

GHANA

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# The Enterprise Program

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## TRIP REPORT: GHANA

October 28 - November 11, 1987

AID/DPE-3034-C-00-5072-00



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John Snow, Inc.  
1100 Wilson Boulevard, 9th Floor  
Arlington, VA  
22209 USA  
Telex: 272896 JSIW UR  
Telephone: (703) 528-7474

## **The Enterprise Program**

### **FOREWORD**

At least one third of all couples in the developing world are still unprotected from unplanned pregnancies. Governments and donors alone cannot possibly support all the family planning services being demanded. It is evident that the private sector, especially the for-profit private sector, must be encouraged to participate more fully in the provision of family planning. In many countries, the potential of the private sector in this area remains virtually untapped.

Funded by the United States Agency for International Development, the Enterprise Program is a direct response to this challenge. The Program's resources are directed towards assisting private sector organizations to initiate or augment their own high quality, voluntary family planning services. Profit-making entities, and to a limited extent non-profit agencies, are supported under this initiative. Strong emphasis is placed on having the private sector take on the recurrent costs of providing family services.

In its first year, 1986, the Enterprise Program initiated subprojects in Nigeria, Indonesia, Thailand, Bolivia and Mexico. Approximately 18 new subprojects are expected to begin in 1987 and in addition to workshops, numerous initiatives by the private sector will receive technical assistance from the Program. The staff looks forward to a productive second year developing, cultivating and acting on the idea that the private sector has a great contribution to make in expanding family planning service delivery in developing countries throughout the world.

THE ENTERPRISE PROGRAM  
Contract No. AID/DPE-3034-C-5072  
Trip Report: Ghana

Traveler:  
Eve Epstein

Dates of Trip:  
October 28 --  
November 11, 1987

Project CTO:  
Dawn Liberi

Places Visited:  
Accra

**I. EXECUTIVE SUMMARY**

Eve Epstein, a consultant to The Enterprise Program, visited Ghana from October 28 through November 11, 1987. The general purpose was to develop detailed scopes of work and budgets for Price Waterhouse and the Ghana Registered Midwives Association (GRMA) to support business management skills training for private sector midwives integrating family planning services into their maternity homes. GRMA is also receiving other USAID assistance.

All objectives were accomplished. Maternity homes in Greater Accra were visited to develop an understanding of what kinds of business management skills currently exist, what types and levels of skills are needed, and what form the training should take. The conclusion was that the training should be very basic, include a motivational component, and use effective participative training methodologies.

The consultant developed a substantive, step-by-step scope of work for the needs assessment, training, and evaluation to be carried out by Price Waterhouse. Considerable negotiation was required to ensure that all tasks could be completed satisfactorily. The major issue was personnel. Though Price Waterhouse lacks the in-house capacity to carry out the scope of work, it apparently has the ability to recruit and make available the necessary expertise. The scope of work provides for close technical oversight and approval of staffing by the Enterprise Program. The consultant interviewed several candidates for the assessment phase and approved one of them. A similar process will probably be required for staffing other phases of the project.

GRMA will schedule and arrange for the workshops and disburse per diem and travel funds to participants. The scope of work developed by the consultant requires detailed accounting reports to the Enterprise Program.

The Enterprise Program should send a representative to the first Project Planning Group meeting beginning January 25, 1988. The first year training schedule and other details will be determined at that time.

## **II. PURPOSE OF TRIP**

The purpose of this trip were:

- (1) to discuss in general terms the business-related needs of midwives belonging to the GRMA in order to enable the Enterprise Program to provide Price Waterhouse with adequate direction for the contemplated contractual work;
- (2) to prepare a preliminary draft of Price Waterhouse's scope of work under an Enterprise Program fixed price contract;
- (3) to prepare a preliminary draft of GRMA's scope of work under an Enterprise Program fixed price contract;
- (4) to review and finalize the drafted budgets for Price Waterhouse and GRMA; and
- (5) to clarify the management plan for the planned workshops.

## **III. BACKGROUND**

On the basis of a prior Enterprise Program trip to Ghana and subsequent communications with USAID and The American College of Nurse Midwives (ACNM) in Washington, the Enterprise Program agreed to contribute in two ways to a USAID-supported project to involve Ghana's private sector midwives in family planning: (1) by funding a local contract to provide business management skills training to private sector midwives, and (2) by supporting local per diem and travel costs for midwives attending the training. It was decided that Price Waterhouse would be awarded the local contract on a sole source basis.

## **IV. DESCRIPTION OF ACTIVITIES**

Six maternity homes in Greater Accra were visited to develop preliminary information regarding the current business management skills of midwives and to provide guidance in defining the local contractor's scope of work. Attempts to visit other homes were unsuccessful, either because it was "clinic day" or because the midwife was not there.

Discussions were also held with USAID, an ACNM representative on assignment in Accra, and GRMA to review prior agreements, make concrete plans for the Enterprise Program contribution, and ensure that all activities were integrated within the larger project context. Further, the capacity of Price Waterhouse to implement the proposed scope of work was assessed, and the potential of other organizations was investigated.

The consultant developed a detailed scope of work and a revised budget for Price Waterhouse (see Attachment B). The budget was increased slightly to allow for two trainers instead of one per group of 25 during the initial three-day workshops. A lower daily rate was negotiated for the second (junior) trainer. Candidates for project work were interviewed, and a suitable professional was approved for participation in the initial assessment phase (see Attachment F).

GRMA's role in managing the workshops was defined, and the consultant developed a scope of work and budget regarding support of participants (see Attachment C).

USAID was periodically informed of progress on all fronts, advised in writing of all agreements reached, and given copies of the draft scopes of work and budgets.

## **V. FINDINGS**

### **A. Preliminary guidelines for training content and substance**

Ghana's private maternity homes are very small operations, usually in or adjacent to the midwife's residence. The six maternity homes visited are probably "top of the line" and represent the highest level of sophistication among Ghana's private sector midwives. Even at these establishments, the existing level of business management skills is quite low, as is the midwives' awareness of what management skills are and why they are important. None of the interviewees were able independently to articulate their needs, nor could they project in real terms what the effect would be of incorporating family planning services into their practices. In sum, their sense of "management" is basically undeveloped.

On the other hand, all of them had rather well-developed entrepreneurial instincts, and they do undertake some kinds of management tasks successfully, even if they don't recognize them as such. For example, it is common knowledge that "business is bad," as reflected in declining numbers of deliveries. Some say this is because "family planning is winning." Others say it is because physicians are now competing with midwives by adding obstetrical services in their own clinics. As a result, the midwives know that they have to "market," or attract more women; they know that one of the most effective means is having satisfied customers who refer others; and they work at keeping their clients happy. What they do not know is how to evaluate marketing alternatives, and how to plan and implement a logical marketing approach.

Financial management is another problem, but it should not dominate the training program. Most midwives seem to have a good sense of their financial health, even though few keep books (and some of those books are questionable). Ghana's current income tax system apparently has three alternatives. If you keep and submit your books to an accountant, the accountant will calculate your tax. If you keep and submit your books to the tax authority, the tax authority will calculate your tax. If you keep no books at all, then the tax authority simply assesses you, and the basis

for this assessment is unclear. The midwives generally feel the tax system is unduly harsh regardless of which alternative they select, but they do not really understand the system and cannot describe or explain its perceived inequities. More important, they are not aware of how books might help them in tax and other areas.

The first phase of the Price Waterhouse contract is to assess in detail the midwives' business management training needs. At this point, it seems safe to say that these needs are very basic -- simple bookkeeping, other recordkeeping, marketing, business planning, entrepreneurship, inventory, supervision (though very few have more than one or two staff), strategic business thinking (logical problemsolving), etc. Also, most of the midwives are older women who have been out of school for a long time. Therefore, the training methodologies must be adult-centered and participative, taking advantage of the knowledge and skills the midwives already have; and the training must have a strong motivational component to persuade the midwives that business management skills are important and will benefit their practices.

#### B. The capacity of Price Waterhouse

Price Waterhouse has just opened their Accra office, and at this time does not have the in-house technical capacity to complete the entire scope of work. In-house staff proposed for work on the project were reviewed by the consultant but not approved, as they appeared underqualified. The manager was informed that he would have to seek outside experts and that all staff assigned to the project would require prior approval by the Enterprise Program.

The manager has already recruited a qualified individual from the Management Development and Productivity Institute (MDPI) who has been approved to work on the assessment phase. Other staff will have to be carefully scrutinized by the Enterprise Program before they begin work. Based on observations and discussions at various organizations, there is an adequate local supply of qualified assessors, curriculum developers, trainers, and evaluators, and vigorous outreach by Price Waterhouse should produce the kind of quality expertise needed for this work.

It is assumed at this time that Price Waterhouse has the capacity to oversee the work. The manager knows that his reputation with USAID is on the line; and he understands that failure to perform has potentially far-reaching consequences. Given the project development activity that has been engaged in with Price Waterhouse up to this point, it is reasonable to initiate the work with them as the local project manager, and to continue to review their ability to attract more appropriate resource persons. If this assumption proves false, then the contract should be moved to another entity at the appropriate time. The most likely organization for consideration in this event would be MDPI.

#### C. Capacity of GRMA to organize the training and manage a contract with the Enterprise Program

GRMA is currently overworked, and only one staff member was in Ghana at the time of the field visit. However, given time and a reasonable training schedule, it is likely that GRMA can meet the terms of the contract and organize the workshops. The staff time required to manage the workshops is covered by the USAID grant to GRMA and thus does not appear in

the draft budget. The exact training schedule for year one will be developed at the Project Planning Group meeting scheduled to begin January 25, 1988. It will also be decided at that time whether the workshops will stand alone or be tacked on to the family planning technical training. GRMA can be given further guidance after these decisions are made.

## VI. RECOMMENDATIONS

1. An Enterprise Program representative should attend at least the first three days of the Project Planning Group meeting beginning January 25, 1988. The agenda currently calls for a brief presentation on what the Enterprise Program does in general and what its role in this project will be.
2. Both the GRMA and Price Waterhouse contracts should be cost reimbursable up to the amounts shown in the budgets, rather than fixed price.
3. The Price Waterhouse contract will require diligent technical oversight, as spelled out in the scope of work. This oversight should be timely, so that Price Waterhouse can meet its schedule of deliverables.
4. The Price Waterhouse contract should be finalized as soon as possible. It is unclear whether or not a Price Waterhouse representative in Washington can sign on behalf of the Accra office. The Accra Manager was asked to investigate this possibility, but indicated he would probably want to review the contract for "objectionable clauses." However, it may be possible to initiate work on the basis of a telex from the Enterprise Program and attend to the formalities later. If the Manager gets the go-ahead from the Enterprise Program by December 10, the assessment will be completed and ready for presentation at the Planning Group meeting. This is highly desirable, though not absolutely necessary.
5. The Price Waterhouse contract should specify fixed billing periods, consistent with the submission and acceptance of major deliverables (e.g., assessment, curriculum development, first training sequence, etc.). No advance payments should be made.
6. If possible, Price Waterhouse should be asked to make candidates for other phases of the work available for interview by the Enterprise Program representative attending the Planning Group meeting.
7. Ghana's economy is unstable, with frequently changing costs for travel, food, and lodging. The Enterprise Program should be prepared to renegotiate these costs with both Price Waterhouse and GRMA in the future, if necessary. (Since the budgets are in dollars and the value of the dollar allegedly has been increasing more rapidly than actual costs, it is unlikely any major adjustments will be needed.)

However, Price Waterhouse has been told that its fee (labor-day) cost will hold firm for the length of the contract period, and this point should remain non-negotiable.

8. The concept of "actual" costs needs to be continually reinforced with GRMA. There is a feeling on the part of the GRMA leadership that midwives should be given a "stipend" for participating in the workshops. USAID emphatically disagrees with this notion, noting that the terms of the grant to GRMA require a 25% contribution from the organization, usually in terms of "time." GRMA was urged to try to secure training and lodging facilities at GIMPA, where prices are fixed and quite low, and payment is made directly to the institution.
9. GRMA will require some kind of local currency draw-down or advance. This should be done in small increments, with GRMA accounting satisfactorily for expenditures before additional funds are made available. Accounting and documentation requirements should be spelled out in detail.
10. USAID should be kept timely informed of all developments.



#### LIST OF ATTACHMENTS

- A. Contact list
- B. Draft Price Waterhouse scope of work, "conditions", and budget
- C. Draft GRMA scope of work and budget
- D. End-of-visit memo to Price Waterhouse
- E. End-of-visit memo to USAID
- F. November 5 note to Price Waterhouse
- G. Resume of approved candidate for needs assessment work

**ATTACHMENT A**  
**CONTACT LIST**

## CONTACT LIST

### USAID/Accra

Ray Kirkland, HPN Officer  
Joanna Laryea, Assistant HPN Officer

### Ghana Registered Midwives Association (GRMA)

P.O. Box 6519

Accra

Emelia Amanor-Boadu, Vice President (also a practicing midwife)

### Price Waterhouse

Opeibea House

Accra

John Klinogo, Manager  
Charles Otu, Staff Accountant

### American College of Nurse Midwives (ACNM), Washington

Debbie Armbruster (in Washington and Accra)

Bonnie Pedersen (in Washington)

### Ghana Institute for Management and Public Administration (GIMPA)

Legon

Dr. F. A. Ntiforo, Acting Secretary

### UNICEF/Ghana

George Stroup

### Management Development and Productivity Institute (MDPI)

Accra

George Andoh, Deputy Director-Technical  
Reuben Dampsey, Senior Consultant

### Johns Hopkins/Populations Communications Service

Max Senior

Judy Krenn

### Private sector midwives

Mrs. Fredrica Addo, Kokomlemly, Accra

Mrs. Boateng, Kaneshie, Accra

Mrs. Elsie Roberts, Odokoo Road, Accra

Mrs. Hannah Larbi, Mambrobi, Accra

Mrs. Banaman, Ring Road area, Accra

Ms. Susan Ampoma, Auntie Cici's Maternity Home, Accra

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**ATTACHMENT B**

**DRAFT PRICE WATERHOUSE SCOPE OF WORK,  
"CONDITIONS", AND BUDGET**

## DRAFT - SCOPE OF WORK

## Year One

1. Needs Assessment

Purpose - The purpose is to determine the business management training needs of GRMA member midwives. It will identify both strengths and weaknesses. It will form the basis for the establishment of training objectives.

Scope - The assessment will be completed at at least 30 maternity homes, distributed according to the site selection criteria established. Each assessment visit will take a maximum of 3-4 hours. Therefore, at least two sites will be visited per day. Additional time will be allowed for travel between sites and for rescheduling a re-visit as necessary (e.g., if the visit happens to occur on "clinic day" or if the owner/manager midwife is not at the clinic).

Site selection - Using a membership list provided by GRMA, Price Waterhouse (PW) will select assessment sites. PW will confer as necessary with GRMA to ensure that visits are made only to maternity homes currently providing services. In order to get a representative sample, at least the following variables will be considered:

- o size of maternity home (number of beds, staff)
- o geographical location
- o type of neighborhood (village, town, urban-working woman, urban-women at home, etc.)
- o age of owner/operator
- o range of services (if known)
- o average caseload (if known)
- o number of cases in operation

Selection criteria will be refined by PW.

Approximately 60 percent of the sites will be in the Accra Region and Kumasi combined. The remainder will be distributed approximately as follows: Volta Region - 20%, and Western/Central Region - 20%.

Assessment Design - PW will develop an assessment protocol (a "topical" interview and observation guide) to standardize information collected. The protocol will cover at least the following:

- o basic descriptive information (e.g., name, address, size, services, caseload, length of operation, etc.)
- o types, appropriateness, and completeness of records

- o types and adequacy of management systems (e.g., inventory, supply, client tracking, government reporting, finance)
- o general business management strengths and weaknesses (e.g., bookkeeping, setting fees, supervision, marketing, planning, monitoring, entrepreneurial orientation, etc.)
- o level of awareness of business management concepts and of the importance and use of business and management skills
- o level of practical analytic and problem-solving capability
- o level, type and effectiveness of marketing strategies (as perceived by midwives)
- o business planning capacity
- o midwives' perceptions of how family planning services will affect maternity home management
- o midwives' attitudes towards change
- o midwives' perceptions of current business management skills and training needs

PW will send the protocol via DHL to the Enterprise Program for approval at least two weeks prior to the first assessment visit. A copy also will be given to USAID.

Conduct - Each site will be visited by one PW representative skilled in business management skill assessment and in interviewing and observation. This individual will be responsible for all aspects of the visit, including a clear written record of observations and discussions with the owner/manager midwife and other staff. In selected cases, and with the prior consent of GRMA and the midwife, the PW representative may also interview clients at the site.

Report - PW will prepare a draft report summarizing the assessment findings. At a minimum, this report will present findings in each major protocol category, describe the general status (strengths and weaknesses) of business management skills among the midwives (noting significant differences that may occur among subgroups), and list needed skills in priority order. This list will be clear and specific so that detailed behavioral training objectives can be derived directly from it. The report will be submitted simultaneously to the Enterprise Program (via air mail) and USAID. If the Enterprise Program finds the draft generally satisfactory, copies will be released to GRMA and ACNM for comment. The Enterprise Program will provide initial feedback to PW within 10 days of receipt of the draft and indicate any changes needed before distribution to other groups. PW will revise the report as necessary and resubmit it to the Enterprise Program and USAID one week after feedback is received. The Enterprise Program will review comments by ACNM and GRMA and instruct PW as to any changes these might require.

## 2. Attendance at First Year Planning Group Meeting

PW will attend three days of the first year project planning group meeting. The training schedule for Year One will be established at this time. PW will present the needs assessment findings to the project planning group.

## 3. Curriculum Development

PW will develop an initial 3-day curriculum consisting of at least the following:

- o specific behavioral training objectives for the whole course and for each segment
- o course outline (topics and teaching methods)
- o course schedule/agenda
- o trainer's guide
- o mechanisms for written feedback from trainees regarding trainer performance and course quality and effectiveness
- o mechanisms and criteria for measuring trainee skill development
- o materials (case studies, handouts, posters, flip charts, trainee feedback forms, etc.)

The curriculum design will be appropriate to groups of 25 trainees and to delivery by one senior and one junior trainer.

This task will be completed by one or more PW trainers experienced in designing and delivering training to this type of target audience. The training will be primarily participatory. It will include motivational strategies to stimulate the commitment of trainees to the training objectives. It will take advantage of the practical experience of trainees (e.g., in helping structure and/or provide detail for case studies, role playing exercises, etc.). It will provide for ongoing feedback from trainees and monitoring of trainee progress. It will be logical and sequential, building from the simplest to the more complex, and it will reflect the knowledge, skills, and attitudes that the trainees bring to the program.

The curriculum will be submitted simultaneously to the Enterprise Program and USAID at least 60 days prior to the first scheduled session. The Enterprise Program will provide feedback within 21 days. PW will revise the curriculum as necessary and resubmit it to the Enterprise Program and USAID at least 15 days before the first training session. When the Enterprise Program is generally satisfied with the curriculum, copies will be released to ACNM and GRMA for comment. The Enterprise Program will collect these comments and forward them to PW as appropriate.

PW will provide sufficient numbers of copies of materials for use at the training sessions.

#### 4. Year One Training

PW will provide experienced trainers with the demonstrated capacity to deliver effective, participatory, learner-centered training to the kind of adult audience presented by this project. The Enterprise Program reserves the right to approve staff assignments.

Four 3-day initial workshops will be conducted -- one in Accra, one in Kumasi or Sunyani, one in the Eastern Region, and one in the Western/Central Region. Each will have 25 participants. The first workshop will serve as a pre-test, and PW will revise the curriculum as necessary prior to the second presentation. Revised materials will be submitted immediately to the Enterprise Program and USAID.

PW will prepare a brief report on each session, summarizing outcomes. Trainee feedback forms and documentation of skill development will be attached. All reports will be submitted to the Enterprise Program within 10 days following the close of the session.

PW will coordinate with USAID and GRMA as necessary. GRMA will provide PW with lists of attendees and information on the training venue. PW will notify GRMA at least three weeks before each session regarding special needs (e.g., arrangement of tables and chairs in the training room, display space, etc.).

### YEAR TWO

#### 1. Second Year Planning Group Meeting

PW will attend up to two days of the second project planning group meeting. The year two training schedule will be established at this time.

#### 2. Revision of Initial Curriculum

PW will revise the initial curriculum if necessary, based on the year one experience. The revised curriculum will be submitted to the Enterprise Program and USAID at least 30 days prior to the scheduled session, and the Enterprise Program will respond within 15 days. PW will prepare revised materials as necessary.

#### 3. Curriculum Development - Refresher

PW will develop a 2-day refresher course. See year one "Curriculum development - initial" above for specifications, requirements and procedures. This course will be designed for delivery by one senior trainer. There will be a clear, logical, sequential relationship between the initial and refresher courses.



#### 4. Year Two Training

PW will conduct one initial 3-day workshop and four 2-day refresher workshops. The latter four will be held in Accra, with the first serving as a pre-test. PW's responsibilities will be as in "Year one training" above.

PW will coordinate with USAID and GRMA as necessary. See "Year one training" above for distribution of PW and GRMA responsibilities.

### YEAR THREE

#### 1. Year Three Planning Group Meeting

PW will attend up to two days of the third project planning group meeting. The year three training schedule and the evaluation schedule will be established at this time.

#### 2. Curriculum Revision

PW will revise the refresher course if necessary, based on the year two experience. Procedures and responsibilities will be as outlined in year two "Curriculum revision" above.

#### 3. Year Three Training

PW will conduct one initial 3-day workshop and two 2-day refresher workshops, with both of the latter in Accra. See "Year one training" above for procedures and responsibilities.

#### 4. Evaluation

Purpose - The purpose is to determine the effectiveness of the initial and refresher training in enhancing the business management skills of participating midwives.

Scope - The evaluation will be conducted at 20 maternity homes, 10 in Accra and Kumasi combined, and 10 in other regions, to be determined in consultation with GRMA. It will begin at least six months prior to the end of the contract period. Each evaluation visit will take a maximum of four hours.

Evaluation design - PW will develop an evaluation design to include at least the following:

- o evaluation questions
- o evaluation protocol/instruments(s)
- o dimensions, measures, and criteria
- o methods for inquiry and validation
- o site selection criteria

The design will be submitted to the Enterprise Program and USAID at least 45 days prior to evaluation start-up. The Enterprise Program will respond within 15 days of receipt, and PW will revise the design as necessary, with copies to the Enterprise Program and USAID.

Conduct - Each site will be visited by one PW representative familiar with the target population and experienced in training evaluation. This representative will be responsible for all aspects of the visit, including a clear written record of observations and discussion.

Report - PW will prepare an evaluation report for submission to the Enterprise Program and USAID. At a minimum, this report will include:

- o executive summary (answers to principal evaluation questions)
- o list of sites visited
- o summary of evaluation findings, by major protocol categories
- o assessment of training effectiveness, with rationale
- o recommendations for follow-up, if any

The draft report will be submitted to the Enterprise Program and USAID within 30 days following completion of data collection. The Enterprise Program will respond within 15 days of receipt. If no significant changes are required, the draft will be released to GRMA and ACNM for comment. Otherwise, PW will revise the draft before it is distributed to these groups. The Enterprise Program will assemble comments and notify PW regarding additional changes needed. PW will finalize the report and submit it to the Enterprise Program and USAID.

5. Presentation to the Project planning Group

PW will present the evaluation findings to the project planning group.

**DRAFT - CONDITIONS**

1. This will be a cost reimbursable contract
2. No advances will be made to PW.
3. PW must submit all candidates for assignment to this project to the Enterprise Program for prior approval.
4. Major products must be approved by the Enterprise Program before PW vouchers are paid.
5. PW will be paid in U.S. dollars.
6. The assumed start date for the draft schedule is December 10, 1987.
7. Time spent by PW in developing the scope of work and the project budget, and in identifying suitable candidates for assignment to the project is not chargeable to the contract.

**ESTIMATED BUDGET**  
Year One

1. Assessment

20 work days x \$350	\$7,000
local travel/Accra - \$10 x 5 days	50
travel and per diem/other - \$25 x 15 days	375

2. Attendance at planning group meeting

3 work days x \$350	1,050
local travel/Accra - \$10 x 3 days	30

3. Curriculum development

5 work days x \$350	1,750
materials - \$15 x 150 participants	2,250

4. Training (four workshops)

3 days x 4 workshops x \$350 (sr. trainer)	4,200
3 days x 4 workshops x \$220 (jr. trainer)	2,640
coordination - 2 days x \$350	700
curriculum revision - 1 day x \$350	350
local travel/Accra - \$10 x 3 days x 2 trnrs	60
travel-perdiem/other \$25 x 9 days x 2 trs.	450

Year Two

1. Second year planning group meeting

2 work days x \$350	700
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2. Curriculum revision - initial

3 work days x \$350	1,050
materials	500

3. Curriculum development - refresher

3 work days x \$350	1,050
materials - \$10 x 150 participants	1,500

4. Training

one initial workshop	
3 days x \$350 (sr. trainer)	1,050
3 days x \$220 (jr. trainer)	660
travel/per diem - \$25/day x 3 days x 2	150
four 2-day refresher workshops	
2 days x 4 x \$350	2,800
local travel/Accra - \$10 x 2 days x 4	80
curriculum revision (refresher) - 1 day	350
coordination - 3 work days	1,050

YEAR THREE

<u>1. Planning group meeting</u>	
2 work days x \$350	700
<u>2. Curriculum revision</u>	
2 days x \$350	700
materials - \$5 x 150	750
<u>3. Training</u>	
one initial workshop	
3 days x \$350 (sr. trainer)	1,050
3 days x \$220 (jr. trainer)	660
travel/per diem - \$25/day x 3 days x 2	150
two refresher workshops	
2 days x \$350 x 2	1,500
local travel/Accra - \$10 x 3 days x 2	40
coordination - 2 days x \$350	700
<u>4. Evaluation</u>	
15 work days for data collection x \$350	5,250
local travel/Accra - 5 days x \$10	50
local travel-per diem/other - 10 days x \$25	250
report - 5 work days x \$350	1,750
coordination - 2 work days x \$350	700
<u>5. Presentation</u>	
2 work days x \$350	700
<b>TOTAL BUDGET</b>	<hr/> \$46,795

**ATTACHMENT C**

**DRAFT GRMA SCOPE OF WORK AND BUDGET**

## DRAFT - SCOPE OF WORK

The Enterprise Program will contract with GRMA to provide funding to cover the actual room, board, and local transportation of midwives participating in six initial and six refresher business management workshops, up to the amounts shown in the budget. There will be 25 participants per session. If these workshops are held separately from the family planning technical training workshops, the contract will also support the actual transportation costs of participants to and from the workshops by state transportation, up to the amounts shown. Finally, the contract will support training facility and equipment rental costs, if any, up to the amounts shown.

GRMA will be responsible for the following:

1. Keeping track of all contract funds and providing line-item accounting reports to The Enterprise Program
2. Collecting receipts from participants and disbursing funds to participants to cover actual room, board, and transportation costs (If a facility such as GIMPA is used, room and board payment may be made directly to the institution, and the institution's bill will serve as the receipt.)
3. Giving a membership list (names and addresses) to Price Waterhouse so that Price Waterhouse can select sites for a needs assessment prior to course development. (Estimated start-up of needs assessment is December 1987.)

4. Arranging training venue, sending invitations to participants, following up on invitations, and compiling participant responses
5. Providing Price Waterhouse with a list of participants at least one week prior to the start of each workshop
6. Providing logistics problem-solving services during each workshop, as necessary
7. Coordinating with Price Waterhouse on other workshop-related matters, as necessary



DRAFT - BUDGET (in cedis)

Year One

Four three-day workshops	
Travel: 500 x 25 x 4 wksh.	50,000
Room & board: 2000 x 25 x 3 days x 4	600,000
Training room rental: 3000 x 4	<u>12,000</u>
	662,000

Year Two

One three-day workshop	
Travel: 500 x 25	12,500
Room & board: 2000 x 25 x 3	150,000
Training room rental:	<u>3,000</u>
	165,500

Four two-day workshops (in Accra)	
Travel: 700 x 25 x 4	70,000
Room & board: 2000 x 25 x 2 days x 4	400,000
Training room rental: 2000 x 4	<u>8,000</u>
	478,000

Year Three

One three-day workshop	<u>165,500</u>
	165,500
Two two-day workshops	
Travel: 700 x 25 x 2	35,000
Room & board: 2000 x 25 x 2 days x 2	200,000
Training room rental: 2000 x 2	<u>4,000</u>
	239,000

TOTAL BUDGET - 1,710,000 cedis (approx. \$10,000)

**ATTACHMENT D**  
**END-OF-VISIT MEMO TO PRICE WATERHOUSE**

## COPY OF HANDWRITTEN MEMO

11 Nov 1987

To: John Klinogo, Price Waterhouse/Accra  
From: Eve E. Epstein, The Enterprise Program  
Re: Business management needs assessment, training, and evaluation for GRMA

I am pleased that we have reached agreement on the staffing of the assessment phase by Reuben Dampney of MDPI. I believe he is well qualified for the job.

I will recommend that The Enterprise Program initiate a contract with Price Waterhouse/Accra covering the scope of work on which we agreed. We have also agreed on the budget. I do not know how long it will take to process the contract, but I will urge that it be done expeditiously. As I discussed with you today, it is possible that The Enterprise Program may contract for each phase separately, (e.g., first for the assessment alone, then for the training, etc.).

It is my expectation that if you are notified of contract award by about 10 December, you will complete the assessment and be ready for a presentation to the Project Planning Group on January 25, 1988. This will allow for the review and approval procedures set forth in the scope of work.

I look forward to working with you again sometime in the future.

cc: Ray Kirkland, USAID/Accra  
The Enterprise Program (Alexander Hayek)

**ATTACHMENT E**  
**END-OF-VISIT MEMO TO USAID**

## COPY OF HANDWRITTEN MEMO

11 Nov 1987

To: Ray Kirland, USAID/Accra  
From: Eve E. Epstein, The Enterprise Program  
Re: Business management needs assessment, training, and evaluation for GRMA

John Klinogo apparently got the message loud and clear. Yesterday afternoon in his office, I interviewed Reuben Dampsey of MDPI (resume attached). He is very bright, grasped what we were after right away, is fully familiar with the range of assessment, training, and evaluation methods, and has lots of relevant experience. Though it doesn't show on his resume, he has been involved in needs assessment and training for DHMT members. Thus, he knows something about health service delivery. He has done "real" research, but he understands that that is not what's required here. He is being "seconded" to Price Waterhouse for this work.

I went to MDPI myself this morning and had an interesting meeting with George Andoh, Deputy Director-Technical. (I ran into Klinogo down there when I was leaving, and I think he was both surprised and irritated to see me there!!) Based on discussions with Andoh about what MDPI does and how it does it, I think they are a good outfit to consider for future work. Andoh says they do have contracts with outside groups for needs assessment, training, organizational analysis, general management consulting, etc., both public and private sector. Their government work is heavily subsidized, so they charge outsiders \$2,500 per person-month (22 days). That fee includes use of facilities, materials, and handouts. If we weren't so far along, and if Klinogo hadn't met his side of the bargain, I would consider switching horses, but it's not really appropriate or practical to do so now. However, you might want to look into this group for some future assignments. The two people I've met with are real professionals, and their catalogue indicates wide-ranging expertise.

Thanks for your time and help. Hopefully, things will move forward quickly.

cc: The Enterprise Program  
Alexander Hayek

**ATTACHMENT F**  
**NOVEMBER 5 NOTE TO WATERHOUSE**

5 Nov. 1967

John -

Attached are the draft scope of work and budget that I would like to discuss further with you.

Also, based on some meetings I had yesterday and today, I still have major concerns about staffing, and we need to find some alternatives. This contract is contingent upon satisfactory staffing.

I will come by tomorrow morning to talk with you. If you are not going to be available then, please get a message to me as to when you would prefer to meet.

Sincerely,

Eos

**ATTACHMENT G**  
**RESUME OF APPROVED CANDIDATE FOR NEEDS ASSESSMENT WORK**



NAME: Reuben Darko Damphey

NATIONALITY: Ghanaian

PRESENT EMPLOYMENT: Senior Management Consultant, Management Development and Productivity Institute.

QUALIFICATIONS

1974 B.A. (Ed) University of Cape Coast

1977 Graduate Diploma. Adult Education (Industrial Training and Education) University of Ghana.

1986 M.A. Part I (Industrial Relations, Industrial Psychology, Administration). To present thesis by September, 1987 (University of Ghana).

PROFESSIONAL EXPERIENCE

1978 - Present (Experience at the Management Development and Productivity Institute).

(i) CONSULTANCY  
(Secondment)

Achimota Brewery Company as a member of a team to re-activate the brewery after the Government take-over in 1979. Then acted as Deputy Managing Director co-ordinating the personnel and administration function and changes brought about by legislation (1979 - 1980).

Tuma Food Complex Corporation as General Manager (Fish and Fish products) responsible for the day to day administration of the cold store, smoking and canning units (1982).

Achimota Brewery Company as Deputy Managing Director (1983 - 1984).

(ii) CONSULTANCY  
(Other)

Organisational Restructuring of the following establishments:

National Vocational Training Institute  
Achimota Brewery Company  
Ghana Pharmacy Board  
Automotive and Technical Services Department

Preparation of Position, Description and Personnel Specifications for the following organisations:

Achimota Brewery Company  
State Hotels Corporation

(iii) REGULAR TRAINING COURSES

Regular preparation, direction and control of training courses and follow-up of course participants. Topics lectured on in the General Management Department include:

Organisational Design  
Communication skills in Organisation  
Manpower Development

Industrial Relations  
Personnel Function  
Unionism (wages, strikes, negotiation etc)  
Human Resources Accounting  
Determining Organisational Needs  
(Training)  
Evaluation of Training  
Job Instruction  
Budgeting and Controlling of Training  
Costs  
Training Records and Information System  
Organisational Behaviour

Undertook Training needs'  
Assessment, implemented Training  
Programmes and did an evaluation  
of the programme for the  
following Organisations:

State Hotels Corporation  
Food Specialities Ghana Limited  
Twifo Oil Palm Plantation  
Ghana National Manganese Corporation  
Ghanaian Times

Served on interview panels for  
selection of various management  
positions for organisations which  
include:

Automotive and Technical Services  
Ghana Food Distribution Corporation  
Ghana Public Services Commission  
Department of Rural Development  
GIHOC  
Cement Works  
Food Specialities Ghana Limited  
Ghana Ports Authority  
Bonan Tyre Company

Served on Committee of Inquiry:

#### OTHER WORK EXPERIENCES

##### Ghana Education Service

Ofori Panin Secondary School  
1974 - 1976

Graduate Tutor

Government Secretarial School  
Accra, 1977 - 1978

Head of English Department

#### PUBLICATIONS

Labour Turnover in Ghana: Causes and Solutions; The Accountant, Jan. - March,  
Vol. III, 1979.

Management Training; The Mirror, November 20, 1982, No. 1478, Page 3.

Social Corporate Responsibility: An approach to Literacy Development in  
Ghanaian Organisations; Journal of Management Studies, School of  
Administration (Presented September, 1986, yet to be published).

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MEMBERSHIP OF PROFESSIONAL

ORGANISATIONS

Australian Institute of Personnel  
Management

SELF DEVELOPMENT ACTIVITIES

Attended Industrial Relations Course,  
International Training Institute,  
Sydney, Australia, 1983.

Attended several seminars, lectures  
and short courses on Management.

Appropriate Technology Course (Centre  
for Development Studies, University  
of Cape Coast).