainability Managers of Mining Firms in the Western Region.

3.3.1.2. 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.

3.3.1.2.1. CWC Ghana Summit 2017

As a result of its long-standing partnership with the CWC Group, the SCD Program was able to showcase its activities as well as four of its most successful SMEs at their annual Ghana Oil and Gas Summit on June 22nd and 23rd. This annual event provides a platform for companies operating in the sector to showcase their products and services to key buyers and decision-makers within the industry.

The SCD Program and its representative SMEs participated in a panel titled "Harnessing Local Resources to Execute the Job." This discussion highlighted how the SMEs have been able to use local labor and employ existing technologies to execute their contracts won in the extractive sector as well as how they have mobilized capital to support their operations. The panelists included:

- Joe Jackson, Partner, Rainbow Consult (Panel Moderator)
- Roland Quainoo, CEO, Run on Time Engineering
- Rudi Schellhorn, Director, Unicon Western Engineering Services
- Stephen Wayoe, CEO, Wayoe Engineering Company Ltd
- Fred Odei, Service Manager, Kwansa Automobile Company Ltd

This opportunity to showcase their products and services and network with industry representatives has the potential to generate contracts for these companies, which will be tracked in the next reporting cycle.

3.3.1.2.2. General Electric

General Electric (GE) Oil and Gas launched their Oil & Gas operational facility and SME Development Program in Takoradi on March 22nd, 2017. The facility, located at the Takoradi Harbor, will provide support services for its \$850 million contract with ENI as well as other customer operations. The program conducted due diligence for select SCD program SMEs and finalized business enhancement plans.

3.3.1.3. Implementing 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 collaborated with Implementing Partners (IPs), such as TRACE International, Invest in Africa, and others to ensure that the SMEs it supports has access to all the available knowledge and resources needed for growth. In the last quarter, the SCD Program engaged with a new partner, GIZ to promote skills development.

3.3.1.3.1. GIZ Learning Forum 2017

In April the SCD team participated in the Gesellschaft für Zusammenarbeit (GIZ) Learning Forum for the Employment for Development and Skills for Oil and Gas Africa (E4D/SOGA) Program. The forum focused on "Private Sector Participation in Promoting Local Employment" and brought together GIZ officials from various countries and programs as well as private and public sector partners from Ghana and other African countries.

At the forum, KB Wilson gave a presentation about the SCD Program and its work in promoting the skills development of employees at beneficiary SMEs, thus improving the competitiveness of local businesses in the oil and gas supply chain. Additionally, Marjorie Janczak moderated a panel to highlight the successes that SCD beneficiary SMEs have had within the extractive sector. The panelists, including Daniel Kwarkyi

of Danest Engineering, Albert Tetteh of Entsie of Febert Consult, Edward Howard of Perfect Team Consult, and Diana Koney of YENOK Limited discussed how the SCD Program has supported their businesses and the challenges that they face in working in the extractive industries.

3.3.2. Market Linkages

Market linkages are essential to achieving the objectives of the SCD Program, especially the winning of contracts by SMEs. In the past, the SCD Program has held networking events such as the Local Content Conference and Exhibition, in collaboration with the Petroleum Commission, and promoted the unbundling of contracts through the Local Market Connections initiative. During the third quarter, the SCD Program held a market linkage initiative to promote the sustainability of capacity building services in Takoradi through the convening of a BSP Showcase event.

3.3.2.1. BSP Showcase Event

The SCD Program hosted a BSP Showcase Event on May 31st titled “Harnessing Ideas for a New Beginning” to highlight the services that the BSPs offer to local businesses. The event showcased the contributions that the BSPs have made to the development of local SMEs through the SCD Program and encouraged market linkages between the two groups for future capacity development. 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.



A representative from Ardent Fire Protection Services exhibiting his business services to the USAID Economic Growth Office Director Kevin Sharp, USAID AOR Pearl Coleman-Ackah, and PYXERA Global Ghana Country Director Barbara Gbologah-Quaye

The USAID/Ghana Economic Growth Office Director Kevin Sharp made the opening address where he acknowledged the SCD Program’s work in convening diverse stakeholders to engage and forge partnerships. He stated that, “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.”

The keynote address was delivered by Ms. Barbara Gbologah-Quaye, who highlighted PYXERA Global’s history of supply chain development from Azerbaijan to Angola and the timely nature of the SCD Program in its ability to shape the nascent oil and gas industry in Ghana. Ms. Gbologah-Quaye took the opportunity to thank USAID for hearing the call to support these efforts in Ghana through the SCD Program and remaining engaged in the local content development process.

KB Wilson highlighted the importance of sustainability in the SCD Program’s work, which is achieved in the development of a strong network of Business Service Providers. Mr. Wilson discussed the SCD Program supported initiatives aimed at building the capacity of this group, including Training of Trainers (TOT), BSP meetings, and direct contracting.

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. During these panels, the BSPs spoke about “Getting the Job Done: Defying the Odds” and how they have developed through the SCD Program. The SME panel focused on “Increasing the competitiveness of SMEs: The Role of Consultants” and how the BSPs have improved their business operations. The final panels

included the Ghana Investment Promotion Center (GIPC), GE Oil & Gas, the Petroleum Commission, and Tullow and discussed opportunities for investments and contracts in 2017.

The BSP Showcase event concluded with an exhibition to promote networking between the BSPs and SMEs. This interaction allowed SMEs to learn what services are available within the local marketplace. The promotion of market linkages continued beyond the event with the re-launch of the BSP and SME Directory, which listed all exhibition participants, as well as other SMEs and BSPs in the SCD network, and a description of their services. Exhibition participants included: GN Electronics, GN Logistics, Enterprise Insurance, Rainbow Consult, Run-On-Time Engineering, and Softlanding, Nature Solutions, Takoradi Gas, Express Resourcing Limited, Ardent Fire Protection Services, Oilfield Training Centre, EDC Consult, Cirilo Enterprises, and Danest Engineering.

3.4. Client Relations

The SCD Client Relations team is instrumental in identifying specific gaps or needs that SMEs have in order to tailor capacity-building activities. Over the last quarter, 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. The SCD Program also worked to better understand client needs through Monthly CEO Meetings and expanded this interaction to the BSPs in order to support the sustainability and exit strategy of the program.

3.4.1. Site visits and client 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. 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. Some of the challenges identified this quarter and the subsequent solutions included:

- Attending trainings or events on Mondays due to business planning conflicts
 - Trainings will now be held from 9:00 AM to 2:00 PM in order to give business owners sufficient time to tend to business matters before or after trainings. Additionally, when possible training programs will begin on Tuesdays rather than Mondays
- Difficulties in developing or revising policies core to business operations
 - Several SMEs have solicited support from the BSPs in resolving these issues including:
 - Danest Engineering - Business plan
 - Stresster Engineering - Marketing plan
 - Run on Time Engineering – Quality Management Systems
 - Trans-Kasmod- Environmental Health and Safety
 - Gartmas Ventures – Marketing Plan

During the third quarter, the Client Relations team made visits to SMEs and BSPs that participated in the trainings on Business Plans, Environmental Health and Safety (EHS), Quality Management System (QMS), Marketing plan development, and Human Resource Management (HRM). The objectives of these visits were to determine if the knowledge gained from the trainings had been applied in the businesses and find out the stages of development for each training’s respective policy or procedure.

TABLE 2: SMEs AND BSPs VISITED DURING Q3, FY2017

Name of SMEs			
Gireb Support Services	Gartmas Limited	Slikem	Kariba Engineering
Zodiac Marine Offshore	INRES Ltd	Daniak Cleaning Services	Gella Electrofax
Macro Logistics	Flat C Marine Offshore	Atliz Designs	Takoradi Gas Limited

Stresster Engineering	Mobicrane	Express Resourcing	Takoradi Gas Limited
Cable Solutions	Joframs Energy Group	Run On Time Engineering	CBM Surveys
Flat C Marine Offshore	Fynnbenfred Electricals		

Five SMEs and one BSP expressed interest in joining the SCD Program within the 3rd Quarter of FY17. All company profiles have been received and reviewed, though assessment forms are yet to be completed by some of the companies. The SMEs and BSPs are listed below according to the level of completion of their application.

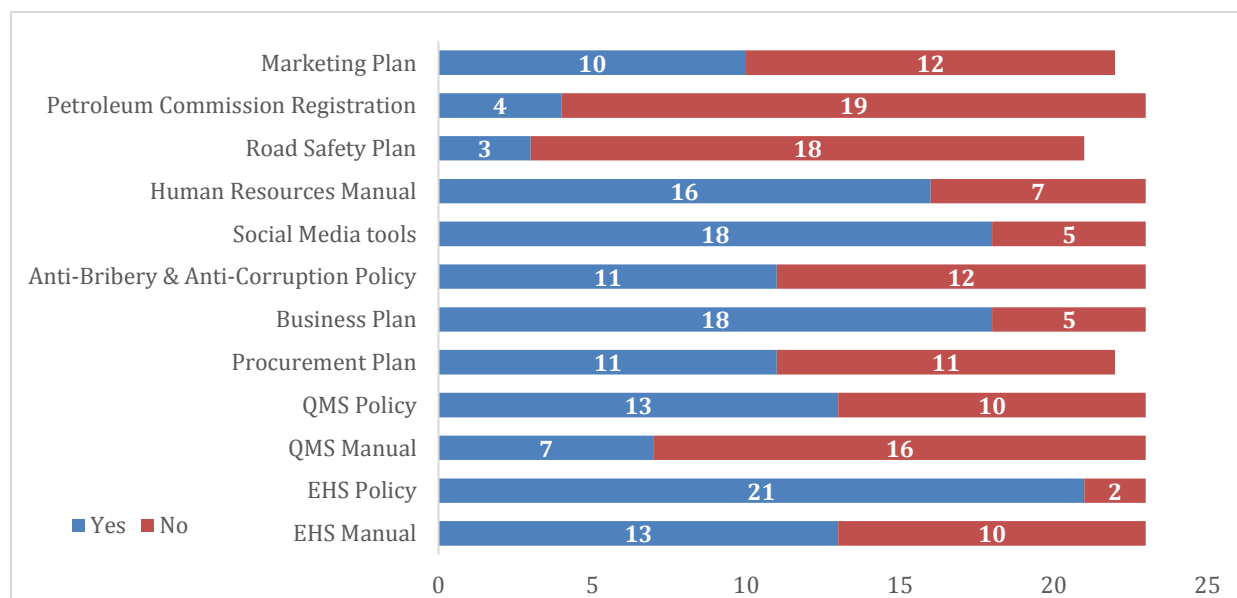
TABLE 3: NEW SMEs AND BSPs ENTERING THE SCD PROGRAM DURING Q3, FY2017

Completed Assessment Forms		Incomplete Assessment Forms	
Business Name	Type of Business	Business Name	Type of Business
Gibson Safety Consult	BSP	AUTT Designs	SME
Ultimate Beige Ltd	SME	Inspectors and Engineers	SME
		Pinnacle Energy	SME
		Impukwa Ventures	SME

3.4.2. Data Collection

The M&E Team works with the Client Relations Team to verify knowledge retention, implementation rates, and overall impact from trainings. In the past quarter, the M&E Team visited twenty-two SMEs and three BSPs to review records of required industry standards, including certification, tools, policies, and manuals needed to improve business operations. The graph below reflects the status of all policies and procedures of the twenty-three SMEs and BSPs visited during the last reporting period.

CHART 1: SMEs AND BSPs WITH INDUSTRY REQUIRED POLICIES



Following up on the results from the last two quarters, the SCD team focused on how SMEs and BSPs are implementing the business plans, QMS policies, EHS policies, Marketing Plans, and Human Resource Manuals of the SMEs who attended the respective trainings over the last year.

3.4.2.1. Business Plans

Twenty-four SMEs and four BSPs participated in the business plan training held in August 2016. Eight SMEs listed below were visited during Q3 FY17 and were found to be at the various stages of developing their Business Plan during the site visits. Including the six SMEs and one BSP visited last month, this brings the total number of business plan related policies implemented to fifteen of the twenty-eight participants.

TABLE 4: STAGES OF BUSINESS PLAN DEVELOPMENT

Quarter Visited	Name of SMEs	Stage of Development
Q2	Ardent Fire Protection Limited	Initial draft of document
	Davitron Electricals	Application of Business Plan
	Joframs Energy Group	Draft under review
	Kwansa Auto Ltd	Draft under review
	Perfect Team Business Consult	Application of Business Plan
	Sansiah Metal Works	Draft under review
	South East Company	Initial draft of document
Q3	Stresster Engineering	Initial draft
	Flat C Marine Offshore Services	Draft under review
	Zodiac Marine Offshore	Application of Business Plan
	Macro Logistics	Application of Business Plan
	Gireb Support Services	Application of Business Plan
	Daniak Cleaning Services,	Application of Business Plan
	Danest Engineering	Application of Business Plan
Stresster Engineering	Application of Business Plan	

3.4.2.2. QMS/QHMS Policies

Fifteen SMEs and two BSPs participated in the QMS Awareness and Internal Audit training on August 26-27, 2015. In addition to the four companies implementing their QMS/QHMS policies that were visited during the second quarter, the SCD team conducted site visits with three companies in the third quarter. The stages of implementation of all seven companies are listed in the table below.

TABLE 5: STAGES OF QMS/QHMS POLICY DEVELOPMENT

Quarter Visited	Name of SMEs	Stage of Development
Q2	Mass Logistics	Application of QHSE
	Stresster Engineering	Application of QMS
	Wayoe Engineering	Application of QMS
	Kwansa Auto	Initial draft of document
Q3	Run on Time	Initial draft
	Zodiac Marine Offshore	Application of QMS
	Gireb Support Services	Application of QMS

3.4.2.3. EHS Policies

Eighty-three BSPs and SMEs have received relevant EHS training over a 3-year period through the SCD Program's support. Out of these SMEs and BSPs, 33 are applying the developed or revised EHS policy/procedure, ten SMEs have their policy/procedure approved by management and eight more are reviewing their drafted policies/procedure. Two SMEs and one BSP are at the initial stage of developing their EHS policy/procedure. The SCD Program is in the process of following up with those who have yet

to develop policies. In the third quarter, the Client Relations visited eight of these SMEs whose policy development stages are listed in the table below.

TABLE 6: STAGES OF EHS POLICY DEVELOPMENT

Name of SME	Stage of Development
Slikem	Initial draft
INRES Ltd	Draft under review
Gireb Support Services	Application of EHS
Stresster Engineering	Application of EHS
N. Ovations	Application of EHS
Express Resourcing	Application of EHS
Atliz Designs	Application of EHS
Perfect Team Business Consult	Application of EHS

3.4.2.4. Marketing Plans

The SCD Program held a Marketing Plan training in February 2017 attended by twelve SMEs and one BSP. Out of these thirteen businesses, the SCD team visited four during the third quarter to inquire about the implementation of these plans, the corresponding stages are listed below.

TABLE 7: STAGES OF MARKETING PLAN DEVELOPMENT

Name of SMEs	Stage of Development
Budget Outsourcing Limited	Initial draft
Stresster Engineering	Initial draft
Flat C Marine Offshore	Draft under review
Joframs Energy Group	Application of marketing plan

3.4.2.5. Human Resource Management Manuals

The client relations team visited thirteen SMEs of the sixteen SMEs and one BSP that participated in April's Human Resource Management training. The table below depicts the various stages of development of the Human Resources Manual of each participant. One SMEs visited (Rakes Company) is not listed because it already had a completed and approved manual and attended the course as a refresher.

TABLE 8: STAGES OF HUMAN RESOURCE MANUAL DEVELOPMENT

Name of SMEs	Stage of Development
Mobicrane	Initial draft
Fynnbenfred Electricals	Draft under review
Kariba Engineering	Draft under review
Gella Electrofax	Draft under review
Kwansa Auto Ltd	Draft under review
I-Neema Ghana Limited	Draft under review
K Kansco	Final document approved
CBM Survey	Final document approved
K Kansco	Final document approved
Takoradi Gas	Application of HR Manual
Flat C Marine Offshore	Application of HR Manual
Run on Time Engineering	Application of HR Manual

3.4.3. 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. During the third quarter of FY17, one CEO Meeting was held in April focused on the challenges that SMEs have had in developing various policies and procedures after attending trainings.

KB Wilson presented on the importance of policies and procedures to a business, the stages of development of these documents, and the progress to date by SMEs and BSPs in the SCD Program. In the open discussion that followed, the SMEs helped the SCD team better understand the challenges that they face in implementation. Some of the challenges identified include:

- Limited business support staff, creating an increased work load for CEOs
- Time constraint on administrative items as CEOs also have to attend to other operational items
- Improper record keeping causing difficulties in compiling policies and documents, especially those relating to financial matters, due to a lack of records
- Lack of transparency due to mistrust within and outside the business based on fears of intellectual property theft, false reporting to government on items like financials or taxes, or just poor documentation of systems

In order for the session to be collaborative and results-based, the discussion of constraints was followed by proposed solutions from the CEOs. The CEOs presented ideas based on their own experiences to address the above issues. Some of which included:

- The BSPs and SCD team should more closely monitor and follow-up with SMEs after trainings to ensure they develop and implement policies
- A peer review mechanism where SMEs can share and review policies among themselves to help to keep the network accountable to each other
- Contracting consultants (BSPs) to assist in developing policies to increase accuracy and efficiency
- Hire someone to work in an administrative role thus leaving the CEO to focus on technical operations while this person supports the day-to-day running of the business

3.4.4. 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 on April 6th. The objective of these meetings is to discuss how the BSPs can best position themselves to continue the work of the SCD Program. The first meeting drew 11 participants representing 10 different BSPs.

Kofi Koomson began the April meeting with an overview presentation of the SCD Program's engagement with BSPs to date, the history of PYXERA Global in promoting the sustainability of BSPs globally, and potential future opportunities for BSPs through programs like the GE Ghana SME Development Program. Mr. Koomson highlighted the total number of contracts won by BSPs through the SCD Program (8 contracts valuing over \$1.08 million).

Marjorie Janczak then led a discussion about how the BSPs can continue to provide services after the end of the SCD Program. The BSPs discussed potential solutions and their constraints to providing these services, some of which are included below.

- Forming a Consortium of Business Service Providers

- Idea: The BSPs can form a consortium through which they support each other in the provision of services through partnerships and an increased network of contacts
- Needs: Support to set up formal or semi-formal entity; development of a competitive tiered pricing for consulting and training services.
- Leverage business associations such as the Association of Ghana Industries, Ghana National Chamber of Commerce, and Sekondi-Takoradi Chamber of Commerce
 - Idea: Many SMEs and BSPs already belong to these groups, and it would be a natural place to market BSP services
 - Constraints: Lack of funding from these entities to support training programs; low engagement levels of members

Based on the discussion, many BSPs expressed interest in establishing a more formal BSP Consortium, but need guidance and support on the process, especially regarding best practices on Corporate Governance.

Other topics discussed during the meeting included how the BSPs could individually position themselves to continue the growth started through the SCD Program. Some suggestions included increased marketing, especially through electronic media, investment in business operations, continuing research, education, and training of trainers, and improved customer service. The BSPs highlighted specific areas in which they need continued support and development, including costing and pricing, competitiveness, sales and negotiation tactics, and leadership. In order to continue the discussion, a BSP WhatsApp group was formed and the next meeting is under planning.

4. 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.

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.

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

Fiscal Year 2017 Target: 30 / Fiscal Year 2017 Actual: 28

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 28 individuals, comprised of 21 men and 7 women have received USG-supported training through the SCD Program in FY2017. In the third quarter, 17 individuals representing 8 BSPs participated in the workshops, trainings, and Breakfast Meetings on Customer Service Management, Human Resource Management, Employee Reward Management, Local Content, and First Aid and Firefighting. In addition, 11 individuals representing 10 BSPs attended the first BSP meeting and 2 CEOs of BSPs participated in the CEO forum.

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 / 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 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 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. The program did not organize any certification training for BSPs in the second or third quarter of FY2017, but as a part of its sustainability strategy, the SCD Program continues to explore opportunities to support the BSPs through regular BSP meetings and providing opportunities to better market their services to the SMEs through the May Stakeholder event.

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 / Fiscal Year 2017 Actual: 2

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 BSPs participating in other established SCD Program SME and CEO WhatsApp groups.

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

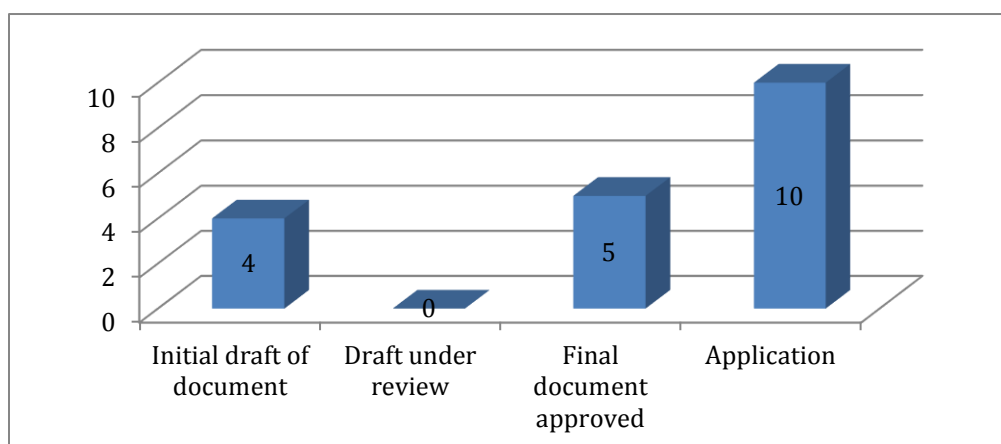
Fiscal Year 2017 Target: 25 / Fiscal Year 2017 Actual: 19

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 third quarter, three new procedures from three separate BSPs have been developed. Budget Outsourcing has begun drafting a Marketing Plan as a result of the Marketing Plan training they attended in February. Danest Engineering has begun the implementation of its revised Business plan. Finally, Perfect Team Business Consult has moved the implementation of its EHS Manual forward within its organization from review to approval by management and is awaiting full implementation. In total BSPs are in the process of developing a total of 19 business policies and procedures on various topics, including EHS, QMS, HR, and Construction and Emergency Preparedness, with more expected as a result of this quarter's Human Resources training. The table and chart below represent the various stages of policies and procedures developed by BSPs during FY2017.

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

Name of Company	Policy/Manual Developed/Revised	Latest Stage of Development
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
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
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



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. 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 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 fourth quarter of FY2017. 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.

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

Fiscal Year 2017 Target: 200 / Fiscal Year 2017 Actual: 171

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 third quarter, 104 unique individuals (75 males and 29 females) representing 49 different SMEs participated in at least one of the following trainings and Breakfast Meetings, with the First Aid and Firefighting trainings drawing the most participants.

- Customer Service Management & Enhancement
- Human Resource Management Training
- Employee Reward Management
- Local Content Workshop with PC
- First Aid Training
- Firefighting Training

In addition, eleven CEOs attended the CEOs meeting in April and 75 individuals represented SMEs at the BSP Showcase in May. The total unique participants receiving USG-supported trainings for FY2017 by the end of the third quarter is 171¹.

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 / Fiscal Year 2017 Actual: 91

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 addition to the 2 employees from Kwansa Automobile receiving their TRACE Certification in Q1 FY2017, 43 individuals participated in the First Aid training and 46 participated in the Firefighting Training. Each of these participants has received certificates necessary to do business in the extractive industry in Ghana, increasing the total to 91 industry recognized certificates issued during FY2017. Additional certificates are expected to be received during the fourth quarter with the implementation of Quality Management Systems (QMS) and Environmental Health and Safety trainings.

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 / Fiscal Year 2017 Actual: 3

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 the third quarter one SME, Jamkay Services was added to the program's WhatsApp groups still active in the sharing of information among SMEs. For the coming quarter, the SCD Program is continuing to explore new tools that will support the growth of its SME beneficiaries.

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 / Fiscal Year 2017 Actual: 131

As stated in Indicator 4, the SCD Program has overseen the introduction of improvement tools, frameworks, policies, and procedures to SMEs in its network. Data collected during the third quarter shows that 29 new policies and procedures were developed in 21 SMEs, listed in the table below. This brings the fiscal year total to 131 policies developed for 59 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 one additional policy and procedure trainings and focus on follow-up technical assistance for the remainder

¹ Male= 123, Female= 48

of the fiscal year to ensure that all policies needed by SMEs reach full implementation by the program's close in 2018.

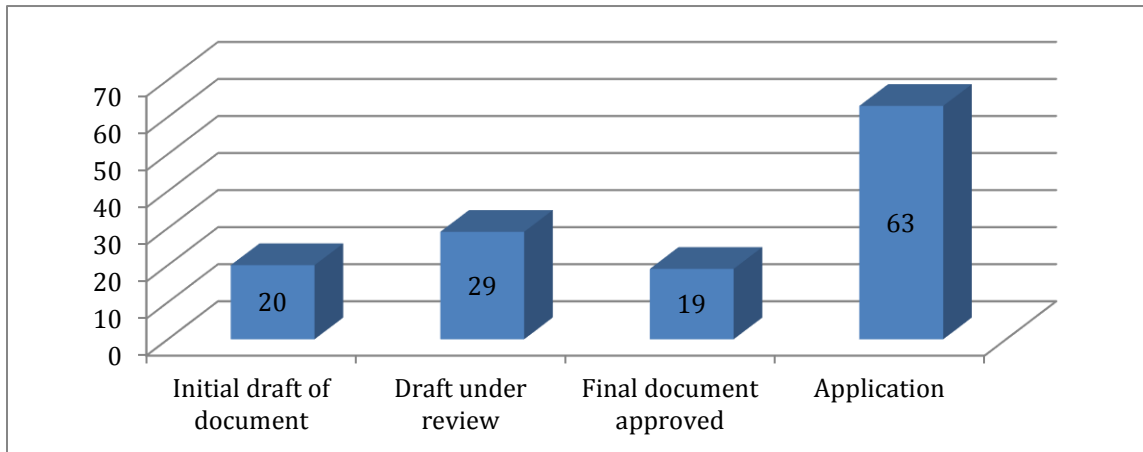
TABLE 10: SMEs' STAGES OF POLICY AND PROCEDURE DEVELOPMENT

Name of company	Policy/Manual Developed/Revised	Latest stage of development
Mass Logistics	Revised Marketing Plan	Preliminary ²
Stresster Engineering	Developed Business Plan	Preliminary
Slikem Company Ltd	Developed EHS Policy	Preliminary
Stresster Engineering	Developed Marketing Plan	Preliminary
Mobicrane	Developed HR Policy/Manual	Preliminary
Joframs Energy Group	Developed Marketing Plan	Intermediate ³
Gartmas Limited	Developed HR Manual	Intermediate
Unicon Western Holdings	Developed HR Manual	Intermediate
Fynnbenfred Electrical Works	Revised HR Manual	Intermediate
Kwansa Auto	Revised HR Manual	Intermediate
I-Neema Ghana Ltd	Revised HR Manual	Intermediate
GELLA Electrolex	Revised HR Manual	Intermediate
Kariba Engineering Services Ltd	Revised HR Policy	Intermediate
CBM Surveys Ltd	Revised Employee & Industrial Relations Management Plan	Approved
Gartmas Limited	Developed HR Manual	Approved
CBM Surveys Ltd	Revised HR Manual	Approved
K.Kansco Company Ltd	Revised HR Manual	Approved
Slikem Company Ltd	Revised Marketing Plan	Implementation
N. Ovations Ltd	Developed Occupational Health and Safety Policy	Implementation
Zodiac Marine Services	Revised QMS Policy	Implementation
Atliz Designs	Developed EHS Policy	Implementation
Gireb Support Services	Revised Business Plan	Implementation
Flat C Marine Offshore Ltd	Revised Company Core Values	Implementation
Kariba Engineering Services Ltd	Revised Core Values	Implementation
Flat C Marine Offshore Ltd	Revised Mission Statement	Implementation
Kariba Engineering Services Ltd	Revised Vision and Mission statements	Implementation
Takoradi Gas	Revised HR Manual	Implementation
Flat C Marine Offshore Ltd	Revised HR Manual	Implementation
Run on Time	Revised HR Manual	Implementation

² Initial draft of business policy/procedure

³ Draft business policy/procedure under review

CHART 3: SME POLICIES AND PROCEDURES IN STAGES OF DEVELOPMENT



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, 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. The SCD Program will conduct a second survey at the end of FY2017 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.

4.11. 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. The SCD Program, having identified this challenge, is working to provide its SMEs with external support by creating linkages with programs like the IIA Business Accelerator or institutions like McOttley Holdings, a new financial consultant in Ghana.

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

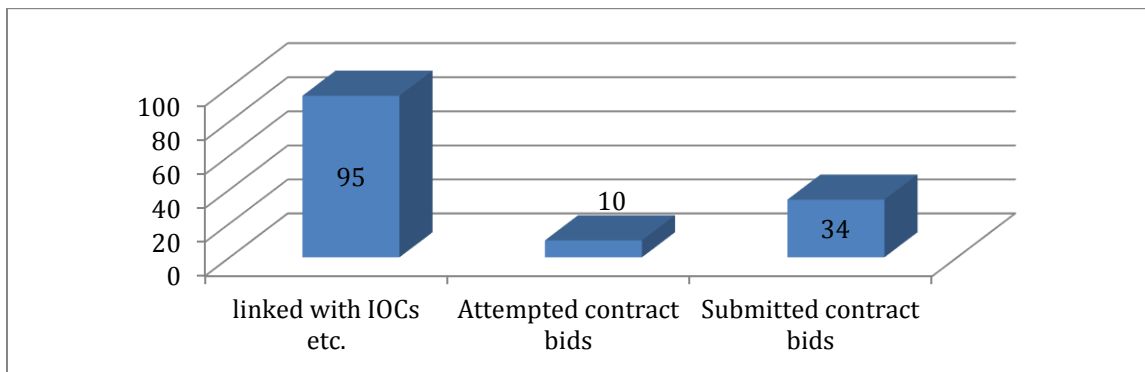
Fiscal Year 2017 Target: 150 / Fiscal Year 2017 Actual: 139

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. The third quarter of FY2017 experienced no change in the number of SMEs at different stages of relationships with IOCs, as the majority of active SMEs and BSPs have previously been linked to these institutions through previous SCD Program events.

However, during 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 up visits have been planned for July to verify the number of SMEs and BSPs who have completed registration and are approved as IOC vendors.

CHART 4: STAGES OF RELATIONSHIP BETWEEN SMEs/BSPs AND IOCs

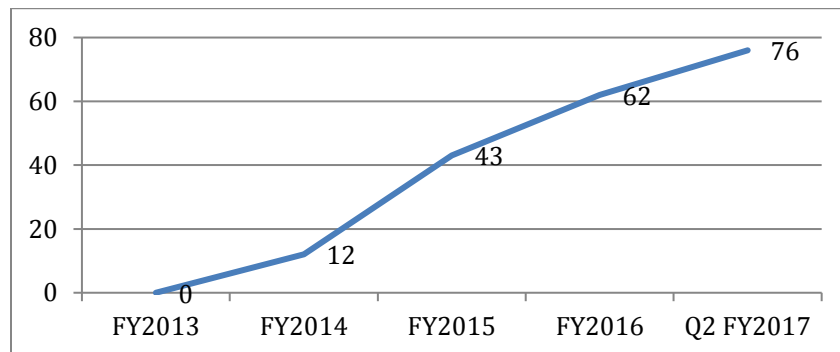


4.13. Indicator 13: Number of contracts received by SMEs as a result of USG assistance in the oil and gas, power and other related sectors

Fiscal Year 2017 Target: 30 / Fiscal Year 2017 Actual: 14

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. No new contracts were recorded during the third quarter of FY 2017. Continuous follow up is being made to record more contracts won by SMEs notwithstanding the high cost of operations and falling industry prices. The chart below depicts the number of contracts won by SMEs and BSPs to date.

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



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 / Fiscal Year 2017 Actual: \$1,867,463

As stated above, no new contract data was recorded during the third quarter. The overall value of contracts won since the inception of the SCD Program remains at \$18,512,021. 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. The mean value of these contracts is \$275,000, with 15 contracts above \$100,000 and the median contract value at \$23,000. These contracts have been awarded to 33 different SMEs and 6 different BSPs.

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.

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 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.

5.2. 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. In the last quarter, SCD together with USAID began discussions about the possibility of

organizing a summit to promote Access to Finance, with participants from SMEs, banks, IOCs and NOCs, GNPC, the Petroleum Commission, and others. The key discussions will be centered on creating a pipeline of funding options that can be made available for local suppliers and entities including supplier credits, advance payments and contract funding by Banks and financial literacy under access to finance. The possible date suggested by USAID is October and the SCD Program will work on a draft agenda for the summit in the coming quarter.

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 cross-cutting 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 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). As at end of third quarter of FY2017, 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.

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 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 is implementing 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 increasing its commitment to enhancing the capacity of BSPs to carry on trainings after the close of the SCD Program and developing deeper market linkages between large local companies and SMEs.

In order to work towards the sustainability objectives of the program, the SCD Program 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 into the future. To actively integrate BSPs into the SCD Program's sustainability plan, the SCD team held its first BSP Meeting during the third quarter. This event brought together all BSPs in the SCD network to discuss how they can position themselves to continue providing trainings to SMEs when the subsidized funding from the SCD Program ends. This meeting was hopefully the first in a larger discussion where the

BSPs can network, share ideas and contract information and ultimately develop the idea of forming a consortium to serve the needs of the SME community.

Additionally, the CEO Meetings continue to serve as an invaluable source of feedback on the programming and as a result, 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 the program will last well beyond its lifespan. Some CEOs noted that they have seen the value in trainings and have sought further opportunities, such as highly technical trainings.

6.3. 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 during the second quarter of FY2017, and the use of the tools such as the WhatsApp group have led to tangible business opportunities for SMEs. The third quarter's training activities were mainly theory based, but the SCD Program continues to seek additional opportunities and resources for its SMEs and BSPs in the coming quarter.

7. PROGRAM MANAGEMENT AND ADMINISTRATION

7.1. Financial Management

From the program's inception through the end of June of fiscal year 2017, the program has spent approximately \$4,477,845.87, representing 90% of the total award of \$4,988,523.00. For fiscal year 2017, expenditures through June totaled approximately \$577,087.42, representing 81% 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).

8. ANNEXES

8.1. 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	
IR 1: Improved capacity of Business Service Providers (BSPs) to serve SMEs							
SCD IR 1.1 Training and consulting skills of BSPs enhanced to provide quality training and consultancy services to SMEs							
SCD IR 1.2 Enhanced organizational management capacities of BSPs							
1. Number of individuals from BSPs that have received USG-supported training	110	113	30	28	98%	Male	21
						Female	7
2. Number of individuals certified to deliver SME trainings and consultancy services as a result of USG support to the oil and gas, power and other related sectors	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	15	8	2	25%		
4. Number of business policies and procedures at different stages of development by BSPs as a result of USG assistance	25	19	25	19	76%		
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		-	-			
SCD IR 2 Improved capacity of SMEs to meet industry supply requirements and standards							
SCD IR 2.1 Enhanced capacity of SMEs in business management, procurement, standards and best practices							
6. Number of individuals from SMEs that have received USG supported training	450	488	200	171	86%	Male	123
						Female	48
7. Number of industry-recognized certificates issued as a result of USG assistance in the oil and gas, power and other related sectors	260	450	80	91	114%		
8. Number of SMEs that have received and applied business tools as a result of USG support	50	53	30	3	10%		

9. Number of business policies and procedures at different stages of development by SMEs as a result of USG assistance	90	131	90	131	146%		
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		-	-			
SCD IR 2.2 Improved access to finance and market information							
11. Number of SMEs at various stages of accessing credit with support from USG	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	139	150	139	93%	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	125	76	30	14	47%	SMEs	13
						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	\$18,512,021	\$5,000,000	\$1,867,463	37%	Single SMEs/ BSPs	14
						JVs	

8.2. Annex B: FY2017 Q3 Newsletters