

PD-ABM-741

99000

HUMAN RESOURCES DEVELOPMENT ASSISTANCE PROJECT

USAID/Ghana

(HRDA, 698-0463.41)

HRDA PROGRAM: FY 91-FY 95

January 1991

HUMAN RESOURCES DEVELOPMENT ASSISTANCE PROJECT

USAID/GHANA

(HRDA, 698-0463.41)

HRDA TRAINING PLAN: FY 1991-1995

TABLE OF CONTENTS

	<u>Page</u>
EXECUTIVE SUMMARY	i-iv
I. Background	1-7
A. Overview	1
B. USAID/Ghana Private Sector and Export Development Strategy	1
C. Human Resources Development Assistance Project (HRDA)	2
D. Opportunities and Constraints to Private Sector Development	3
II. Private Sector Training Strategy -- Creating Ghana, Inc.	8
III. HRDA 1990-1995 Training Plan	9-20
A. Goal and Purpose	9
B. Project Beneficiaries	9
C. Project Strategy and Approach	10
D. End of Project Status	11
E. Description of Training & Technical Assistance Activities	12
IV. Project Implementation and Management	21-29
A. Overview	21
B. Association of Ghana Industries (AGI)	21
C. Institutional Contractor	23
D. HRDA Executive Advisory Committee	24
E. HRDA Program Committee	24
F. AID	25
G. Government of Ghana	26
H. HRDA Project Implementation Schedule	27
V. Collaborating Organizations	30-32
A. Training and Technical Assistance Collaborators	30
VI. HRDA Project Contracting Arrangements	32-33
A. HRDA/Ghana Institutional Contractor	32
B. AID/Washington HRDA Core Contractors	33
VII. Mission Monitoring System and Evaluation Plan	33-35
A. Mission Monitoring System	33
B. Evaluation Plan	34
VIII. Cost Estimates and Financial Plan	36-38
A. AID Inputs	36
B. Host Country Contributions	36
C. AID Financial Plan and Obligation Schedule	37

ANNEXES

I.	Concept Paper for HRDA	I1-I16
II.	Scope of Work for The Institutional Contractor	II1-II6
III.	HRDA Training Impact Evaluation Plan	III1-III4
IV.	Interviewees	IV1-IV2
V.	Waiver Request for Payment of International Travel Costs Participant Trainees	V-1
VI.	Estimated Dollar Expenditures	VI-1
VII.	List of Relevant Business Books and Publications	VII1-VII2
Tables		
Table I.	Summary Project Budget	38

EXECUTIVE SUMMARY

USAID/Ghana has determined that it can have a significant impact on enhancing economic development in Ghana by working with the private and public sectors to develop and implement a strategy that strengthens the capability of Ghanaian firms to produce internationally competitive products for export. The HRDA training plan for FY 91 - FY 95, described in this document, is in keeping with the Mission's overall program of promoting private sector development through an export oriented strategy. The HRDA activity is complementary to a proposed FY 92 \$40.0 million export diversification project that will provide capital and technical assistance resources to increase Ghana's non-traditional exports.

A major theme of HRDA/Ghana is the creation of "Ghana Inc." a tripartite partnership between the private sector, the Government of Ghana and the University community and training institutions to establish Ghana as a major competitor in international markets. This project, through in-country symposia, workshops and courses, observational study tours to Newly Industrialized Countries (NICs) in Asia and progressive countries in Africa, as well as U.S. will be the first step to assist Ghanaians to meet economic competition from abroad.

The major constraints to private sector development and export marketing in particular will be addressed through a comprehensive program that USAID/Ghana plans to implement over the next five years. The Ghana HRDA program will address the following key constraints to the achievement of private sector led export growth:

- Lack of necessary skills on the part of the private sector to administer successful export activities
- Lack of responsiveness of existing management training to the needs of the private sector
- The inability of private sector organizations to represent the interests of their members.
- Inadequate dialogue between the private sector and the Government
- Weakness of the public sector to implement policies for private sector development
- The inability of women owned and micro enterprises to receive needed training

The goal of the HRDA Training Plan is to establish Ghana as an effective competitor in regional and international markets. The purpose is to enhance the ability of Ghanaian firms to compete more effectively in the domestic, regional and world markets.

The HRDA will assist the creation of Ghana Inc through the following approach:

- i. Bringing the business sector, education community, labor and government together to view themselves as part of Ghana, Inc. and working collaboratively in setting Ghana on a path of economic competition in world markets.

HRDA will accomplish this through symposia and seminars which bring together business leaders, educational institutions, labor and Government to discuss Ghana's challenge and to set the tone and to establish a common agenda to achieve world class competitiveness.

- ii. Building reciprocal relationships between business associations and educational institutions, training organizations and consulting firms.

The creation of Ghana Inc. will require strong business associations to develop the Ghana Inc. "blue print," responsive business training institutions to provide today's and future managers, technicians and labor with the skills to implement it, and capable local management consultants to provide strategic guidance and problem solving expertise to keep it on track. The HRDA will develop activities to bring together business leaders and business management educators to discuss the managerial and technical skills required to enhance the competitiveness of the private sector, so that training institutions can develop training curricula responsive to private sector business management and technical assistance needs.

- iii. Improving the ability of business organizations to represent the interest of the private sector and to provide services required to enhance the competitiveness of Ghanaian business.

HRDA will provide training and technical assistance to business associations to develop their analytical and managerial capacity to identify and analyze issues affecting private sector domestic and international competitiveness, to engage in policy dialogue, agenda setting and problem solving with the Government and to provide strategic services to its members to improve the management of their companies and to increase their ability to expand exports and investment.

- iv. Enhancing the Government's capacity to create and implement programs to support the development of an internationally competitive private sector.

HRDA will finance training programs for public sector agencies and ministries, as partners in Ghana Inc., to improve the implementation of programs and the delivery of services to encourage and support private sector development and export investment.

The private sector training activities will be implemented and managed by the Association of Ghana Industries (AGI), with the assistance of an institutional contractor. Overall program and policy direction will be supplied through an Executive Advisory Committee, comprised of senior officials from the Ministry of Finance and Economic Planning, Ghana Export Promotion Council, the Ghana Professional and Business Women's Association, the Ghana National Chamber of Commerce and AID. The AGI will chair the Committee. AGI will be provided guidance in the development of training programs by a Program Committee comprised of representatives from the Ministry of Finance and Economic Planning, Women's World Banking (Ghana) Ltd, Ghana National Chamber of Commerce and USAID. Representatives from the University of Ghana, the Ghana Institute of Management and Productivity, and the Management Development and

Productivity Institute, will be ex-officio members. Public sector training will be coordinated through the Ministry of Finance and Economic Planning, who will establish a training committee with USAID to oversee public sector training activities.

By the Project Activity Completion Date (PACD) of September 30, 1995, the HRDA will have contributed to the following conditions:

1. Business organizations will be generating data, research and policy recommendations for enhancing the ability of their members to compete in export markets.
2. Training institutions will have developed effective tailor-made residential courses and in-plant training programs for exporters.
3. Management education institutions will have developed pre-service curricula that incorporate the use of Ghanaian case studies and the use of internships in agribusinesses and manufacturing companies that produce goods for export.
4. Local consultants will be providing product development, marketing and financial management expertise to exporting enterprises.
5. Key GOG ministries, responsible for implementing broad export policies, will have successfully translated these policies into regulations and practices that promote export marketing.
6. The business community will be more export oriented.
7. Ghanaian firms will be successfully utilizing local training and consulting resources to address their human resource development needs.

The direct beneficiaries of the project will be:

1. Over 2,000 staff and members of targeted Ghanaian business associations, primarily the Association of Ghana Industries, Ghana National Chamber of Commerce, Federation of Ghana Business and Professional Women, Women's World Banking, Ghana, and export producer associations.
2. Approximately 80 teaching staff of the School of Administration, University of Ghana, Legon, Management Development Productivity Institute (MDPI), Ghana Institute of Public Administration (GIMPA) and other relevant institutions, such as the Economics and Commerce Department of the University of Cape Coast and the Industrial Economics Department of the University of Science and Technology, Kumasi.
3. Approximately 50 senior and middle managers of targeted GOG ministries which have responsibilities for policy and programs effecting the private sector.

4. Approximately 600 students from the School of Administration and from MDPI and GIMPA
5. Approximately 400 women owners of small and medium enterprises.

The total cost of the program is \$7,433,000. AID will provide \$5.4 million. Host country contributions will equal the equivalent of \$2,033,000, including \$135,000 equivalent in local currency contributions to the USAID Trust Fund.

The USAID/Ghana HRDA Training Plan was developed by a joint USAID/consultant team in consultation with the Government of Ghana Ministry of Finance and Economic Planning, business associations and training institutions, primarily Association of Ghana Industries, Ghana National Chamber of Commerce, Management Development and Productivity Institute, Ghana Institute for Management and Public Administration, and the School of Administration, University of Ghana, Legon. The consultant team developed a draft plan with technical guidance from the USAID/Ghana Human Resources Development Officer and assistance from the USAID Private Sector Advisor, and other key Mission staff.

I. Background

A. Overview

In April 1988, USAID/Ghana financed a Private Sector Training Needs Assessment carried out by private consultants John N. Doggett and Ray S. Kelly, Jr. The assessment identified training gaps which constrained the ability of private business to expand and contribute to economic growth. The needs assessment team proposed a training strategy and several sets of training interventions to close the gaps. The proposed interventions focused on the provision of in-country management training to owners and managers of small and medium private firms, with emphasis on agribusiness, manufacturing and export areas. The approach was to enhance the capabilities of in country training institutions, business associations, public organizations dealing with the private sector, and to provide a series of small-medium enterprise management courses. The focus corresponded with the goals of Phase II (1987-90) of the Government of Ghana's Economic Recovery Program (ERP); the basic elements of USAID/Ghana's development strategy to increase per capita income growth through private sector employment generation; the existing investment climate within Ghana; and the capabilities of Ghana's management training institutions and business associations.

This assessment provided the basis for USAID/Ghana's 1988-1992 plan for the Human Resources Development Assistance (HRDA) Project.

In the Fall of 1989, USAID/Ghana asked the AFR/MDI to send a team to Ghana to look at all aspects of private sector development utilizing AID's Manual for Action in the Private Sector (MAPS). This team prepared a series of reports which also verified the need for a substantial investment in management training and technical assistance for the private sector.

By the end 1990, funds had been depleted under the 1988-1992 training plan, and USAID/Ghana's private sector development strategy had evolved to include the promotion of exports. USAID/Ghana's program budget had increased allowing USAID to augment the resources of the HRDA project. Additionally, the Government of Ghana's 1991 budget speech highlighted the need to support private sector growth and export expansion.

In January 1991, USAID/Ghana assembled a joint USAID and private consulting team to reexamine private sector training needs and recommendations made in the 1988 study and to prepare the 1991-1995 Training Plan focussing on assisting Ghana to enhance the ability of the private sector to increase competitiveness and foster export growth. This document lays out the findings of the assessment team and a multi year training plan.

B. USAID/Ghana Private Sector and Export Development Strategy

USAID/Ghana has determined that it can have the most significant impact on enhancing economic development in Ghana by implementing a strategy to increase the export of internationally competitive products. This strategy has several components, including to improve the competitiveness of the private sector, improve information on export markets, strengthen the capacity of private sector organizations and firms to export marketable products, increase export investment and improve tourist infrastructure.

The HRDA is one of the vehicles by which USAID/Ghana intends to implement its private sector led export development strategy. The HRDA over the period FY91-95 will promote the arguments for increased private sector focus on investment in and production of non-traditional exports. It will also promote the development of a private-public consensus on the importance of increased exports. In addition, the HRDA will provide resources to develop demand-led training programs that will provide management training required by the private sector to meet the challenge to increase export sales. The second USAID vehicle promoting export development, the Non-Traditional Export Investment Production and Marketing project, will complement the HRDA by promoting investment in the export sector while providing capital and hands on technical assistance directly to non-traditional exporters.

In addition to these two activities, AID is planning three additional activities in support of the private sector.

First, the Agricultural Productivity Promotion Program II (APPP II) will commence in FY 1991. APPP II will utilize Title III Food for Development and Development Funds for Africa funding to assist in the development of a private sector agricultural input supply network for seed and fertilizer. In addition, the program, through local currency generations, will strengthen the infrastructure for private sector development, as well as provide for the development of micro-enterprises and support services.

Second, the FY 91 Central Region Integrated Development Project, will assist the Central Region of Ghana in establishing the basis for a sustainable tourism industry, through the development of forest reserves and the rehabilitation of national monuments. The program features a debt for nature swap and will be implemented through a consortium of PVO's.

Third, the proposed FY 90 Economic Reform and Decentralization Project will assist the private sector by improving and reorienting policy analysis in principal government ministries, revitalizing and revamping teaching and research capacity in university economic and public administration departments, and developing the capabilities of local and district governments to conduct activities in accordance with policy reform.

C. Human Resources Development Assistance Project (HRDA)

The HRDA is an A.I.D. regional training project designed to provide to African countries a flexible mechanism for U.S.-based, third country and in-country training. The HRDA emphasizes the use of incountry and third country training institutions and training opportunities for the private sector and women.

HRDA 1988-1992 Training Plan

In late 1988, USAID/Ghana submitted to AID/Washington its multi year training strategy for Ghana, and signed a Limited Scope Grant Agreement with GOG for the implementation of the HRDA. The 1988-1992 training plan, based on the recommendations of the 1988 Needs Assessment, had four objectives.

1. To strengthen the management and technical skills of key personnel within GOG ministries which are concerned with economic policy reform efforts or will be working closely with USAID/Ghana to implement the Agricultural Productivity Promotion Project (APPP), with emphasis on the Ministry of Finance and Economic Policy and the Ministry of Agriculture;
2. To strengthen local institutions to deliver effective training programs in country, with emphasis on small to medium-scale enterprise management and agribusiness management;
3. To strengthen the capabilities of selected business associations in Ghana to enable them to better represent their membership and to participate more effectively in policy dialogue;
4. To strengthen technical skills of Ghanaian businessmen and bank loan officers through short-term internships in U.S. firms.

The training plan had three targets: 50% of funds were to support the private sector, 35% of the participants were to be female and the use of in-country and third country training programs was to be increased.

By September 30, 1990, HRDA had trained 108 participants, of whom 64% were men and 36% were women. However, the vast majority of participants, 81% were from the public sector at a cost of \$1,061,120. A total of \$241,294 or 19% of the funds had been invested in the training of participants from the private sector, all of whom were associated with the Association of Ghana Industries.

Although the program gender target of 35% women was met, the established 50% participation rate by the private sector was not. In fact, virtually all funds originally earmarked for public sector training had been expended by the end of FY 90. Plans to increase the use of in-country and third country training programs were not realized.

In late 1990, the A.I.D. decided that progress made by the Government of Ghana (GOG) in its Economic Recovery Programme (ERP) warranted a significant increase in the level of funding for development assistance to Ghana. The Mission reviewed its portfolio and decided that it would put more resources into human resource development that would enhance the private sector's capability to implement GOG's export expansion strategy and Ghanaian training institutions' capacity to provide the requisite training. USAID organized a joint USAID/consultant needs assessment team to review private sector training needs and to develop a training plan for 1991 to 1995.

D. Opportunities and Constraints to Private Sector Development

The 1991 joint USAID/consultant private sector needs assessment team found that many of the observations of the 1988 HRDA needs assessment appear to be valid -- that the private sector must confront many of the constraints that existed in 1988 before it can take advantage of the opportunities for growth and expansion that exist. An analysis of private sector training needs must be conducted in the context of the following opportunities and constraints:

1. Opportunities for Private Sector-Led Export Growth

Ghana has four items in its favor to be able to expand its private sector investment base and to compete in the international market.

a. Existing Human Capital Base Is More Than Adequate

Ghana is blessed with a large cadre of well trained and highly talented men and women in all sectors of the economy. Many of these individuals have first rate university educations and have had extensive practical experience. Others, with less formal training, have learned their trade or developed their skills on the job. In addition to those in Ghana, there is also a large contingent of highly trained Ghanaians who now work and live in the United States, the United Kingdom and other parts of Africa and the world. This existing resource base is more than sufficient to help Ghanaian firms become effective international competitors. With properly targeted investments and incentives, Ghanaians will be able to provide most of the educational, training, and consulting assistance that export-oriented firms will require for steady and effective growth.

b. Government Policies Encourage Export Growth

The GOG has adopted a number of policies that give real and meaningful incentives to firms that are interested in expanding their activities internationally. For example, any firm that exports five percent (5%) of its total production volume in a year can receive a 30% rebate on its income tax. The rate of rebate increases as the level of exports increases. Firms now find that they can get foreign exchange from banks within ten days and from the GOG auction in twenty-four hours. So, as long as they have the cedis to convert, access to foreign exchange is no longer viewed as a constraint. Most importantly Ghana has and is maintaining a realistic exchange rate that provides appropriate signals on export profitability.

c. Government Policies Encourages Market-Oriented Operations

The government has taken steps to exit the productive sector by closing down or selling some of its state-owned enterprises (SOEs) as part of a long term plan to eventually sell, privatize or dismantle all SOEs. At the same time, the government has implemented a series of actions which is bringing market discipline to its own operations, including actions to reduce the level of public sector employment, reduce the country's debt load and end the policy of providing vehicles for government employees.

d. Regional and International Markets Have Been Identified For Many Ghanaian Products

The Export Promotion Council and a number of Ghanaian businesses have been successful in identifying products and markets that Ghanaian businesses can serve, such as aluminum, furniture, yams, shrimp and salt.

2. Constraints to Private Sector Led Export Growth

In carrying out the private sector training needs assessment, the assessment team identified the most salient constraints to the private sector's capture of opportunities for increased investment and exports. These are discussed in Annex I (page I 5 - I 14). Of these constraints, some are being addressed by other donors and some will be addressed in the upcoming Non-traditional Export Investment, Production and Marketing project. For the HRDA, the following training constraints have been identified:

a. Lack of Appropriate Skills on the Part of Ghanaian Firms to Successfully Administer Export Activities

Ghanaian workers do not presently possess the skills required to produce products of consistent quality in the quantity and at the price that foreign purchasers require. In addition, local consultants do not possess all of the skills necessary to help workers or business managers make the changes necessary to improve production practices to export large quantities of quality goods at competitive prices.

b. Existing Management Education And Training Programs Are Not Responsive To The Current Or Future Needs Of The Private Sector

An outward looking competitive business sector needs well trained managers and staff. This in turn requires a well developed management training and education system that is attuned and responsive to private sector needs. During the late 1970s and early 1980s, the Government's policy towards the private sector and extreme economic hardship resulted in a breakdown of ties between the private sector and training institutions, most notably the University of Ghana, Legon and the University of Science and Technology in Kumasi. Although the Government's policy now recognizes the positive participation of the private sector and economic conditions have improved, very little communication exists between the private sector and the training institutions on the specific training needs of private sector firms and managers. Compounding the problem, the GOG has been unable to fund the continuing maintenance of educational facilities and programs. This has reduced the ability of Ghana's educators to provide meaningful training to private sector managers and university students wishing to enter business community.

Many of the existing training courses offered are targeted at the most basic level and are not designed to enhance the ability of Ghanaian firms to compete internationally. State of the art fields of study such as Industry and Competitive Analysis (ICA), which have revolutionized business school teaching and executive training elsewhere, are not being taught in Ghana.

The program of instruction at Ghana's universities is too research and academic in orientation and not providing the skills required of students to meet the practical needs of today's Ghanaian private sector.

c. Private Sector Organizations Lack the Resources to Effectively Represent the Interests of Their Members

Private sector business organizations to be effective must have an active membership which in turn requires organizations that serve the needs of their members. Many private sector organizations in Ghana have not been able to provide a full array of services required by its constituents to be competitive domestically and internationally. These organizations have lacked the technical and managerial resources to assess members' needs, to analyze and to develop solutions for critical policy and operational issues and to provide on a regular basis current information on technology and markets.

There are signs of positive change in this area. As a result of a significant investment from the United Nation Development Program (UNDP), the Ghana National Chamber of Commerce (GNCC) has significantly upgraded its capability to provide services to its members and to conduct research and communicate with Government on issues of importance to its membership.

The Association of Ghanaian Industries (AGI), on the other hand, has lacked the resources to fully serve its members and has not been the beneficiary of this type of support. If Ghanaian firms are to increase exports and to become competitive in the world market, the organization that represents their interests must be equipped to articulate its needs and to provide crucial services.

d. Inadequate Dialogue Between The Private Sector And Government

Successful export development requires close cooperation and good lines of communication between the public and private sectors. The private sector in Ghana at present does not have the ability to provide thoroughly researched and documented position papers to communicate their needs and views. The private sector, especially represented by its associations, will need to develop the analytical and managerial capability and capacity to identify the issues affecting its constituency, develop solutions, and to engage as a knowledgeable participant in policy dialogue with the Government if export growth and investment are to take place.

e. Public Sector Capability to Implement Policies for Private Sector Development

The Government of Ghana is developing policies to support private sector exports. Yet the Government realizes that the effectiveness of these policies will depend on the skill, knowledge and understanding of the staff of Government agencies and ministries which are charged with policy implementation.

Some government officials and business leaders have expressed concern over the failure of government bodies to translate broad policy statements into operational policies and procedures at the organizational level. Policy implementation is often organizationally complex, involving numerous governmental bodies and staff. There are nearly two dozen central GOG ministries, many of which are involved in activities affecting the operations

of the private sector. These include the Ministry of Finance and Economic Planning, Ministry of Trade and Tourism, and Ministry of Industries, Science and Technology and the Ministry of Agriculture. Additionally, a number of government agencies are involved in providing services and promoting activities for private sector development and investment. Examples are the National Board for Small Scale Industries (NBSSI), under the aegis of the Ministry of Industries, Science and Technology; the Ghana Investment Center under the Ministry of Finance and Economic Planning; and the Ghana Export Promotion Council under the Ministry of Trade and Tourism. Government ministries and agencies which develop and implement policy, promulgate regulations or provide services directly to the private sector will need to upgrade the skills and improve the understanding of their operational staff in order to effectively implement the Government's program of economic reform and private sector development.

f. Women Owned, Small and Rural Businesses are not Receiving The Training that they Require

A dynamic business sector requires effective enterprise both large and small. Ghana's informal sector is largely comprised of micro- enterprises owned by women, and micro-value added agricultural enterprises. Many of these business people have no formal training and cannot read. Many live in parts of the country that have great agricultural potential but no social activities to attract professionally trained managers or bankers. However, unless these business people are helped, Ghana will never be able to develop a fully integrated system to support increased exports to achieve its full potential.

II. Private Sector Training Strategy -- Creating Ghana, Inc.¹

Ghana has the capability to have one of the leading economies in sub-Saharan Africa by the end of this decade. Ghana could begin to produce products that compete effectively with those produced in India, Malaysia, Thailand and the Philippines by the early part of the next century.

The achievement of this potential requires all segments of Ghanaian society to understand and develop the vision to transform Ghana into a world class economic competitor: into a "Ghana, Inc." The creation of this tripartite partnership, is lynchpin of the HRDA FY 1991-1995 Training Plan.

To realize the Ghana Inc. vision, Ghana must take concerted efforts to develop the infrastructure and investment climate necessary to attract foreign and domestic capital. The GOG must develop and support plans to encourage Ghanaian firms to grow large enough to become major competitors on a regional and world level. Ghanaian firms, whatever the size, must be well run, incorporating the best management techniques and employing the best trained technical and managerial staff, to optimize efficiency and to ensure quality products and market competitiveness. The operations of small and informal sector firms must be improved to enable export-oriented Ghanaian firms to obtain as much raw materials and component parts as possible locally from firms that can match the quality and cost of other international suppliers. Ghanaian training institutions must develop appropriate curricula and train today's and future business managers and labor to equip them with the managerial and technical skills to make Ghana a world class competitor.

When the GOG was pursuing an import-substitution development model, consumers would buy virtually anything that Ghanaian firms made because other choices were not available. The ERP has changed all of that and now consumers have the ability to purchase high quality and reasonably priced products from all over the world. Ghana will never be able to develop a positive balance of trade surplus unless it moves from a raw material based economy to a value added economy. And this can not happen until the GOG, Ghanaian firms and Ghanaian educational institutions begin to view Ghana as a country/company that is in competition with firms and countries from all parts of the world.

One of the most obvious constraints to competing internationally is the lack of experience. Few Ghanaian manufacturing firms have had reason to look outside of Ghana's borders until recently. As a result, few business owners have the expertise to compete effectively with firms from Mauritius, Ivory Coast, Zimbabwe, Kenya, Malaysia, Thailand or India. But successful competition by these firms is essential if Ghana is not to get trampled in this rapidly expanding global economy.

Ghana has been fortunate during the past few years to attract a significant in-flow of donor assistance. It has been much less successful, however, in attracting direct foreign and increased domestic investment. For this to occur, Ghana must make the changes that are necessary to make it an attractive location for investing domestic and foreign capital and capital held by Ghanaians who are outside of the country.

¹ A thorough discussion of the concept of "Ghana Inc." is contained in Annex I.

III. HRDA 1990-1995 Training Plan

The HRDA will finance training and technical assistance activities to assist Ghana to become a world class competitor, a Ghana, Inc. AID will provide a total of \$5.4 million. Since the 1990-1995 plan is primarily for a private sector training program, \$4.9 million is earmarked for private sector training and \$500,000 is earmarked to continue public sector training begun under the 1988-92 training plan. AID plans on providing additional resources for public sector training under the Economic Reform and Decentralization Project, scheduled for FY 1992.

A. Goal and Purpose

The goal of 1991-1995 HRDA training plan is to establish Ghana as an effective competitor in regional and international markets. The purpose is to enhance the ability of Ghanaian firms to compete more effectively in the domestic, regional, and world markets.

Incorporating the theme of Ghana, Inc, the HRDA is expected to:

Strengthen the capacity of business associations to represent the interests of the private sector and to provide membership services to support private sector export expansion.

Develop the capabilities of management education and training institutions to deliver programs needed to enhance the competitiveness of the Ghanaian private sector domestically, regionally and internationally.

Enhance the human resource capacity of Ghanaian firms to produce goods which have potential for export and of small and medium enterprises (SMEs) that supply goods and services to those industries.

Enhance the ability of the Government of Ghana to implement programs to encourage and support private sector-led export growth.

The plan will utilize a combination of short term U.S. incountry and third country training, observational study tours, U.S. and Ghanaian technical assistance, and books, reference and other training materials to achieve its objective.

B. Project Beneficiaries

The expected direct project beneficiaries are:

1. Over two thousand staff and members of targeted Ghanaian business associations, primarily the Association of Ghana Industries, Ghana National Chamber of Commerce, Federation of Ghana Business and Professional Women, Women's World Banking Ghana, and export producer associations.

2. Approximately eighty teaching staff of the School of Administration, University of Ghana, Legon, Management Development Productivity Institute (MDPI), Ghana Institute of Public Administration (GIMPA) and other relevant institutions, such as the Economics and Commerce Department of the University of Cape Coast and the Industrial Economics Department of the University of Science and Technology at Kumasi.
3. Fifty senior and middle managers of targeted GOG ministries which have responsibilities for policy and programs effecting the private sector
4. Approximately seventy-five students from the School of Administration, University of Ghana, Legon
5. Approximately four hundred women owners of small and medium enterprises.

The ultimate beneficiaries of the project will be owners and managers of Ghanaian small to medium-scale enterprises who will have access to improved and increased numbers of course offerings in business operation, management and technical areas. Private consultants will benefit from the availability of local courses in management consulting and from consulting assignment opportunities under the HRDA.

C. Project Strategy and Approach

1. Strategy:

Summary
The HRDA Training Plan will undertake the following activities: First, through symposium and workshops, the project will create a vision of Ghana, Inc. Second, the project will enhance the management and technical capacity of private sector organizations and firms, training institutions and Government to operate a successful tripartite partnership in Ghana, Inc.

2. Approach

The HRDA training plan primarily is a business management training plan for Ghana Inc.: (1) to alleviate the constraints identified in the training needs assessment; (2) to improve basic business management skills for the development of a competitive private sector; and (3) to provide the vision and the skills required by the private sector, training institutions and Government to develop a Ghana, Inc.

The HRDA training plan will be implemented in coordination with other donors who are supporting private sector activities to ensure complementarity and non duplication. These donors include, but are not limited to, the United Nations Development Program, the World Bank, and the Canadian International Development Agency.

The HRDA will assist the creation of Ghana, Inc. through the following approach:

- i. Bringing the business sector, education community, labor and government together to view themselves as part of Ghana, Inc. and working collaboratively in setting Ghana on a path of economic competition in world markets.

HRDA will accomplish this through symposia and seminars which bring together business leaders, educational institutions, labor and Government to discuss Ghana's challenge and to set the tone and establish a common agenda to achieve world class competitiveness.

- ii. Building reciprocal relationships between business associations and educational institutions, training organizations and consulting firms.

The creation of Ghana, Inc. will require strong business associations to develop the Ghana Inc. "blue print," responsive business training institutions to provide today's and future managers, technicians and labor with the skills to implement it, and capable local management consultants to provide strategic guidance and problem solving expertise to keep it on track. The HRDA will develop activities to bring together business leaders and business management educators to discuss the managerial and technical skills required to enhance the competitiveness of the private sector, so that training institutions can develop training curricula responsive to private sector business management and technical assistance needs.

- iii. Improving the ability of business organizations to represent the interest of the private sector and to provide services required to enhance the competitiveness of Ghanaian business.

HRDA will provide training and technical assistance to business associations to develop their analytical and managerial capacity to identify and analyze issues affecting private sector domestic and international competitiveness, to engage in policy dialogue, agenda setting and problem solving with the Government and to provide strategic services to its members to improve the management of their companies and to increase their ability to expand exports and investment.

- iv. Enhancing the Government's capacity to create and implement programs to support the development of an internationally competitive private sector

HRDA will finance training programs for public sector agencies and ministries, as partners in Ghana, Inc., to improve the implementation of programs and the delivery of services to encourage and support private sector development and export investment.

D. End of Project Status

The successful implementation of the HRDA will have contributed to creating the following overall conditions by 1995.

1. Business organizations will be generating data, research and policy recommendations for enhancing the ability of their members to compete in export markets.
2. Training institutions will have developed improved executive management training curricula, will be teaching improved courses, and will have developed and be teaching effective tailor-made residential courses and in-plant training programs for exporters.
3. Academic business management training institutions will have developed an international marketing and competitive analysis curriculum, pre-service curricula that incorporate the use of Ghanaian case studies and the use of internships for students in agribusinesses and at manufacturing companies that produce goods for export.
4. Local consultants will have been trained and will be providing product development, marketing and financial management expertise to exporting enterprises.
5. Key GOG ministries and agencies responsible for implementing broad private sector development and export policies, and investment programs will have successfully translated these policies into regulations and practices that promote export marketing.
6. The business community will be more export oriented.
7. Ghanaian firms will be utilizing local training and consulting resources to address their human resource development needs.

E. Description of Training and Technical Assistance Activities

The HRDA will finance a combination of US and third country short term training, the creation of special incountry seminars, workshops, symposia, observational study tours and professional business internship programs. Technical assistance will be provided to the Association of Ghana Industries (AGI), the Ghana National Chamber of Commerce (GNCC), other business associations, the Management Development and Productivity Institute (MDPI), the Ghana Institute of Management and Public Administration (GIMPA) and University of Ghana School of Administration. Reference materials will be financed for AGI, MDPI, GIMPA and the School of Administration at Legon. Other commodities such as computers, computer software and office equipment will be funded from non HRDA local currency sources. A small fund for scholarship assistance for in-country training for women-owned firms is also provided.

GIMPA and MDPI will receive technical assistance, training, supplies and equipment to upgrade the teaching and curricula development skills of their staff, to improve existing course offerings, and to develop new courses to transfer the skills required to enable businesses to manage export promotion and marketing programs.

University of Ghana, Legon School of Administration will receive technical assistance in the form of visiting professors on a short and long-term basis to assist in the development of an international marketing and competitive analysis program. Additionally, the School of Administration will receive supplies and equipment to upgrade library facilities and computer training.

AGI will have primary responsibility for managing this training and technical assistance program with support from an institutional contractor. AGI will receive technical assistance, training, and training materials and equipment for a resource library. AGI will provide office space, use of office equipment, as well as vehicle support.

The Ministry of Finance and Economic Planning will have primary responsibility for overseeing the public sector training component of the HRDA.

The following section illustrates the types of interventions--symposia, seminars, workshops, short courses, workshops, attachments, case writing exercises, and technical assistance--that will comprise the HRDA. These activities will be developed to address the training and technical assistance needs of Ghana to create an internationally competitive private sector, Ghana, Inc. Descriptions of training and short-term technical assistance activities are meant to provide a sense of how HRDA will attempt to reach target audiences and build appropriate competencies and knowledge. The actual content of some training will be defined and the numbers will be determined as specific training and technical assistance needs in the export and agribusiness sector are identified during the implementation of the training plan.

1. Private Sector Training

- a. In-country Training

- 1) Symposia and Conferences

A number of symposia will be conducted during the life of the project. In addition to the events described below, specialized symposia will be planned based on evolving private sector needs and consultant research findings.

- Ghana Inc. Symposium

This symposium will provide the forum for introducing the Ghana, Inc. concept and developing an agenda for follow-up action by the Ghana, Inc. tripartite, i.e. private business, the University community and business training institutions, and Government. The symposium will be designed to ensure maximum publicity and participation by senior members of the Government of Ghana, Ministry secretaries and deputy secretaries, private sector leaders and key members of the education and consulting industry in Ghana. For this first

symposia, speakers and discussion leaders will primarily be Ghanaian, although a few selected presenters and speakers will be brought in from countries who best demonstrate the success of the concept of Ghana Inc.

Business and Education Leader Symposia

Follow-up regional symposia on Ghana, Inc.: one each in Accra, Takoradi, Kumasi and Tamale will be sponsored. These symposia will be designed for business association leaders, management education and training institution heads, labor leaders and key public sector officials to discuss the management and technical training needs of their region to meet the challenge of private sector-led export growth. These symposia will expose the participants to attractive new ways to operate their businesses and organizations, and in order to enhance their competitiveness.

Symposium on Curricular Teaching Materials, and Methods Used in Existing Programs

The intent of this symposium is to help pre-service educators increase their institutions' responsiveness to private sector needs and their effectiveness in management education. The symposium will identify opportunities to develop and use management cases and other action oriented teaching materials by local and regional institutions to produce business managers with strong analytical and problem solving skills, especially in export development and management. This symposium should be held relatively early in the life of the project so as to take advantage of visiting professors at the School of Administration, Legon. Owners and managers of existing businesses in Ghana, trainers, consultants, former students and faculty from schools of business will attend.

Conference on Management Education for Ghana

The conference will bring together the leaders from Ghana management education community, top managers from the private sector, management educators from outside Ghana, and public sector officials concerned with private enterprise development to:

- focus attention in Ghana on the role management education plays in the development of a well run and internationally competitive private sector;
- stimulate the private sector to support professional management education and management training institutions; and
- underscore that relevant management education involves dynamic interaction between the management education and business communities.
- develop an agenda for meeting the business management training needs of the private sector in export promotion.

2) Workshops, Seminars and Short Courses

HRDA will finance the development of 25-30 special in-country training workshops and courses discussed below. This will include the creation of new courses with MDPI and GIMPA.

Workshops for Ghanaian Training Institution Staff

HRDA project will sponsor workshops for Ghanaian trainers at local training institutions to upgrade their skills in computer utilization, economics and management. This training will enhance the ability of these trainers to develop courses in business management for the private sector.

Association Management Workshops

The project will sponsor two sequential workshops for business association officials. The first will be held in Accra for association officials in the southern part of the country, and the second in Kumasi for the northern part of the country. These workshops will provide training for association staff to improve association operations and management. The workshop content will be similar in focus and content as those put on by the U.S. Chamber of Commerce, Center for Leadership Development.

Workshops/Seminars for Women Owned and Small Firms

The project will help MDPI and Women's World Banking Ghana Ltd (WWBG), and other organizations such as National Bureau for Small Scale Industries, use local consultants to design and assist in the implementation of a series of evening management courses for business women and owners of small businesses. The first two courses will be pilot projects to be held concurrently in Accra and Kumasi during 1992. Each course would consist of 25 participants. U.S. consultants, together with consultants from MDPI, and where appropriate, local technical institutes, would participate with officials and members of AGI, GNCC and WWBG, to design the courses, promote them, and conduct an initial screening of applicants. In addition, many existing courses at MDPI and some at GIMPA will be used. GIMPA and MDPI will also be contracted to provide special institutional or in-plant courses, as determined appropriate. Courses will include those in marketing, executive leadership development, supervision, personnel management, managing a small and medium enterprise (SME), and computer applications for businesses. The project will pay up to fifty percent of the costs of the workshops and seminars for women owned and small firms.

Workshops/Seminars for Business Associations Members

As a result of training needs assessments for the membership of business associations, MDPI and GIMPA will receive technical assistance to develop new institutional or in-plant courses or to redesign current ones to address the needs of private sector members in AGI, GNCC, Business and Professional Women's Association, Women's World Banking, and other business associations. Funds have been allocated for courses which will include, but are not limited to: office management, personnel management, public relations, financial management, computerized accounting, and materials management.

Course on Management Consulting

The project will fund the development of a course, in collaboration with GIMPA and/or the School of Administration on how to do management consulting. Emphasis will be on the skills required to meet the needs of agribusiness and

export management. The course would be developed and taught initially by individuals who have worked for one of the international management consulting firms but would become a component of the curriculum of either GIMPA or the School of Administration. The course will teach consulting skills and also have a number of field projects where class members and instructors would go to agribusiness and export firm and actually perform a company diagnostic evaluation and then develop and implement with the firm manager programs to address key problem that had been identified.

3) Institutional Development

The School of Administration requires curricula upgrading in a number of areas. Given the thrust of this project and the limited funds available to the project, curricula support will focus on helping the School to develop courses in international marketing and industry and competitive analysis. These courses will be developed with the collaboration of long and short term staff provided by the project.

In addition, case writing workshops will be held to develop business management and marketing cases especially for export and agribusiness management. Participants will learn the relationship between curriculum design and cases, ways of conducting research for cases, approaches to case writing and the design and development of case teaching guides. By the workshop end, each participant would have developed and presented at least one new case, with teaching guide for examination and critique. Based upon experimental learning methods, these workshops will be designed to encourage (a) the participants to view case writing as a continuous experience and (b) the sharing of teaching information and views among peers.

Teaching workshops will focus on the effective use of the case methods approach, the exploration of other experiential pedagogy, and the improvement of lecture presentations and other traditional instructional methods. A strong emphasis will be on the case method and on giving added exposure to teachers and trainers in the region to this highly effective method of enhancing managerial decision-making skills. These workshops will be designed to enhance the abilities of instructors to use cases effectively in the development and training of students and managers in export business and agribusiness.

b. Third Country Training

Asia Study Visits

Study tours, comprised of senior level personnel from the private and public sectors, will be made to Asia with the intent of familiarizing participants with the latest economic developments in Asia and establishing business linkages. It is suggested that, the first study tour will focus on Mauritius, Thailand, Taiwan, Malaysia and Singapore. Its purpose is to enable participants to develop an outward, export orientation and to understand the capabilities of direct or potential competitors with Ghanaian firms. Representatives from AGI, GNCC, GEPC, Ministry of Finance and Economic Planning and Ministry of Trade and Tourism could be included on this tours.

Observation Study Tours in Africa

Similarly, an observation study tour will be arranged to relevant African countries for the senior staff and officers of AGI and the GNCC and representatives from the Ministry of Finance and Economic Planning and Ministry of Trade and Tourism. The tour's purpose is threefold: 1) to examine how other African countries are addressing the development needs of their own private sectors; 2) to examine the operations of successful business associations and chambers of commerce; and 3) to study how the public and private sectors interact and review collaborative working relationships between business associations and chambers of commerce. Participants will meet with other government officials and visit different business associations and training institutions.

Topical Regional Workshops and Conferences

HRDA will provide funds for participants to attend regional conferences and organized courses at African regional training institutions in content areas or specialities not offered in Ghana. Selected Ghanaian participants will attend the HRDA Regional private sector conferences. These conferences in the past have focused on informal sector support, credit management, and business women entrepreneurship. In 1991, a regional workshop will be held on export marketing. The venue has not yet been determined.

c. United States Training

Observational Study for Association Leaders

HRDA will fund an observational study tour to the United States for groups of business persons active in the AGI, GNCC, and the Federation of Ghana Business and Professional Women. Each of the groups will visit appropriate American chambers of commerce and manufacturers organizations and meeting with U.S. business persons interested in ties to Ghana. Areas of special interest will include export management, international marketing and related fields, agro-business and business advocacy and outreach programs.

Entrepreneurs International

Entrepreneurs International is a program managed by AID's Office of International Training (AID/OIT/PIET) in Washington which arranges on-the-job training opportunities for senior level business managers and, occasionally, government officials who wish exposure to new technology, management and marketing practices and investment opportunities. Ten candidates from the private sector in Ghana were selected in FY 1990 and are being placed with appropriate firms in the U.S. HRDA will continue to access the resources for the Entrepreneurs International program to identify opportunities for Ghanaian business men and women to participate in internships with appropriate American companies. Ten participants will be programmed annually for one to two month visits in the United States. The emphasis will be on export management. The specialized focus areas will be determined according to expressed need and interest. Participants will be expected to pay for international travel related to the Entrepreneurs International Program.

2. Public Sector Training

Training for the public sector will be provided primarily for staff of GOG ministries and agencies which develop and or implement policy, laws and regulations or provide services to the private business sector. Eligible participants will be from Ministry of Finance and Economic Planning, the Bank of Ghana, the Ministry of Trade and Tourism, the Ghana Investment Center, the Ghana Export Promotion Council, the Universities and other relevant GOG organizations. Emphasis will be placed on training which prepares GOG to undertake activities which promote increased private sector investment, production and export. A total of \$500,000 will be made available for short courses, study tours, workshops in the U.S. and third countries.

3. Technical Assistance

HRDA will finance long term technical assistance to help AGI implement the private sector training plan and to provide short term technical assistance to local training institutions, business associations and GOG. As local trainers interact more frequently with private sector clients and review the results of pre-and post-training assessments, there will be a need to redesign old courses or create new courses with significantly new content. For this reason, HRDA allocates a sizeable portion of the budget for short-term technical assistance to Ghanaian institutions such as GIMPA, MDPI and the School of Administration, Legon. Other institutions will receive technical assistance to improve outreach programs. Some technical assistance may be required to develop specialized training programs, either residential or in-plant, for the private sector firms. However, it is anticipated that most of the short-term technical assistance will be devoted to helping these institutions develop and design course materials that introduce topics such as consumer marketing, industry and competitive analysis, financial analysis, and strategic planning.

a. Long Term Institutional Contractor:

HRDA will finance technical assistance from a U.S. institution to provide two long-term consultants to assist AGI in project implementation and to arrange short-term technical assistance to participating Ghanaian institutions and GOG. The planned technical assistance is as follows:

1) Long-term technical assistance

-- Project Manager (36 person/months). This is a "local-hire" position that will be filled by a Ghanaian.

-- Project Advisor (24 per/months). This is an "expatriate" position for FY 92-93.

-- Visiting Professors (15 person months). Technical assistance will be provided to the School of Administration at the University of Ghana Legon to strengthen its business curricula especially in the areas of international marketing and industry and competitive analysis, as well as develop the use of case methods of teaching.

2) U.S. Short Term Consultants (46 person months)

The project will finance up to 46 person months of U.S. short-term technical assistance. Due to a need to provide intensive assistance to AGI and the training institutions at the beginning of the project, most U.S. consulting resources will be provided in FY 92-93. These consultants will provide specialized assistance and training to the private and public sectors, business associations, and training institutions in areas such as:

- Ghana-specific case writing/teaching,
- Industry and competitive analysis,
- Strategic planning and implementation,
- Marketing,
- Production and operations management,
- Management consulting Skills
- Chamber/association Management
- Review of curricular, training methodology, and training materials

b. Ghanaian Consultants (100 person months)

The project will identify and utilize local consultants from MDPI, GIMPA, Legon and private consulting firms to assist a combination of private sector business and training institutions. These consultants will help AGI and other business associations to improve their operations and will perform assignments that include, but are not limited to:

- preparing position papers for AGI on private and export sector policy issues.
- assessments of businesses engaging in business feasibility studies and private sector analyses.
- preparing and updating a private sector training directory.
- conducting training needs assessments.

4. Commodities

As HRDA is primarily a training project, it cannot finance computers and non-training related equipment. The Mission will identify alternative sources of funding to purchase computers, software, photocopy machines, fax machines, printers and other appropriate office equipment for AGI, GNCC, GIMPA, MDPI, and the School of Administration, Legon. The technical assistance contractor will develop a procurement plan for these commodities with the concerned organizations.

The HRDA will fund the following commodities:

For AGI:

- relevant books, journals and directories for a business resource library

for school of Administration, University of Ghana, Legon

- training materials
- library books

A listing of relevant books and publications is included in Annex VII.

5. Publications

The HRDA will finance the publication of 5,000 copies of consultant reports, symposia and conference proceedings, policy studies, and research for distribution to business associations and others in the private sector and appropriate GOG institutions and agencies.

IV. Project Implementation and Management

A. Overview

The HRDA will operate from FY 1991 until September 30, 1995. A schedule of major implementation actions is provided in Table IV at the end of this section.

The private sector training activities, will be implemented and managed by AGI with assistance from an institutional contractor. The institutional contractor will recruit a Ghanaian project manager, U.S. project advisor, and administrative assistant who will work as staff members of the AGI secretariat. The placement of management and implementation responsibility at AGI will enable the HRDA program to have the widest possible reach to Ghanaian manufacturers and producers who are prime targets for an export expansion program, and to be demand-driven in meeting the training needs of the business community. AGI is the largest business association in Ghana and thus, through its position, has potential to effectively speak as "one voice" to ensure that the demands of its members are met. This advocacy role conceptually fits with the way the project is designed around private sector demand for quality services and a market determination of where those services can be obtained. AGI, through concerted HRDA support and through the experiences it will gain during implementation, will have sufficiently institutionalized an entirely new range of necessary activities to benefit the private sector.

The HRDA core AID/Washington contract will be used to provide for U.S. and third country training programs and study tours for the private sector, as well as provide services of the HRDA regional training advisor on as needed basis. General project guidance will be provided by an HRDA Executive Advisory Committee. An HRDA Program Committee will provide advice and assistance to AGI on specific program implementation matters. The Program Committee is responsible for helping the Mission select participants for the Entrepreneurs International Program.

The USAID Private Sector Office will have responsibility for the implementation of the project. This Office will be assisted by the USAID Human Resources Development Office which will coordinate all training programs. A full Mission Project Committee will also assist in the implementation of the project.

The Ministry of Finance and Economic Planning will coordinate the participation of GOG ministries and agencies in the program and establish a training committee with USAID representation to oversee the public sector training activities.

B. The Association of Ghana Industries (AGI)

The day-to-day management of the HRDA project will be carried out by the AGI Secretariat, assisted by the institutional contractor which will employ a Project Manager and Project Advisor to work as staff members of the AGI Secretariat.

The specific responsibilities of the AGI Secretariat include the following duties:

1. Convene and chair annual meetings of the HRDA Executive Advisory Committee and periodic meetings (exact schedule to be established at a later date) of the HRDA Program Committee.

2. Prepare and present with assistance of the institutional contractor, an annual workplan which details training and technical assistance projections, to the HRDA Program Committee for review and approval. (Annual workplans will be the result of details discussions with participating organizations and training institutions). Prepare and submit progress reports to the HRDA Program Committee.

3. Oversee the development and maintenance of a detailed database on national economic issues for association members and work with GNCC to arrange assistance in the development of a Ghanaian business databank.

4. In collaboration with GNCC, establish and maintain a business resource center providing Ghana-specific information such as business analyses, research and policy papers, training needs assessment results, and policy recommendations to private sector businesses and training institutions as well as current journals, directories and books.

5. Establish periodic meetings with other business associations to explore areas of common concern and to formulate ways in which HRDA can be of assistance.

6. Advertise and then review and approve requests from companies and organizations to participate in the various activities for the coming year;

7. Solicit and approve proposals for special training activities from MDPI, GIMPA, Legon, private consulting firms and others;

8. Arrange special short training programs and study tours in third countries and the U.S. using the HRDA contractor;

9. Seek and approve proposals for consulting and research activities on pertinent private sector development issues from Ghanaian organizations, based on interactions with the private sector and GOG. Disseminate and present the results of such activities to GOG and the private sector;

10. Sign contracts and pay training providers and consultants upon successful completion of activities through the HRDA contractor; and,

11. Participate in the evaluation of HRDA activities.

The AGI will provide office space to the HRDA contractor staff (Project Manager, Project Advisor and Administrative Assistant) and consultants assigned to AGI. It will be expected to provide all project-related

transportation in Ghana for the HRDA contractor staff. It will pay the salary of all its own staff while they are on training in Ghana, third countries, or the U.S.

C. Institutional Contractor

A U.S. institution will be selected to work with the AGI and collaborating Ghanaian organizations and institutions on the development of plans and on the implementation of project activities. The contractor's major responsibilities will be to:

1. Recruit, hire and backstop short-term consultants and long-term contract staff;
2. Assist AGI to develop US, third-country and in-country training plans;
3. Develop plan and purchase off-shore supplies, such as books, training materials, journals for AGI, School of Administration, GIMPA and MDPI;
4. Report to USAID/G, AGI and MFEP on progress in implementation of HRDA program activities;
5. Submit quarterly financial reports and annual work plans to USAID, AGI and MFEP;
6. Disburse local HRDA contract funds subject to Advisory and Program Committee approval and provide financial reports to USAID/Ghana, AGI and MFEP;
7. Help build local training providers' expertise and consultancy capacity to respond to business and technical needs required by the private sector.

Given the complexity of the project and the need for local administrative, managerial, and technical support, the contractor will establish its field office at AGI headquarters. This office will be directed for the life of the project by a Ghanaian Project Manager. The Project Manager will have broad knowledge of the private sector and the key public and private sector stakeholders. The Project Manager will be responsible for all issues related to the implementation of the contract in Ghana according to USAID/Ghana regulations and guidelines. He or she will report to the AGI Secretariat on project implementation activities and to the institutional contractor with respect to contract obligations and requirements.

The contractor also will recruit a Project Advisor from the U.S. to serve for the first two years of the project. This individual will work with the Project Manager in providing assistance to strengthen the management capability of AGI, other business associations, the training institutions and consulting firms. The Project Advisor will also assist in the establishment and administration of the contractor's field office.

The contract will finance the provision of a minimum core administrative support service both in Ghana and in the U.S. In the U.S. this will include home office support that will handle technical assistance recruitment and related administrative and support activities. In Accra, the contract will hire a local administrative assistant to handle all project administrative and financial matters for the contract.

The detailed scope of work for the institutional contractor is provided in Annex II.

D. HRDA Executive Advisory Committee

The Executive Advisory Committee will comprise a senior official from the Ministry of Finance and Economic Planning, The MFEP member from the Private Sector Development Committee, Ghana Export Promotion Council the Chairperson of the Professional and Business Women's Association, the Chairman of AGI, the Chairman of GNCC, and the AID Representative, USAID/Ghana. AGI will chair the committee. The primary responsibility of this Committee will be to provide overall program and policy direction. The Committee will convene twice during the first year to ensure that the project gets off to a good start and thereafter will meet annually to review progress being made under the project and examine policies and regulations governing project operations. It will ensure that HRDA activities are in keeping with GOG export development policy and reflect the needs of the private sector.

E. HRDA Program Committee

The committee will have one representative each from the Ministry of Finance and Economic Planning, the Ghana Export Promotion Council, the Women's World Banking (Ghana) Ltd., AGI, GNCC, and USAID PSDA. Representatives from the School of Administration, University of Ghana, the Management Development and Productivity Institute and the Ghana Institute of Management and Public Administration will serve as ex-officio members of the committee. In general, the committee will assist AGI by providing guidance in the development of HRDA funded training programs. The responsibilities of the committee will be to:

Review and approve AGI/Institutional Contractor's annual work plan;

Establish criteria for E.I. applicants and interview/select candidates nominated by Ghanaian private sector associations;

Review consultant's reports and private sector needs assessments, as necessary, to verify the kinds of HRDA funded courses and workshops requested and planned;

Monitor the development of symposia, conferences, workshops, courses and observational study tours described in this document in line with the annual work plan;

Review evaluation of training programs funded by HRDA and recommend modifications as required;

Review training proposals in order to help AGI determine whether the proposed training will address the needs of the private sector.

F. AID

1. USAID/Ghana

USAID/Ghana and GOG will sign an agreement to amend the current Limited Scope Grant Agreement to initiate the FY 1991-1995 HRDA Private Sector Training Plan. The planned month for execution of the amendment is May 1991. USAID/Ghana will sign the contract with a U.S. institution for technical services. USAID will procure household furnishings and arrange for training, all which will be financed under the HRDA project. The details of the selection are discussed in Section VI, HRDA Project Contracting Arrangements. Training and technical assistance activities which will begin immediately after the signing of the grant amendment will be arranged by USAID/Ghana and the HRDA core contractor.

Within USAID/Ghana, the Chief of the Private Sector Development Office (PSDO) will have principal management responsibilities for the project. He will monitor the work of the contractor. He will be assisted by the USAID/Ghana Private Sector Officer. These individuals will provide technical and professional guidance to the contractor as needed to ensure effective implementation of the plans and conformity with USAID/Ghana's private sector program strategy. The PSDO will be assisted by the Human Resources Development Office which will coordinate and monitor all off-shore and in-country training for both the public and private sector.

The PSDO and HRDO will be supported by a project committee comprised of the deputy program officer, controller and executive office.

The deputy program officer will backstop all activities under the program to ensure adherence to the agreement and A.I.D. procedures.

USAID/Ghana Controller will manage and control the allocation and disbursement of A.I.D.'s financial resources and, along with the PSDO will arrange annual financial reviews. The Executive Officer (EXO) will arrange procurement of contractor furnishings and rental housing. The PSDO will prepare AID documentation, to initiate this procurement.

To ensure that approved activities continue to further the goal and purposes of the project over the five years, USAID/Ghana will conduct in conjunction with the AGI periodic reviews and participate in a mid-term formative evaluation and the final summative evaluation. USAID/Ghana will also contract with a Ghanaian firm to provide an ongoing assessment of the impact of HRDA activities. This is further discussed in the section on Mission Monitoring System and Evaluation Plan.

2. AID/Washington Office of International Training (AID/OIT/PIET)

AID/OIT/PIET will process applications for U.S. training and the Entrepreneurs International Program.

3. HRDA Core Contractor -- Labat Anderson, Incorporated

The HRDA core contractor will provide at no cost to the HRDA the services of their regional training adviser to assist USAID/Ghana in implementing the training plan. Anticipated activities for the advisor are participating in training plan reviews and evaluations. In addition, the HRDA core contractor will be utilized to provide for all third country training activities.

G. Government of Ghana

The Ministry of Finance and Economic Planning (MFEP) will be responsible for signing the amended Limited Scope Grant Agreement. The GOG will pay salaries for public sector training participants. Additionally, if GOG chooses to participate in the Implementing Policy Change Project, GOG will provide office space and administrative support for the project consultants. MFEP will arrange for substantive GOG participation in the project by ensuring that:

- Ministries, such as Ministry of Trade and Tourism, Ministry of Industry, Science and Technology, and others as appropriate are kept abreast of HRDA Training Activities.

- a senior official of MFEP and the Ghana Export Promotion Council are appointed and participate on the HRDA Executive Advisory Committee.

- one representative of MFEP is appointed and participates on the HRDA Program Committee.

- a public sector training committee which includes USAID representation is established to plan for training for GOG ministries and agencies involved in private sector, especially export promotion and development.

H. HRDA Project Implementation Schedule

The following schedule is for major actions planned under the HRDA project.

<u>Date</u>	<u>Action</u>	<u>Responsible Party</u>
<u>FY 1991 (April through September 1991)</u>		
May	*Sign Limited Scope Grant Agreement	USAID/GOG
June	*Prepare PIO/T for buyin to Implementing Policy Change Project	USAID/GOG
	*Begin information meetings with business associations and training institutions about HRDA project	AGI/Program Committee
	*Prepare PIO/C for contractor housing and furnishings	USAID/HRDO/EXO
	*Prepare PIO/T for contractor selection and listing in Commerce Business Daily	USAID
July	*Constitute HRDA Program Committee, Executive Advisory Council & Public Sector Training Selection Committee	USAID/GOG/AGI
	*Prepare PIO/T for buyin to core HRDA contract for tour organizer for Africa business association study tour	USAID/HRDO
	*Review contractor proposals and select contractor	USAID/GOG
August	*Begin activities to select FY 1991 candidates for Entrepreneurs International	HRDA Program Committee/USAID
	*Quarterly progress report to USAID	AGI
Sept.	*Africa Business Association Study Tour initiated	USAID/AGI/GOG
	*Public sector training plan for FY 1991 finalized	GOG/USAID

*Sign contract with institutional Contractor

REDSO Contract Officer/USAID

FY 1992 (October 1991 through September 1992)

October	*Initiate placement of public sector trainees	USAID/GOG
	* quarterly progress report to USAID	AGI
November	*Institutional contractor begins work	AGI/Contractor
	*Visiting U.S. business professor arrives at School of Administration	USAID/School of Administration
January	*First year work plan and private sector training plan developed and approved	AGI/Contractor/HRDA Program Committee/USAID
	*Commodity Procurement plan developed and approved	" " "
	*Commodity procurement initiated	USAID
	*Initiate in-country training and consultancy activities	AGI
	*Annual in-house review of HRDA project	USAID/GOG/AGI/HRDA Prog. Com.
March	*First Observational study tour to NICs in Asia and Mauritius	AGI
May	*Hold symposium on Ghana Inc.	AGI/Contractor
July	*Quarterly progress report to USAID & GOG	AGI/Contractor

FY 1993 (October 1992 through September 1993)

September	*Visiting U.S. business professor arrives at School of Administration	Contractor/School of Administration
October to September	*Continue in-country training and technical activities, third country training and placement in U.S.-based courses	AGI/Contractor " " USAID/AGI
October	*Quarterly progress report to USAID & GOG	AGI/Contractor
January	Quarterly progress report to USAID & GOG	AGI/Contractor
	*Second observational tour to Asia NICs	AGI/Contractor
April	*Annual in-house review of HRDA project	USAID/GOG/AGI
July	Quarterly progress report to USAID & GOG	AGI/Contractor

FY 1994 (October 1993 through September 1994)

October to September	*Continue in-country training and technical activities, third country training and placement in U.S.-based courses	AGI/Contractor " " USAID/AGI
October	*Quarterly progress report to USAID & GOG *External mid-term evaluation	AGI/Contractor USAID
January	Quarterly progress report to USAID & GOG	AGI/Contractor
April	*Annual in-house review of HRDA project	USAID/GOG/AGI
July	Quarterly progress report to USAID & GOG	AGI/Contractor

FY 1995 (October 1994 through September 1995)

October to September	*Continue in-country training and technical activities, third country training and placement in U.S.-based courses	AGI/Contractor " " USAID/AGI
October	*Quarterly progress report to USAID & GOG	AGI/Contractor
January	*Quarterly progress report to USAID & GOG	AGI/Contractor
April	*Quarterly progress report to USAID & GOG *Final in-house review of HRDA project and project close out plan developed	AGI/Contractor USAID/GOG/AGI/ Contractor
July	Quarterly progress report to USAID & GOG *External final evaluation	AGI/Contractor USAID/GOG
September	*Final in-house review of HRDA project *Project completion date September 30, 1995	USAID/GOG/AGI

V. Collaborating Organizations

A. Training and Technical Assistance Collaborators

1. Management Training Institutions

Management Development Productivity Institute (MDPI) -- MDPI has experience and expertise in developing courses for managers in the more rural parts of Ghana and in the development of residential training for middle and senior level managers in the private sector. Their expertise will be sought in developing specialized, tailor-made in-plant or on-the-job training programs. The Institute also has an impressive array of institutional courses which will also be used by the HRDA.

Ghana Institute for Public Administration (GIMPA) -- GIMPA will have a role in the development of residential courses for middle and senior level managers in the public and private sector. Their expertise will be sought in conducting business research studies, strategic management analyses and responding to other private sector technical assistance requests.

As part of their collaborative relationships with the project, MDPI and GIMPA will receive payment for all technical assistance services which it provides to the HRDA, technical assistance in the design and delivery of special or advanced private sector courses, as requested by AGI and the HRDA Coordinating Council, and assistance in marketing their courses and other services within the private sector.

MDPI and GIMPA will be ex-officio members of the HRDA Program Committee and will discuss private sector requirements and share information and receive feedback on institute courses. Additionally, they will meet with AGI and the HRDA contractor staff to formulate responses to the HRDA Annual Training Plan.

2. School of Administration, University of Ghana, Legon

The School of Administration will develop skills in case study methodology and teaching international marketing. It will provide consultants, at the request of the AGI, who will conduct various business studies, prepare position papers for the private sector and conduct policy impact and implementation analyses. The School will develop executive business development courses on a part-time and evening basis and during the university vacation periods for those already working in the private sector.

As a part of its collaborative relationship with HRDA, the school will receive technical assistance to update such areas as:

- Industry and competitive analysis
- Strategic planning and strategy implementation
- International, industrial and consumer marketing
- Financial and managerial accounting
- Finance and financial analysis
- Production and operations management
- Engineering and maintenance management
- Human relations management

Production and Operations Management
Engineering and Maintenance Management
Conducting Research and Developing Presentations for
communication with government and other bodies
The use of personal computers as management tools.

The school will receive payment for all services which it provides to HRDA; visiting professors from U.S. schools of business to work with faculty on curriculum development; technical assistance in the design and delivery of special courses, as requested by AGI and the HRDA Coordinating Council; teaching materials, including "Ghana-specific" cases, library books, and computer equipment; assistance in developing a student internship program within the private sector in Ghana.

In order to facilitate ongoing dialogue and a close interaction, the university will be expected to attend meetings of the HRDA Coordinating Council to discuss private sector requirements and to share information and receive feedback on institute courses. It also will meet with AGI and HRDA contractor staff to formulate responses to the HRDA Annual Training Plan.

The School of Administration will provide housing, transportation, and other local support services for two visiting professors from U.S. business schools.

3. Business Associations

The major associations, besides the AGI, are the Ghana National Chamber of Commerce which primarily focuses on commerce activities in Ghana, the Ghana Employers Federation which deals with industrial relations matters with GOG and trade unions, and the Federation of Ghana Business and Professional Women/Women's World Banking which represent a forum for ensuring that issues effecting women are adequately address.

Besides relating to these larger associations, HRDA will work with some other key associations which represent firms involved in export activities. They include, inter alia, the Ghana Marine Fisheries Association, Shrimp and Lobster Association, Ghana Timber Millers Association, Ghana Timber Producers Association, Ghana Furniture Producers Association, Ghana Dress Makers Association, Ghana Institute of Management, and Ghana Real Estate Developers Association. Business Associations will be expected to perform a number of roles under HRDA:

Participate in the HRDA Executive Advisory Council and the HRDA program Committee as described in Chapter IV;

Notify their members of assistance opportunities which will be provided under HRDA and encourage their members to use these available opportunities;

Work with the HRDA Program Committee to ensure that members abide by the requirements of training, i.e. firms pay the cost of in-country training, pay their employees while they are in training and pay the transportation costs of their employees to attend HRDA-funded training programs, and firms provide AGI with requested information so that AGI can develop a detailed database on the Ghanaian economy;

Promote and pursue export opportunities for their members of associations especially involved in export activities.

Through participating in the HRDA project, associations will receive relevant free training through a variety of different delivery strategies, such as participation in internships/study visits to the U.S, symposia in Ghana, and a workshop in Ghana on "Business Association Management", to enable them to more effectively provide services to their members. The Export Promotion Council, together with AGI, will assist export-oriented associations to strengthen advisory services to their members, in the area of export.

Associations, through regular discussions with AGI and consultant reports, will have their views and concerns more adequately presented to the GOG which will contribute to positive changes in the business environment in Ghana. Associations will receive information (newsletters, training materials, directories and reports) from the AGI/HRDA contractor which will in turn enable the associations to provide useful information to their members.

Additionally, business associations will be expected to exchange views with AGI and provide data, research, and policy recommendations for enhancing the ability of association members to compete in export markets. This will be done through AGI Secretariat visits to associations, through special meetings apart from the HRDA Program Committee and Executive Advisory Council, through an AGI newsletter and other forms of media, and through the HRDA symposia and other private sector seminars. Associations will be expected participate in special meetings of the HRDA Executive Advisory Council. AGI will arrange meetings between AGI and other business associations to explore areas of common concern and to formulate ways in which HRDA can be of assistance.

VI. HRDA Project Contracting Arrangements

A.I.D. will execute a direct contract with a qualified U.S. organization to provide the technical support services needed to handle the project's requirements for 1) long and short term technical assistance in Ghana, participant training in the U.S. and third countries, and 2) procurement of training and reference materials and books. This contract will be openly competed, encouraging participation by minority and small business enterprises. The period of the contract will be for four years.

A.I.D. will prepare documentation to issue a request for proposal. The Regional AID Contracting Officer at AID's Regional Economic Development Support Office of West and Coastal Africa (REDSO/WCA) will solicit proposals by advertising in the U.S. Commerce Business Daily. The source for this procurement will be U.S. (Code 000).

A. HRDA Ghana Institutional Contractor

A joint USAID/Ghana, MFEP and AGI contractor selection committee will review contractor proposals, rank order candidates and submit recommendations to the

AID Regional Contracting Officer in Abidjan. The Regional Contracting Officer will negotiate and execute the contract. USAID/Ghana plans to prepare and issue the RFP for technical assistance in June. The contract is expected to be signed in September. The contractor is expected to have the Project Manager and the Project Advisor on the job in Accra 30 days after the signing of the contract. Annex II contains the selection criteria for the institutional contractor.

B. AID/Washington HRDA Core Contractors

All third country training will be implemented through the current AID/Washington, Africa Bureau Office of Education and Human Resources core contract for HRDA. This contract is currently managed by Labat-Anderson Inc. (LAI).

The current AID/OIT/PIET contractor for the Entrepreneurs International program the US-based firm, Partnership in International Education and Training (PIET), will continue to handle private sector internships and short courses in the United States during the project period.

VII. Mission Monitoring System and Evaluation Plan

HRDA/Ghana will incorporate several standard tools and procedures for monitoring A.I.D. participant training and for assessing the impact of HRDA activities on achieving its goal and purpose. A small portion of project funds will be used to cover the cost of USAID/Ghana's impact monitoring and assessment program. A full description of the HRDA Training Impact Evaluation Plan is contained in Annex III.

A. Mission Monitoring System

The mission will use the following activities to report on and track project activities:

1. Participant Management Training System (PTMS)

The computerized Participant Training Management System (PTMS) was developed by the AID Office of International Training (AID/OIT/PIET) in the early 1980s. Under the HRDA project, core-funds are being devoted to working with AID/OIT/PIET to produce and installing a new version of the PTMS. The Mission Training Office has received technical assistance visits by computer experts hired by the Labat-Anderson, Inc. to upgrade and install the PTMS program. The PTMS will be the centerpiece for monitoring Mission training activities under HRDA and all other projects.

MACS

The computerized Management Accounting System (MACS) tracks financial information for all programs and projects. The MACS will help USAID/Ghana monitor Mission financial obligations and expenditures under the HRDA project.

The Mission will receive copies of consultant reports after technical assistance activities. After each intervention by IPC teams in Ghana, progress reports which detail the process and progress in implementation of the project will be left with the Mission. Also, USAID/Ghana will be a primary recipient, because of its involvement in the project, of working monographs, country case studies, and action research papers.

HRDA Contractor Reports

The contractor implementing HRDA in Ghana will be required to submit quarterly reports and annual work plans to the Mission. These reports will document training, technical assistance, and management activities issues on a monthly basis and financial actions on a quarterly basis.

Consultant Reports

B. Evaluation Plan

1. Evaluation Schedule

- a. Intermittent - Consultant and HRDA contractor reports
- b. Monthly ----- PTMS, MACS, HRDA contractor reports
- c. 12 Months ---- In-house project review
- d. 24 Months ---- In-house project review
- e. 30 Months ---- Mid-term external formative evaluation
- f. Year 4 ----- In-house formative report
- g. Year 5 ----- Final external summative evaluation
- h. Year 6 ----- External impact evaluation

2. In-house and External Evaluations

In-house reviews will be conducted by USAID staff, GOG representatives, business leaders, and training providers. External evaluations will be led by outside evaluators (AID/W and contractors) and, as appropriate, require the participation of Mission staff, GOG representatives, business leaders, and training providers.

3. Formative Evaluations

Formative evaluations will provide information so that project problems can be identified and changes can be made. Formative evaluations will examine:

- management and adequacy of technical and other inputs
- reasonableness and attainment of outputs
- appropriateness and effectiveness of activities
- likelihood of achieving objectives
- unintended consequences
- new opportunities
- unexpected constraints

4. Summative Evaluations

Summative evaluations will provide an assessment of project achievements. These evaluations will examine:

- management and adequacy of inputs
- reasonableness and attainment of outputs
- appropriateness and effectiveness of activities
- extent to which objectives were achieved
- likely impacts
- lessons learned

5. Impact Evaluations

Impact evaluations provide assessment of long-term effects of the project. Impact data will be generated during the life of the project but the final collection and analysis will be conducted one year after the end of the project (PACD) in order to ascertain sustainability. This evaluation will examine indicators such as:

- trainee influences on use of technologies
- trainee impact on production practices
- trainee influences on organizational structures
- trainee identification of export markets
- trainee influence on employment in firms
- labor mobility patterns within and across export industries
- employment of professionals within an export industry
- establishment of new enterprises within export industries
- volume and value of exports

VIII. Cost Estimates and Financial Plan

The FY 1991-1995 training plan will cost a total of \$7,433,000 in cash and in kind contributions. AID will contribute \$5,400,000; host country contribution expected to be \$2,033,000.

A. AID Inputs

AID will provide \$5,400,000 to finance the cost of long-term and short-term technical assistance, US and third country training, in-country training for the staff of business associations, training institutions and business women, training materials, evaluations, and international travel costs. Of this amount, \$4,775,000 is reserved for private sector training, \$500,000 is earmarked for the public sector, and \$125,000 is set aside for USAID - managed evaluations. USAID/Ghana will request a waiver from the Assistant Administrator, Africa Bureau, AID/Washington to waive the requirement for GOG to pay international transportation costs, due to the GOG's scarce foreign exchange reserves. A waiver request is attached as Annex V.

B. Host Country Contributions

Host country contributions to the project will be equivalent to the total of \$1,898,000 in kind and \$135,000 equivalent in local currency contribution to USAID's trust fund for local purchases of books and materials. Host country contributions are as follows:

Government of Ghana: The Government of Ghana will pay the salaries and benefits of staff while in training, domestic travel and other costs incidental to in-country training programs for the public sector.

Association of Ghana Industries: The Association of Ghana Industries will contribute office space, administrative support and transportation for the institutional contractor, pay the salaries and benefits of its staff while in training and related incidental costs.

Training Institutions:

The School of Administration, University of Ghana, Legon will contribute housing, transportation and administrative support to the two U.S. visiting business professors. Additionally, it will pay the salaries and benefits for staff while in training. GIMPA and MDPI will pay the salaries and benefits of their staff while in training, related incidental training costs and provide office space and administrative support to short-term technical assistance personnel supporting their activities.

Other Business Associations

The participating business associations will pay the salaries and benefits of the staff while in training and any incidental costs related to in-country training. Additionally, these associations will provide office space and administrative support to short-term technical assistance personnel supporting their activities.

Table VIII, at the end of this section, outlines the cost of the project. Annex VI provides estimated dollar expenditures by year.

C. AID Financial Plan and Obligation Schedule

AID will finance its contribution to the project from the Development Fund for Africa (DFA) account. AID plans to obligate funds for the training plan as follows:

Amount	Fiscal Year
\$1.5 million	FY 1991
\$1.6 million	FY 1992
\$1.5 million	FY 1993
\$0.8 million	FY 1994

Table I
Summary Project Budget

<u>Budget Item</u>	<u>Foreign Exchange</u> \$000
A. <u>PRIVATE SECTOR SUPPORT</u>	4,900 =====
I. Institutional Contractor	<u>2,992</u>
A. Long-Term Technical Assistance	1.568
1. Project Manager	160
2. Project Adviser	720
3. Administrative Assistant	32
4. Visiting Professors	400
5. U.S. Home Office Support	256
B. Short-Term Technical Assistance	<u>1,104</u>
1. U.S. consultants	<u>1,104</u>
C. Training Materials	<u>160</u>
D. Report Publications	160
II. Other Technical Assistance	<u>240</u>
1. Local Consultants	<u>240</u>
III. Participant Training	<u>965</u>
1. Entrepreneurs International	<u>720</u>
2. U.S. and Third Country Study tours and Training	245
IV. In Country Training	<u>340</u>
1. Symposia and Conferences	<u>90</u>
2. Workshops/Seminars	250
V. Monitoring and Evaluation	<u>125</u>
VI. Inflation (5% per annum)	<u>238</u>
B. <u>PUBLIC SECTOR TRAINING</u>	<u>500</u>
<u>U.S. Training</u>	<u>300</u>
Third Country Training	200
C. TOTAL	5,400 =====

ANNEX I: CONCEPT PAPER FOR HRDA

BACKGROUND.

1988 PSTNA AND 1989 MAPS.

In April 1988, USAID/Ghana contracted John N. Doggett and Ray S. Kelley, Jr. to conduct a Private Sector Training Needs Assessment (PSTNA) in Ghana. The purpose of this effort was to develop a training strategy and detailed training plan for implementation under the Human Resources Development Assistance project in Ghana (HRDA, 698- 0463.41).

Messrs. Doggett and Kelley spent more than a month interviewing one hundred and twenty-nine (129) representatives of the following groups in Accra, Kumasi, Tema and Takarodi.

- Leaders of private sector organizations.
- Owners and managers of large, medium and small scale businesses.
- Key government officials.
- All donors providing any support to the private sector.
- Officers and managers of the banking sector.
- Administrators, faculty and staff of all of the key management training institutions.

In the Fall of 1989, USAID/Ghana asked AFR/MDI to send a Manual for Action in the Private Sector (MAPS) team to Ghana to look at all aspects of private sector development. This team prepared a series of reports which also verified the need for a substantial investment in management training and technical assistance for the private sector.

B. 1988-1990 HRDA/Ghana Activities

By September 30, 1990, HRDA/Ghana had trained 108 participants, of whom 64% were men and 36% were women. The vast majority of participants (N=88 or 81%) had been from the public sector at a cost of \$1,061,120. A total of \$241,294 had been invested in the training of participants from the private sector (N=20 or 19%), all of whom were associated with the Association of Ghana Industries.

Although the gender target of 35% women in the agreement with the GOG was being met, the established 50% participation rate by the private sector was not. In fact, virtually all funds originally earmarked for public sector training had been expended by the end of FY 90.

In 1990, the A.I.D. determined that progress made by the Government of Ghana (GOG) in its Economic Recovery Program (ERP) warranted a significant increase in the level of funding for development assistance to Ghana. The Mission reviewed its portfolio and decided that it would put more resources into human resource development that would enhance the private sector's capability to implement GOG's export expansion strategy.

USAID/Ghana PRIVATE SECTOR AND EXPORT DEVELOPMENT STRATEGY

USAID/Ghana has determined that it can have the most significant impact on enhancing economic development in Ghana by implementing a strategy that strengthens the capability of Ghanaian firms to produce internationally competitive products for export. The HRDA program for FY 91 - FY 95, which is described in this document, is in keeping with the Mission's strategy to promote private sector development in Ghana by enhancing its international competitiveness.

III. 1991 HRDA STUDY.

A. Introduction.

Although the Mission felt that many of the observations of the 1988 Doggett/Kelly study prepared for HRDA still appeared to be valid, it believed that a joint Mission/consulting team should be assembled to re-examine key findings and recommendations in light of changes that had occurred in Ghana since 1988. In January 1991 the Mission was able to again retain the services of Professor Doggett, University of Texas at Austin, to update the earlier report, assisted by Dr. Gene Peuse, AFR/TR/EHR, and Dr. Richard Betz of Labat-Anderson, In., an American consulting firm contracted under HRDA core-funds to conduct private sector activities. This team worked closely with Dr. Habib Kahn, HRDO, Mr. Daniel Gyimah, Private Sector Officer, and Dr. Samuel Woode, Director, School of Administration, University of Ghana, Legon. The HRDA Training Program for Ghana described in this document is based in large part on the work of this conjoint effort.

The continued growth of Ghana's economy requires the development and expansion of Ghanaian firms which can produce and successfully market non-traditional export products that are competitive, on the basis of price and quality, with those produced by other countries.

To achieve this, a significant investment must be made to enhance the capability of existing Ghanaian institutions to identify attractive markets, to analyze local, regional and international competitors for these markets and to then make the necessary changes in the operation of Ghanaian firms and governmental policy making bodies to successfully and fully exploit the opportunities that have been identified.

The overarching theme of HRDA/Ghana is that the successful development of an internationally competitive Ghana will require the development of a "Ghana, Inc." mentality wherein all entities and individuals in the nation's economy develop a greater appreciation of the need to cooperate if export activity is to increase. Likewise, human resource investments must incorporate the needs of key institutions if training is to have a significant impact.

Opportunities and Constraints to Rapid Growth in the Private Sector.

The GOG's decision to abandon an import substitution model of development and to eliminate most import barriers, while also easing access for Foreign Exchange, has resulted in a flood of low cost and high quality products being imported into the country since early 1988. This has had a profound impact on the Ghanaian economy. Prior to the implementation of this policy, Ghanaian consumers did not have the opportunity to choose products on the basis of quality and cost. They purchased whatever Ghanaian firms manufactured or they purchased nothing at all.

Since 1988, consumers have been able to choose among products manufactured in all parts of the world. This has been a mixed blessing for the private sector. On the negative side, large numbers of inefficient manufacturing firms have gone out of business as consumers chose to purchase higher quality goods at lower prices. On the positive side, those manufacturers which continue to survive have become much more efficient and productive.

The exiting GOG policy is absolutely necessary if Ghana is to move from an inward looking economy to an export driven economy. Ghana has great potential to progress from the ranks of the Lesser Developed Countries to that of the Newly Industrialized Countries (NICs). If the GOG continues its current economic development policies and if donors, Ghanaian businesses, and training institutions make the changes necessary, the nation ought to be able to compete effectively with countries like Malaysia, Thailand, Taiwan, Hong Kong, Mauritius, Korea, Jordan, and the Philippines.

Opportunities.

Existing Human Capital Base Is More Than Adequate.

Ghana is blessed with a large cadre of well trained and highly talented men and women in all sectors of the economy. Many of these individuals have first rate university educations and have had extensive practical experience. Others, with less formal training, have learned their trade or developed their skills on the job. In addition to those Ghanaians who are in Ghana, there is also a large contingent of highly trained Ghanaians who now work and live in the United States, the UK and other parts of Africa and the world.

Unlike many countries in Africa, this existing resource base is more than sufficient to help Ghanaian firms become effective international competitors. With properly targeted investments and incentives, Ghanaians will be able to provide most of the educational, training, and consulting assistance that export oriented firms will require for steady and effective growth.

Government Policies Encourage Export Growth.

The GOG has adopted a number of far reaching policies that give real and meaningful incentives to firms that are interested in expanding their activities internationally. For example, any firm that exports 5% of its total production volume in a year can receive a 30% rebate on its income tax. The rate of rebate increases as the level of exports increases. Firms now find that they can get foreign exchange from banks within ten days and from the GOG auction in twenty-four hours. So, as long as they have the cedis to convert, access to foreign exchange is no longer viewed as a constraint.

The government has taken steps to exit the productive sector by closing down or selling some of its state owned enterprises (SOEs) as part of a longterm plan to eventually sell, privatize or dismantle all SOEs. At the same time, the government has implemented a series of actions which is bringing market discipline to its own operations, including actions to reduce the level of public sector employment, reduce the country's debt load and end the policy of providing vehicles for government employees.

Regional And International Markets Have Been Identified For Many Ghanaian Products.

The Export Promotion Council and a number of Ghanaian businesses have been successful in identifying products and markets that Ghanaian businesses can serve.

- (1) Aluminum. Aluco, the local aluminum manufacturing company has developed such a great demand for its products in neighboring ECOWAS states, that it no longer has the capacity to serve both local and export requirements. There is significant evidence that the market potential in this area on both a domestic and export basis is almost unlimited.
- (2) Furniture. In 1988, the Export Promotion Council sponsored a Ghanaian Furniture Trade Show in the UK. As a direct result of that show, Ghanaian firms returned with immediate orders worth 5 million British pounds. In addition, overseas buyers made it clear that, if Ghanaian firms responded to these orders in a timely fashion with quality products, additional orders of 10,000,000 to 15,000,000 British pounds would soon follow. GEPC has estimated that the total potential market value of this market, once it is fully developed, is 40,000,000 pounds of furniture and furniture parts per year. Unfortunately, due to lack of access to additional working capital, capital for equipment purchases and internal technical capability, the initial order in 1988 has still not been filled.

- (3) Yams. At one point, Ghana was a major supplier of yams for the West African community in the UK and other European countries. In the early 1980's, however, the government banned the export of yams. As a result, European distributors encouraged Brazil to enter the market. Last year, Brazil shipped between 20,000 to 25,000 tons of yams to the UK alone. Ghana shipped only 1,800 tons. Ghana has a comparative advantage over Brazil in that it has a much wider variety of yams which meet the tastes of many West African consumers.
- (4) Shrimp. World demand for shrimp has been increasing steadily for the past decade while supply has been steady. Ghana has abundant shrimp resources off the coast but it is not utilizing this potentially lucrative export commodity.
- (5) Salt. Ghana and Senegal are the only two West African countries that have the ability to produce salt. All others must import salt. Ghana has not fully developed its salt production resources. The Nigerian consumer and industrial market alone represents a significant opportunity for Ghana, and its location gives it a comparative advantage over Senegal in serving this and many other West African markets.

There are a number of other regional and international markets that can be served by Ghanaian producers. What is needed is targeted investment in human and physical capital to enable Ghanaian firms to respond fully to these and other market opportunities.

2. Constraints.

Access To Capital Is A Problem.

In many areas of business, the only constant is change. The mood in the private sector towards the government in 1991 is much more positive than it was in 1988. That is the good news. The bad news is that for Ghanaian firms, when the issue is access to capital, very little has changed since 1988. During 1988, the banking sector faced a liquidity problem of great magnitude and government rules and regulations all but precluded private firms receiving medium and long term loans.

In May of 1989, the MAPS team observed that banks still did not give medium or long term loans, banks still required potential borrowers to pledge collateral equal to or greater than the amount of the proposed loan and that women still found it virtually impossible to find a banker willing to make them loans without the signature of their husband or a male relative.**3.J.E. Austin Associates, MAPS: Ghana - Private Sector Dialogue: Phase IV, October, 1989.* During their stay in Ghana, the MAPS team was told by a senior Ghanaian banker that only 200 of the 15,000 bankers in Ghana were professionally certified as bankers. He stressed that there was a great need for training of bank officials on cash flow lending, credit management and other banking topics.

While the World Bank and other donors have pumped millions of dollars into the Ghanaian banking system since 1988, liquidity in the formal sector is still a serious problem. Most lending that is done is almost completely restricted to the commercial sector.

As a result of the liquidity problem, conservative banking practices, 33% interest rates for short term loans, and a 37% inflation rate, Ghanaian businesses are not getting the capital needed to make the medium to long term capital investments that are required if firms are to enhance their capability to export products that are competitive in the world market.

The GOG has taken steps to address these problems. A Ghanaian Stock Exchange was created on January 11th of this year, and there are a number of venture capital firms that are attempting to get established.

Women owned businesses constitute approximately 30% of the privately owned businesses in Ghana. While there is a liquidity problem in the formal sector, money lenders, susu operations and "family venture capital firms" have access to significant amounts of funds. In recognition of this, the GOG has raised interest rates in an attempt to attract this money back into the banking sector. At present, this effort has met with little success, in part because of high inflation rates and in part because of the very conservative lending practices of Ghanaian banks.

If capital is to become more available, the GOG's policy must continue to be consistent and progressive. Many business men and women still have vivid memories of 1979 when bank accounts were frozen and persons with significant balances were interrogated. While much has improved since then, government must continue to send signals that it is safe to rely on the banking system. Government signals and policies are important, but they will have little impact if those who are charged with implementing them still view business people as "crooks, brigands and exploiters of the people."

b. There Is A Lack Of Incentives For Businesses To Grow Over A Certain Size.

If Ghanaian firms are to become effective international competitors, they have to grow both their physical and human resource capital base. Yet many business do not feel comfortable with growing their businesses too large. Part of the fear of becoming too large is a reflection of the massive dislocations that have been occurring in Ghana's economy as a result of ERP I & II and the expulsion of one and a half million Ghanaians from Nigeria. Imports have flooded the market, and refugees and former government workers have entered the labor pool. This has forced many manufacturing firms to close and others to streamline their operations to survive.

c. There Is Inadequate Dialogue Between The Private Sector And Government.

Both government and private sector leaders have commented on the current inability of the private sector to provide thoroughly researched and documented position papers to support their point of view. As a result, the few discussions that do occur between the GOG and the private sector are one sided with the government having all of the facts from both its own research and that provided by various donors. Government can not be expected to develop and implement policies that effectively reflect the specific needs of private sector firms if their associations lack the capability to effectively present the perspective of the private sector. More importantly, government will have little incentive to meet with the private sector if it is ill-prepared.

d. There Is An Ineffective Investment Promotion Program.

There is a continuing need of attracting foreign investment in Ghana and of developing an effective source of assistance to potential investors who come to Ghana seeking information. In early 1988, the government changed the leadership of the Ghana Investment Centre. It is the general consensus of many in the private and public sector that this agency is not effectively performing its job. People have alleged that GIC staff lack the training to understand what foreign business people need to properly evaluate competing investment opportunities. They have also alleged that the attitude of many of GIC's staff is perceived by potential foreign investors as being "lukewarm" at best.

Attracting foreign investment is a very competitive business. Foreign investors have many attractive opportunities. They will invest in Ghana if they feel that the business environment and the overall climate is attractive. In many cases, GIC is their first, and last, exposure to the business environment in Ghana.

The steady rise of the economy in Mauritius is testimony to the importance of developing an effective foreign investment program. Similarly, Wales Development International, a government agency, has been successfully in attracting twenty per cent of the direct foreign investment that has come to the UK, notwithstanding that Wales has only five per cent of the population of the UK.

e. The Absence Of A Developed Agribusiness System Is Hindering Ghana's Economic Development.

In January of 1988, Dr. Richard Sines from Robert R. Nathan Associates, Inc. submitted a report on Ghana's agriculture sector. Dr. Sines made the following observations:

Success in agriculture is necessary for success in the Ghanaian macroeconomy because of the overwhelming importance of agriculture as a source of employment (60 percent), GDP (53 percent), tax revenues and foreign exchange earnings, primarily cocoa (77 percent). Because of illegal smuggling, over-invoicing imports and under-invoicing exports, the official statistics associated with foreign exchange earnings understate the true value of agricultural exports in the economy.

Agriculture is also important in terms of its linkages to the rest of the economy. The rural sector supplies much of the unskilled and semi-skilled manpower to the urban sector via rural/urban immigration. It offers an important social security system to the urban sector that cannot always provide for its old and unemployed.

On the demand side, increased farm incomes leads to increased demand for final consumption items that are produced in Ghana's factories--furniture, soap, palm oil, processed grains, apparel, tobacco, foam rubber mattresses, salt and many others. On the supply side, increased small farm profits has important forward and backward linkages to the rest of the economy. Forward linkages include those industries processing Ghanaian farm produce including food processing of chocolate, pineapples, oranges, palm nuts, rice, shea nuts, and others. Also included are important transport and marketing services centered on agriculture.

Backward linkages include demand for inputs used in agricultural production including poly sacks, feed mixing, chemicals, fertilizers and tractors. Also included are small farmers demand for farm implements and services such as provision of credit through the banking sector, and the marketing and servicing of inputs, transport and machinery needed for production.

In addition, World Bank experience indicates that economic rates of return in agriculture are comparable with those of other sectors. Experience shows that an outward export oriented development strategy relying on the private rather than the public sector has a better development track record than import substitution strategies relying primarily on the public sector.

The sheer size of agriculture in terms of production, employment, tax revenues and foreign exchange earnings makes successful stabilization requisite on achieving a healthy, productive agricultural sector. Moreover, increased crop production is foremost in Ghana's national plans and is critical in improving the nutrition, health and basic needs of the very poor. The inter-dependence of agriculture, its potentially high economic rates of return, and the favorable track record of countries stressing outward oriented development support of an agricultural-led private sector oriented development strategy for Ghana.**4.Sines, Dr. Richard H, Ghana Agriculture Sector Analysis, Robert R. Nathan Associates, Inc, Washington, DC, January 1988, pp 42-43.*

Implementation of these recommendations will require the systematic development and management of an integrated food production and distribution system unlike anything Ghana has ever seen. This will require the development of management training courses that will help existing and potential input suppliers, farmers, food processing, storage, transport, wholesale and retail distribution business people develop the systems and skills necessary to carry out their new responsibilities.

In other words, Ghana must move from a focus on agricultural production to a focus on the development of an integrated agribusiness system with emphasis on value added production and agribusiness management. The difference is significant; it is the difference between focusing on cash crop production and focusing upon the development of an integrated food production and distribution system with internal and external markets.

There are no programs that address this need at present. GIMPA offers a Diploma in Agricultural Administration and four three week-long courses in agriculture and rural development. But the Diploma course is designed for "Senior Technical Officers of the Ministry of Agriculture, Fisheries Officers and Veterinary Officers" and only one of the four short courses is designed for private sector farmers or managers.

What is needed is a program in the middle of the farming and industrial sector of Ghana that brings together the traditional agriculture concerns with those required to develop an integrated agribusiness system.

C. Private Sector Training Needs and Institutional Capabilities, circa 1991.

It is within this context that management training and technical assistance needs of the Ghanaian private sector must be analyzed.

1. Existing Management Education And Training Programs Are Not Responsive To The Current Or Future Needs Of The Private Sector.

Ghana is blessed with a core of highly educated and dedicated faculty, trainers and consultants. Unfortunately, lines of communication between the education community and the private sector have fallen into disuse. As a result, most courses that are currently offered reflect the research interests or delivery capability of the suppliers rather than the immediate and long term needs of the purchasers.

During the early years of independence, there was frequent contact between the private sector and training institutions, most notably the University of Ghana, Legon and the University of Science and Technology. Changes in government policy towards the private sector and extreme economic hardship during Ghana's recent past resulted in a breakdown of these ties. As a result, there has been very little communication between the private sector and the training institutions as to the specific needs that private sector firms and managers have. To compound the problem, the GOG's inability to fund the continuing maintenance of educational facilities and programs has reduced the ability of Ghana's highly trained educators to provide meaningful training to private sector managers and university students wishing to join the ranks of the private sector.

While all of Ghana's educational and training institutions have made recent efforts to ascertain the specific needs of the private sector, and GIMPA and MDPI and consulting firms like Price Waterhouse have had some success in developing "tailor made" or "in-plant" training courses, the standard operating procedure is for the training institutions to basically offer the same courses year after year through advertisements in newspapers and the publication of course catalogues. Then the institutions sit back and wait to see who shows up.

Many of the existing training courses offered are targeted at the most basic level and are not designed to enhance the ability of Ghanaian firms to compete effectively internationally. Although this accurately reflects the great need for basic business education and training for many Ghanaian business men and women, the balance is off. There is a great need for courses that will help more sophisticated business people enhance their skills and those of their managers. For example, the use of computers as a management tool has become a major weapon for firms that are serious about competing on the international level, but the computer resources and computer training capabilities of Ghana's educational institutions are woefully inadequate.

During the past decade, a new field of study, Industry and Competitive Analysis, has been created that has revolutionized business school teaching and executive training. This field was developed by the research and writings of Professor Michael Porter of the Harvard Business School. The focus of Porter's work is that firm's must conduct a through analysis of the existing environment, industry rivalry, the power of buyers and suppliers, the threat of substitutes, and the impact of barriers to entry and exit the market. Porter's approach is designed to help firms identify market opportunities where they can develop a sustainable competitive advantage. Professor Porter's work has changed business school teaching and the practice of management in the developed world. Some of his books are in the libraries of Ghana's training institutions, but it appears that there are no courses and business outreach programs, based on ICA thinking, available to Ghanaian firms to learn to apply the most significant change in business education in the last twenty years.

The program of instruction at Ghana's universities have been described by members of the private sector as being too research and academic in orientation and not providing the skills required of matriculating students to meet the practical needs of today's Ghanaian private sector. This in part reflects the lack of investment in maintaining the high quality of facilities and resources that were once made available to Ghana's universities. It also, unfortunately, also reflects a research and academic orientation that is at odds with the specific needs of the private sector. For example, there are very few cases on the managerial problems faced by Ghanaian firms and case teaching is the exception, not the rule. The result of all of this is that private sector representatives state categorically that they must invest one to three years of additional training before university graduates have the skills that they need to run their business.

Training programs that are offered by existing institutions do not, on the whole, reflect a coordinated strategy among them to respond to all of the needs of specific segments of the private sector. For example, training of business women and men in the informal sector is almost totally lacking, notwithstanding the fact that they compose more than 40% of the private sector. While there are a large number of courses on the basics of business, including bookkeeping, labor relations, accounting, etc., there is a need for the development of a series of courses that will help business people address more complex and sophisticated issues and tools.

The need for change is clear and the old approach to the design and delivery of training will not serve Ghana and its private sector well. A new model for the design and delivery of training courses and technical assistance to the private sector by Ghanaian educational and training institutions must have the following characteristics. The delivery of training and technical assistance to the private sector must:

- a. Be customer driven, meaning that training must address the needs of the private sector in all of its complexity.
- b. Focus both on the current needs of Ghanaian firms and also, by looking at what is being done at the leading business schools and training institutions in the world, develop Ghana specific applications of cutting edge work to position local industry for competition in the future.
- c. Enhance the competitiveness and productivity of Ghanaian firms at every level of the economy, from large firms to micro-enterprises.
- d. Reflect, therefore, a conscious effort to strengthen each institution in the country and to clearly define the primary market that each of these institutions is to serve.

2. Private Sector Organizations Lack The Resources To Effectively Represent The Interests Of Their Members.

There is unanimous consensus in government and the private sector that private sector organizations have not been effective in representing the interests of the private sector in dialogue with government. To some degree, this is not surprising giving the history of government/private sector relations in Ghana. But this history is no longer consistent with the position of the GOG today and the need for a much more effective private sector voice is clear. Specifically, it is now necessary for the private sector organizations to be able to conduct independent analysis of issues of importance to their members and then make strategy and priority decisions based upon the results of this analysis. Once that process has been completed, private sector organizations must be able to effectively and consistently present that information to the appropriate members of government in a way that enhances the ability of government to understand the type of support that privately owned firms need to help Ghana's economy grow.

There are a number of positive signs of change in this area. As a result of a significant investment from the UNDP, the Ghana National Chamber of Commerce (GNCC) has significantly upgraded its capability to provide services to its members and to conduct research and communicate with government on issues of importance to its members. UNDP has indicated that it will continue to support this effort through the end of 1992.

The Association of Ghanaian Industries (AGI), on the other hand, has not been the beneficiary of this type of support to date, and as a result, has lacked the resources to fully serve its members. This is of great importance to Ghana because any continued sustainable growth in the economy must come from an expansion and upgrading of the manufacturing sector. Quite simply, one can not have exports without manufacturing, and if Ghanaian firms are to become competitive in the world market, the organization that represents their interests must have much more support.

The GNCC and the AGI have announced a plan to more closely coordinate their efforts and share resources. The leaders of both organizations have specifically expressed a firm desire to see both organizations operate out of the same office with consolidated resources before the end of 1991. It is important to note that this type of consolidation or merger is not unprecedented. Such an approach exists in Nigeria, Botswana, and in the Caribbean just to give three examples. The key benefit of this move is that the private sector will be able to speak with a more unified voice and that instead of seeing themselves as being at odds, the manufacturing and retail sectors will come to better understand each other and be able to develop a common front in competing on the world market.

3. Women Owned, Small And Rural Businesses Are Not Receiving The Credit And Training That They Require.

One of the most difficult development challenges is to provide training and credit services to the informal sector. The majority of the businesses in Ghana's informal sector are micro-enterprises owned by women. When you add rural farmers to this mix, you are looking at the economic activity of the majority of the people in Ghana.

Many of these business people have no formal training and can not read. Many live in parts of the country that have great agricultural potential but no social activities to attract professionally trained managers or bankers. Most importantly, programs directed at the informal sector are messy, expensive on a per capita basis and hard to evaluate. But, unless these business people and small scale farmers are helped, Ghana will never be able to achieve its full potential.

Ghana has the agricultural potential to become another Malaysia, India or Thailand. But its success in moving in this direction is based almost entirely upon its ability to improve the training and productivity of small scale farms. Out dated farming practices, significant in-field and post harvest crop losses, inconsistent quality standards, the lack of adequate transport and storage facilities all make it very difficult for Ghana to develop the type of indigenous value added agribusiness system that will allow it to produce competitive products for West Africa and the rest of the world. The bottom line is simple, as difficult as it is, these people must receive attention.

4. Effective Communication Between Management And Labor About How To Meet The Export Challenge Is Missing.

Just as improving lines of communication with government and business will be mutually beneficial, so too will improved understanding between management and labor. Indeed, laborers, not managers, are the ones who make furniture, aluminum products, etc. If they do not have the skills or the motivation to produce competitive products and do not understand why existing practices are no longer acceptable, management and GOG actions will yield the desired results.

It is imperative, therefore, to actively involve labor and its representatives in this process of redirecting Ghana's energies to export expansion. The Trade Union Congress (TUC) is to labor what the AGI is to the manufacturing sector. The Labour College in Accra is the primary training ground for leaders of the labor union movement. Worker's Colleges and technical and vocational schools are significant sources of training for skilled and semi-skilled workers. All of these entities have to be involved in this process if Ghanaian firms are to maximize their productivity and if Ghanaian workers are both to fully understand and fully benefit from an export oriented economy.

5. Ghanaian Workers Do Not Possess All Of The Skills Required For Successful Export Activities.

Ghanaian workers do not, at present, possess the skills required to produce products of consistent quality in the quantity and at the price that foreign purchasers require. In addition, local consultants do not possess all of the skills necessary to help workers or business managers make the changes necessary to improve production practices to export large quantities of quality goods.

GOG Capability to Implement Policies for Private Sector Development.

In many countries failures and delays in policy implementation due to organizational and management difficulties have become sufficiently common to constitute a major problem in economic reform programs. After a decision has been made to adopt a particular macro-level policy, difficulties often arise as the various technical ministries try to interpret its meaning in the context of the ministerial area of governance. Frequently, broad policy affects a number of government bodies, all of whom may have a different interpretation of its meaning.

Furthermore, interpreted policy may require organizations to modify their mandates (e.g., from economic control to economic monitoring, from production to quality control), to establish new regulatory and procedural ground rules, to restructure and trim the organization. and to re-orient managers and re-tool employees so they are able to execute different kinds of tasks and relate to the public differently.

In Ghana a few senior government officials and business leaders have expressed concern with similar difficulties. Failure of government bodies to translate broad policy statements into operational policies at the organizational and inter-organizational levels appears to be undermining the process of policy reform. The lack of organizational capacity to implement and monitor reform has limited the rather impressive record of economic achievement in Ghana.

There are nearly two dozen central GOG ministries. As is the case in many Sub-Saharan nations, the Ministry of Finance and Economic Planning (MFEP) is a pivotal government body, responsible for the management, coordination and oversight of all macro-level financial and economics planning matters for the GOG. National policies relating to private sector development may be initiated from within the MFEP, or they may be proposed by various technical ministries. The Ministry has six major divisions and an economic policy unit which integrates economic development at the macro-level. This unit is staffed with economists, agricultural economists and legal experts.

The National Board for Small Scale Industries (NBSSI) works under the aegis of the Ministry of Industries, Science and Technology. The NBSSI sees itself as the apex governmental organization for promoting and developing small-scale industries in the country. It has conducted entrepreneurship development programs for redeployees and the general public. The courses generally accept enrollments of 25-35 persons interested in starting small enterprises.

The Ministry of Trade and Tourism is the home of the Ghana Export Promotion Council (GEPC). The Council's function is to develop national export awareness, identify products with export potential, and assist local exporters in getting their products into regional and world markets. It also advises the GOG on necessary regulatory matters affecting exportation of Ghanaian goods. The Council is divided into five divisions which are charged with, among other things, trade information, export services, production development, marketing and training. The is staffed with people who have a practical sense of what it takes to market Ghanaian products abroad. This kind of awareness within the GOG, however, is rare, especially among staff below the senior levels.

IV. CREATING GHANA, INC.

Ghana has the capability to become one of the leading economies in Africa by the end of this decade and to begin to produce products that compete effectively with those produced in India, Malaysia, Thailand and the Philippines by the early part of the next century.

Achievement of this vision requires that all aspects of Ghanaian society understand the importance of achieving the goal of turning Ghana into a world class economic competitor; into a Ghana, Inc. For this vision to be realized, Ghana must take concerted efforts to develop the best infrastructure and investment promotion facilities in Africa to attract foreign capital. For this vision to be realized, the GOG must develop and support plans to encourage Ghanaian firms to grow large enough to become major competitors on a regional and world level. At the same time, a major investment will also have to be made in enhancing the development of small and informal sector firms so that the export oriented Ghanaian firms can obtain as much of the raw materials and component parts as possibly locally from firms that can match the quality and cost of other international suppliers.

The success of Mauritius in becoming one of the leading apparel producers in the world and Malaysia in surpassing Ghana in Cocoa production are stark examples of the reality that the government and business leaders of many other LDCs are not content to continue to be the dumping grounds for products from more developed countries.

When the GOG was pursuing an import-substitution development model, consumers would buy virtually anything that Ghanaian firms made for the simple reason that they had not other choice. The ERP has changed all of that and now consumers have the ability to purchase high quality and reasonably priced products from all over the world. Ghana will never be able to develop a positive balance of trade surplus unless it moves from a raw material based economy to a value added economy. And this can not happen until the GOG, Ghanaian firms and Ghanaian educational institutions begin to view Ghana as a country/company that is in competition with firms and countries from all parts of the world.

The time for an inward, "Ghana-centric", focus has passed. Ghana must now look at every aspect of its business, governmental and education system to identify opportunities for growth and constraints that limit growth. One of the most obvious constraints is that few Ghanaian manufacturing firms have had reason to look outside of Ghana's borders until recently. As a result, few business owners have the expertise to compete effectively with firms from Mauritius, Ivory Coast, Zimbabwe, Kenya, Malaysia, Thailand or India. But successful competition with these firms is essential if Ghana is not to get trampled in this rapidly expanding global economy.

Ghana has been fortunate during the past few years to attract a significant inflow of donor assistance. It has been much less successful, however, in attracting direct foreign investment. We feel strongly that the time will soon come when events in other parts of the world cause donors to shift funds from Ghana. When this occurs, Ghana must have made those changes that are necessary to make it an attractive location for foreign capital and capital held by Ghanaians who are outside of the country.

There are a wide range of events that are fundamentally changing the nature of business in this world. The unification of Germany is already changing investment flows from the United States and Europe. As Germany

invests in developing the eastern sector of its country, it will have to raise enormous amounts of funds from world capital markets. It is likely that this will require Germany to raise the rate of return on government investments, thus attracting capital from other targets. In any case, German firms will both have to become even more efficient to compete in the face of rising interest rates, rising unemployment in the eastern sector and the possibility of higher taxes. At the same time, German firms will have access to a large new pool of workers who may give them the ability to eventually lower the labor cost of their products.

On January 1, 1993, the European Community will implement most aspects of the Single Europe or 1992 program. In anticipation of the changes that will be brought on by this historic set of legislation actions, european firms have been working to merge, consolidate and improve their ability to compete within a Europe that will no longer have artificial barriers. There can be no question that one result of this process will be that more european firms and their products will become competitive on a global scale on the basis of quality and cost.

In 1997, the British plan to turn Hong Kong over to China. Increasingly, businesses are uneasy about the anticipated change in leadership. As a result, significant amounts of Hong Kong Chinese capital is now looking for new places for investment. Part of the "miracle of Mauritius" can be directly traced to an inflow of private capital from Hong Kong. Vancouver, British Columbia has attracted so much Hong Kong money and residents that white citizens now fear that they will soon be a minority.

This massive movement of investment capital represents a once in a life time opportunity for Ghana. But only if Ghana makes changes that make it an attractive climate for investment. By all reports, the Ghana Investment Center is not managed in a way that would encourage any investor to come to Ghana. Clearly bank lending practices are inconsistent with the needs of investors who can choose to go anyplace in the world.

Japanese and Korean labor rates are starting to approach those of the West. At one time, Asian and African countries felt that their development strategies would be based upon a significant comparative advantage in lower labor costs. But this slim advantage is rapidly slipping away. Japanese and Korean firms are doing all that they can to substantially reduce the amount of labor in their products by engineering and manufacturing changes. Where this is not possible, they are moving their production facilities to countries in south east Asia that have labor rates and productivity rates that are very competitive with those of Ghana. The message in these moves is that Ghana will not be able to excel on the basis of having cheap labor.

The United States and Mexico are on the verge of signing a "Free Trade" Pact that will substantially change the way business is done on that border. In Africa it is likely that Unita and the government of Angola will finally reach a peace accord within the near future. The possibility of peace in South Africa also will have significant and direct consequences for the flow of development and investment capital to Ghana. The private investment windows of opportunity for Ghana are open, but the nation must move rapidly in order to attract sufficient private capital to continue its economic development program.

ANNEX II

Scope of Work for the Institutional Contractor

I. Scope of Work

A. Overview

A U.S. institution ("institutional contractor") will be selected to assist the Association of Ghana Industries (AGI) to plan and manage the implementation of training and technical assistance activities under the HRDA FY 1991-1995 Training Plan. The successful implementation of this program will enhance the competitiveness of the Ghanaian private sector internationally and develop a tripartite working partnership between the Private Sector, the Government, the Universities and training institutions.

The institutional contractor will:

- o recruit two long-term technical assistance personnel and an administrative assistant to work at the headquarters of AGI. Support will also be provided to manage the institution's home office activities;
- o arrange in-country training programs to develop the vision and blueprint for Ghana, Inc.
- o assist local training institutions and business associations to carry out private sector training needs assessments;
- o develop and assist in implementing annual training plans, based on needs assessments, for U.S., third country and in-country training activities;
- o arrange for short-term technical assistance to the Ghana Institute of Management and Public Administration (GIMPA), Management Productivity Development Institute (MDPI) and the School of Administration at the University of Ghana, Legon to assist these institutions to improve their current course offerings in business management and operations; to develop new courses to train the Ghanaian private sector in agribusiness and export management and in other areas determined during project implementation to be needed by the private sector to become competitive internationally; and to improve the consultancy capacity of these institutions to respond to the needs of the private sector;
- o arrange for short-term technical assistance to business associations and their members to enhance their capability to produce internationally competitive products and to manage export programs;

o procure off-shore commodities, such as books, reference and training materials to support the activities of AGI, MDPI, GIMPA and School of Administration.

o develop budgets and arrange for disbursements for project activities under the contract;

The institutional contractor will work with the collaborating private and government agencies and business associations under the program to develop annual private sector training work plans. The institutional contractor will work under the guidance of the HRDA Program Committee and HRDA Executive Advisory Committee. The long-term technical assistance personnel will operate out of the offices of AGI and will work as members of the staff of the AGI secretariat.

B. Long-Term Technical Assistance Personnel

The institutional contractor will recruit and backstop the following long-term personnel technical assistance personnel:

1. Project Manager (36 person months)

The HRDA private sector training plan will be managed by a Ghanaian project manager. The project manager will establish the institutional contractor's field office at AGI. The project manager will be responsible for all issues related to the implementation of the contract in Ghana according to USAID/Ghana regulations and guidelines. He or she will report to the AGI Secretariat on project implementation activities and to the institutional contractor with respect to contract obligations and requirements.

The project manager will:

Be responsible for allocation and disbursement of local HRDA contract funds with the concurrence of USAID/Ghana;

Assist the AGI Secretariat, HRDA Executive Advisory Committee and the HRDA Program Committee in planning and developing program activities;

Organize symposia and conferences in accordance with the major themes outlined in project paper;

Prepare and submit to USAID/Ghana a detailed commodities procurement plan for HRDA-funded and non-HRDA funded materials, books, journals, supplies and equipment, three months after the signing of the contract;

Maintain and update Private Sector Training and Consultant Resource Directory;

Develop scopes of work for consultant assignments and evaluation criteria for submitted proposals;

Prepare and submit quarterly and annual reports as required by USAID/Ghana; and

Arrange the publication of proceedings from symposia and consultant position papers and reports.

2. Project Adviser (24 person months)

The project adviser will work in Ghana with the project manager in providing assistance to strengthen the management capability of AGI, other business associations, the training institutions and consulting firms. The project adviser will assist in the establishment and administration of the institutional contractor's field office.

The project advisor will:

Assist the AGI Secretariat, HRDA Executive Advisory Committee and the HRDA Program Committee in planning and developing program activities;

Provide expertise to local training providers in developing and using pre-and post-training needs assessments and designing and delivering related residential and in-company programs to the private sector;

Assist AGI in coordinating with GNCC in the development of GNCC's computerized database system that compiles and analyzes information on Ghanaian business community;

Assist university of Ghana, School of Administration in developing pre-service curricular and student practice in the private sector;

Assist private sector businesses in determining needs related to feasibility studies, analysis of industry competition, strategic management analyses;

Conduct training needs assessment of local education and training institutions and private sector businesses;

Work with the Ministry of Finance and Economic Planning to develop a public sector training and technical assistance plan.

3. Support Services

The institutional contractor will establish a minimum core administrative support service both in Ghana and in the U.S. In the U.S. this will include administrative and project support that will handle technical assistance recruitment and related administrative and support activities. In Accra, the contract will hire an Administrative Assistant to handle all project administrative and financial matters for the contract.

- a. Ghanaian administrative assistant (48 person months)
- b. Home Office Support

C. Short-term Technical Assistance (46 person months)

The institutional contractor will recruit technical assistance personnel to provide specialized assistance and training to the private and public sectors, business associations, and training institutions. An illustrative list of subject areas include

- Ghana-specific case writing/teaching,
- Industry and competitive analysis,
- Strategic planning and implementation,
- Marketing,
- Production and operations management,
- Management consulting skills,
- Chamber/association Management,
- Review of curricular, training methodology, and training materials,
- Cash flow lending and project feasibility analysis for bankers.
- Export program development and management
- Export promotion and monitoring
- Product development, especially for export products (e.g. fisheries, wood products, horticultural crops, other value-added agricultural products),
- Financial analysis, and
- Agribusiness management.

D. Visiting Professorships

The institutional contractor will recruit two professors from U.S. colleges of business to spend a total of 15 person months at the School of Administration under a visiting professorship program. One professor will reside for one full academic year and the other for one-half year at the school. The visiting professorship program is intended to strengthen the teaching, research and consultancy capabilities of the School of Administration in the areas of international marketing and competitive analysis. The professors will (1) develop and teach graduate level courses on domestic and international marketing, and industry and competitive analysis; (2) supervise and advise graduate students in designing their research studies; (3) assist the School in improving its consultancy services to Ghanaian firms, and (4) assist in developing an undergraduate and graduate curricular on international marketing and competition analysis.

D. Commodity Procurement

The institutional contractor will procure all off-shore training supplies, teaching materials, books and other reference materials which will be used under the HRDA project. The institutional contractor will consult with AGI, MDPI, GIMPA and School of Administration to develop a commodities procurement plan immediately after the contractor begins work in Ghana.

E. Work Plans and Reports

1. Work Plans

The institutional contractor will develop annual work plans with AGI, MDPI, GIMPA and School of Administration. These annual work plans will include targets for training activities, the numbers of participants, description for all training and technical assistance activities and a schedule.

2. Quarterly Reports

The institutional contractor will submit quarterly progress reports to AGI, USAID and the HRDA Program committee for review. These progress reports should measure the attainment training targets and schedules outlined in the annual work plan, identify any problems and modifications in implementing the work plan and an accounting of financial resources. The institutional contractor will submit a separate quarterly financial report to the USAID Controller. Quarterly reports are due January 15, April 15, July 15, and October 15.

3. Annual Reports

The institutional contractor will submit annual progress reports to USAID in October of each project year.

II. Selection Criteria for the Institutional Contractor

A. Selection Criteria.

1. Relevant Prior Experience (40%)

Minimum of five years relevant and appropriate experience in providing direct services to private sector firms that have a significant export or international business. 15 points

Demonstrated connection with a graduate school of business that has fully developed an international management focus and department. The institution must offer a full range of extensive international subjects including industrial and competitive analysis and have faculty with extensive international teaching, consulting, and/or work experience. 15 points

Demonstrated experience in the recruitment, support, and management of technical consultants. 10 points

2. Strength of Implementation Plan (25%)

Plan for carrying out a program to provide the types of assistance outlined in this paper including a full discussion of how the AGI will be helped and how training institutions will be strengthened to be more responsive to the private sector. A discussion of effective institutional linkage mechanisms should also be included. 15 points

Plan for the recruitment and use of technical assistance personnel. 5 points

Plan for the procurement of training materials. 5 points

3. Management Arrangements (10%)

Demonstrated capacity to administratively and financially recruit, manage and support technical assistance personnel. 5 points

Proposal to establish and support the field office in Accra. 5 points

4. Key Personnel (25%)

Qualifications and experience of the Project Manager to include an ability to be on the job 30 days after the signing of a contract between USAID and the contractor. 10 points

Qualifications and experience of the Project Advisor to include an ability to be on the job 30 days after the signing of a contract between USAID and the contractor. 10 points

Qualifications and experience of the Project Director. 5 points

ANNEX III.

HRDA TRAINING IMPACT EVALUATION PLAN

The purposes for creating an impact evaluation system for HRDA are (a) to provide management information during implementation so that adjustments can be made as necessary and (b) to determine the value of training. Benchmarks for measuring impact will be developed that are observable, verifiable, and quantifiable.

Figure 1 illustrates how the effects of training might be traced from a training intervention through to an employment situation in a business firm.

Most training evaluations concentrate on impact level 1, most often using a tracer study approach that follows the trail of returned participants. Occasionally evaluations use, not the individual trainee as the unit of analysis, but the organization or organizational unit (e.g., policy unit in a ministry) to determine training impact. However, if group level benchmarks are not established prior to implementation, there is a risk of funding training programs that will result only in individual career development (e.g., efforts are not made to use training as a means to bring the working unit together through management workshops or formal strategic planning sessions). Likewise, if one sets as the purpose of training to strengthen networks of professionals (e.g., Ghanaians with MBAs living and working in the U.S. and Ghana), one would establish indicators and a human resource development program to measure and achieve this end.

Impact level 2 benchmarks are influenced by even more exogenous factors than level 1 indicators. Even though an individual trainee or groups of trainees have made significant improvements in the management of a firm, for instance, a company may fail because the marketing department wrongly assessed the competition which introduced a product that is taking over the market. Also, unless training interventions target top management as well, there is less likelihood that training will have significant impact on the financial well-being of a firm.

Nonetheless, one of the advantages of using firm level indicators of success/failure is that these are ultimately the ones used by business owners. One of the advantages of working in the private sector is that firms live or die on the bottom line of the financial statement. The willingness of managers to invest in training will decrease if, invested in training, the performance of the firm does not improve.

Furthermore, too frequently training providers see their role ending as participants exit their programs. Tying the success of training to the success of firms may lead to several changes in behavior. First, training providers may take more seriously the design, delivery and selection of participants. Off-the-shelf courses and acceptance of employees for training programs, which are not really germane to their jobs, may be less acceptable. With increased emphasis on firm level impact, one ought to see the development of more tailor-made courses, greater attention to intact work

groups, and closer screening of nominees. Second, as trainers interact more closely with private business, they will have the opportunity to develop a better sense of the constraints facing business and be able to discern when training will make a difference. Too often training is posed as a solution to a performance problem when the base problem is not related to employees' lack of knowledge, skills or motivation to do the job well. Concern with impact should result in more honest presentations about how training will serve a business well.

Finally, level 2 impact data are needed to answer overarching questions such as: What effect will HRDA training have on labor mobility? To what extent will there be increased movement of people into export industries? To what degree will there be greater movement of professionals with the industry from one firm to another? How many citizens, who reside in the U.S., will be enticed to work in Ghana for short periods of time or, perhaps, move to Ghana to invest in export opportunities as a result of HRDA activities?

For this reason, HRDA will work closely with training providers in developing level 1 and level 2 impact indicators. A principal tool for gathering this kind of information will be pre-training needs assessments and business audits of firms targeted for training.

In addition, the HRDA impact evaluation system will make full use of other data collection efforts by A.I.D., other donors, the GOG, the research community and the private sector. For example, it is anticipated that, during the process of designing the proposed Non-Traditional Export Promotion and Marketing project, economic and business data will be collected which will be useful to HRDA, particularly relating to level 2 impact indicators. Data will be collected to decide which industries appear to have export potential, the number of firms in those industries, characteristics of those firms, etc.

Second, case studies will be developed by faculty and students at the universities, at the School of Administration, Legon. These studies will be used to inform a wide audience--local businesses, potential investors, government, donors, educators, and students.

Third, HRDA training providers will be required to conduct training needs/assets evaluations to help determine what employees are expected to do better upon completion of training. Interviews will be conducted with employers/supervisors and prospective trainees prior to the design of training. A questionnaire and interview protocol will be developed and pilot tested, probably using the expertise of faculty from GIMPA and MDPI, as one of the first HRDA activities upon award of the contract. These questionnaires will try to anticipate level 1 impact indicators. Likewise, training providers will be required to conduct follow-up surveys at intervals of three months after training and one year after training. (This schedule may be modified in cases where a trainee participates in multiple programs.)

Fourth, the HRDA project will gather testimonial data from participants and supervisors. On an annual basis these qualitative data will be analyzed to ascertain patterns and themes that emerge. (i.e., the rules of multiple observers, multiple observation sites, and multiple data sources will apply).

Figure 1

Training	<p>INPUTS: Knowledge, skills and attitudes of faculty and information and values imparted in educational materials (e.g., case studies)</p> <p>THROUGHPUT</p> <p>PROCESS: Instruction, self-study, experiential exercises (e.g., case study instruction methods)</p> <p>OUTPUTS: Trainees matriculated with knowledge, skills and attitudes (e.g., analytical skills derived from use of case studies)</p>																		
Employment	<p>INPUTS: Trainees matriculated with knowledge, skills and attitudes (e.g., analytical skills derived from use of case studies)</p> <p>THROUGHPUT</p> <p>PROCESS: Trainee influence on use of technologies and production processes, on reforms of organizational structure, on the identification of new markets, on the recruitment of professionals, etc. (e.g., trainee introduction of computerized accounting requires the employment of a computer programmer)</p> <p>OUTPUTS: Goods and services of the firm</p> <p>[Impact Level 2]</p> <table border="0" style="margin-left: 40px;"> <thead> <tr> <th style="text-align: left;"><u>Benchmarks</u></th> <th style="text-align: center;"><u>1992</u></th> <th style="text-align: center;"><u>1993</u></th> </tr> </thead> <tbody> <tr> <td>1) % Export Sales (Value)</td> <td style="text-align: center;">11%</td> <td style="text-align: center;">40%</td> </tr> <tr> <td>3) % Increase in Profits</td> <td style="text-align: center;">15%</td> <td style="text-align: center;">35%</td> </tr> <tr> <td>4) # Employees</td> <td style="text-align: center;">25%</td> <td style="text-align: center;">30%</td> </tr> <tr> <td>5) # Professionals</td> <td style="text-align: center;">3%</td> <td style="text-align: center;">6%</td> </tr> <tr> <td>6) # Professionals to other firms in industry</td> <td style="text-align: center;">0%</td> <td style="text-align: center;">2%</td> </tr> </tbody> </table>	<u>Benchmarks</u>	<u>1992</u>	<u>1993</u>	1) % Export Sales (Value)	11%	40%	3) % Increase in Profits	15%	35%	4) # Employees	25%	30%	5) # Professionals	3%	6%	6) # Professionals to other firms in industry	0%	2%
<u>Benchmarks</u>	<u>1992</u>	<u>1993</u>																	
1) % Export Sales (Value)	11%	40%																	
3) % Increase in Profits	15%	35%																	
4) # Employees	25%	30%																	
5) # Professionals	3%	6%																	
6) # Professionals to other firms in industry	0%	2%																	

The HRDA evaluation system, however, will not rely heavily on qualitative data. Also, it is expected that the questionnaires used in Year 5 of the project will be modified versions of the questionnaires designed in Year 1 to reflect learning accruing as the project matures and changes in Ghana.

USAID/Ghana plans to establish an evaluation unit in the Mission, and a portion of the HRDA budget will be used to support the work of a full time researcher. This is fully justified in light of the extensive amount of training that will be occurring under HRDA and other projects over the next five years. Also, this will be unique in that the same individual will be analyzing and synthesizing data across projects, something that is rarely done on an ongoing basis.

The real challenge will be the extent to which the researcher will be able to work comfortable with project implementors, who naturally will be concerned about confidentiality and the threat of feelings of trust that must be engendered in training and consulting relationships. The person who occupies this position ought to be an experienced trainer/consultant, be conversant in tools of quantitative and qualitative research, skilled in creating computerized databases, have experience in implementing a project, be sophisticated in donor-host country relations, be fully familiar with business environments in developing economies, and have the maturity to relate to trainees and their employees.

ANNEX IV:
INTERVIEWEES

1. Mr. S. A. Amoah Ag. Director, GIMPA.
2. Mr. Opoku Manu Ag. Head, Economics and Industrial Management Department, University of Science and Technology (UST), Kumasi.
3. Prof. D. Asante-Kwatia Dean, School of Agriculture, UST.
4. Dr. P. Gyawu Head, Animal Science Department, UST.
5. Mr. S.K. Twum Head, Agricultural Engineering Department, UST.
6. Dr. S. Blankson Head, Horticultural Science Department, UST.
7. Prof D. Osafo Head, Crop Science Department, UST.
8. Prof. K. Acheampong Pro-Vice Chancellor, Legon.
9. Prof. F.O. Kwami Vice Chancellor, UST.
10. Alhaji Sulemana Ibrahim Managing Director, DARA SALAM Group of Companies, Accra.
11. Mr. J. Kobina Richardson Managing Director, Pioneer Tobacco Ltd, President AGI.
12. Mr J. Atta-Nyamekye Managing Director, Densu Industries Ltd, First Vice Chairman, AGI.
13. Dr. K. Addison Managing Director, Multiwall Paper Ltd, Western Regional Chairman , AGI.
14. Mr. E. Imbeah-Amoakuh Executive Secretary, AGI.
15. Mr. E. Ato-Williams Executive Director, Ghana Employers Association.
16. Mr. J. Minta Jacobs Deputy Executive Director, Ghana Employers Association.
17. Mr. Kofi Marfo Administrative Officer, Ghana Employers Association.
18. Mrs. Comfort Engmann Chairperson, Women's World Banking.
19. Ms. Sarah Ampah-Nunoo Acting Manager, Women's World Banking.
20. Mr. John Owusu Abrefa Adviser, Women's World Banking.

21. Mr. Ishmael Yamson Managing Director, UAC (Gh) Ltd., President of Ghana Chamber of Commerce (GCC), President of Ghana Employers Association.
22. Mrs. S. Goettinelik Consultant, GCC.
23. Mr. J.Y. Amegavie-Doe Deputy Executive Secretary, GCC.
24. Mr. John Amanful Executive Secretary, GCC.
25. Mr. William Inkumsah Managing Director, Crocodile Matchets Ltd.
26. Mr. J. Y. Quayson Technical Manager, Lever Brothers Ltd., Council Member AGI.
27. Dr. H. Akoukoh-Frimpong Acting Director, MDPI.
28. Mr. D.K. Ayayee Chief Director, MIST.
29. Mr. S.E. Addo Principal Industrial Promotion Officer, MIST.
30. Mr John Appiah Principal Industrial Promotion Officer, MIST.
31. Dr. J.B.K. Ata Chief Director, MIST.
32. Col. R.B. Commey PNDC Secretary, MIST.
33. Mr. J. Richter Head, Trade Research , Ministry of Trade and Tourism (MOTT).
34. Mr. K. Kwarteng Head, Foreign Trade, MOTT.
35. Mr. K. Agyepong Chief Director, MOTT.
36. Mr. George Cann Chief Director, IERD (MFEP).
37. Mr. Kumi Assistant Secretary, IERD.
38. Mr. Tawia Akyea Director, Trade Information and Public Relations, Ghana Export Promotion Council, (GEPC).
39. Mr. K. Owusu- Agyei Director, Finance and Administration, GEPC.
40. Mr. Osei Poku Director, Research, GEPC.
41. Mr. J. Quansah Managing Director, Export Finance Company.
42. Mr. P. Kumakhor Managing Partner, Pricewater House.
43. Mr. J. Klinogo Country Director, Pricewater House.
44. Dr. R. Kibuka International Monetary Fund.
45. Ms. Lynn Wallis United Nations Development Region.

h/6

ANNEX V.

WAIVER REQUEST FOR GOG PAYMENT OF INTERNATIONAL
TRAVEL COSTS OF PARTICIPANTS TRAINEES

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

SUBJECT: Human Resources Development Assistance Project (698-0463) -
Waiver for Ghana of Payment of International Travel Costs for Participant
Trainees for FY 1992 through FY 1995.

PROBLEM: Ghana's scarce foreign exchange reserves have forced the
Government of Ghana (GOG) to suspend payment of International Travel Costs
for U.S. and third country programs under the HRDA Project. A waiver is
requested prior to obligation of FY 1991 funds to permit A.I.D. to pay these
costs.

BACKGROUND: A.I.D. Handbook 10, participant training; Chapter 15.B.1.B.
states that the cost of International Travel should be paid by the host
country or other non-A.I.D. funding source unless, in the case of centrally
funded programs, the Mission Director and the AA/AFR have justified and
authorized a waiver. A partial waiver is requested in order that
Dols 745,000 in HRDA Project funds may be used to cover the costs of
International Travel for Ghanaian participant trainees under the project for
the period FY 1992 thru FY 1995. This will cover the costs for all public
sector and private sector study tours and does not include participants for
the Entrepreneurs International Program, which will require that participants
pay international costs. The GOG, and business associations, however, will
continue to contribute more than 25 of total costs for Ghanaian participants
in the form of salaries or benefits while they are in training. A similar
waiver was approved by the AA/AFR for the Ghana HRDA project on September 11,
1989.

RECOMMENDATIONS: That you approve a waiver of the requirement that the host
country or other sponsor pay the costs of International Travel to allow
Dols 745,000 of project funds to finance International Travel Costs for FY
1992 through 1995.

Approved: _____

Disapproved: _____

ANNEX VI

ESTIMATED DOLLAR EXPENDITURES

<u>Budget Item</u>	<u>Total Foreign Exchange \$000</u>	<u>FY 91</u>	<u>FY 9</u>
A. PRIVATE SECTOR SUPPORT			
I. Institutional Contractor	<u>2992</u>		<u>1,16</u>
A. Long-Term Technical Assistance			
1. Project Manager (36 p/m)	160	-	5
2. Project Adviser (24 p/m)	720	-	36
3. Administrative Assistant (48 p/m)	32	-	
4. Visiting Professors (15 p/m)	400	-	20
5. U.S. Home Office Support	256	-	6
B. Short-Term Technical Assistance U.S. consultants (46 p/m)	1,104	-	40
C. Training Materials	160	-	4
D. Report Publications	<u>160</u>	-	<u>4</u>
II. Other Technical Assistance	<u>240</u>	<u>30</u>	<u>60</u>
1. Local Technical Assistance (100 p/m)	240	30	60
III. Participant Training	<u>965</u>	<u>209</u>	<u>204</u>
1. Entrepreneurs International	720	144	144
2. Third Country Study Tours and Training	245	65	60
IV. In-Country Training	<u>340</u>	-	<u>100</u>
A. Symposia and Conferences	90	-	30
B. Workshops/Seminars	250	-	70
V. Monitoring and Evaluation	<u>125</u>	<u>5</u>	<u>5</u>
Subtotal	<u>4,662</u>	<u>244</u>	<u>1,53</u>
VI. Inflation (5% of I through V)	238	12	7
VII. Total Private Sector Support	4,900	256	1,61
B. PUBLIC SECTOR TRAINING	500	250	25
U.S.	300	150	15
Third Country	200	100	10
C. TOTAL PROJECT BUDGET	<u>5,400</u> =====		

66

ANNEX VII:

BOOKS AND OTHER READING MATERIAL ON INTERNATIONAL BUSINESS AND
COMPETITION FOR FACULTY AND BUSINESS LIBRARIES

A. Case Books

Christenson, Roland, et. al., Teaching by the Case Method: Case Writing and Case Teaching, Third Edition, Harvard Business School Press, Boston, 1990.

Austin, James with Tomás O. Kohn, Strategic Management in Developing Countries: Case Studies, Free Press, New York, 1990.

Yoffie, David B., International Trade and Competition: Cases and Notes in Strategy and Management, McGraw-Hill, New York, 1990.

Porter, Michael E., Cases on Competitive Strategy, Free Press, New York, 1985.

B. Texts

Austin, James, Managing in Developing Countries: Strategic Analysis and Operating Techniques, Free Press, New York, 1990.

Porter, Michael E., The Competitive Advantage of Nations, Free Press, New York, 1990.

Ohmae, Kenichi, The Borderless World Economy, Harper Business Press, New York, 1990.

Abegglen, James C. & Stark, George Jr., KAISHA, The Japanese Corporation: How Marketing, Money and Manpower Strategy, not Management Style Make the Japanese World Pace-Setters, Basic Books, Inc., New York. 1985.

Kotler, Philip, Fahey, Liam & Jatusripitak, Somkid, The New Competition, Prentice-Hall, Inc., Englewood Cliffs, New Jersey. 1985.

Ohmae, Kenichi, Triad Power: The Coming Shape of Global Competition, The Free Press, New York. 1985.

Schlossstein, Steven, The End of the American Century, Coughdon & Weed, Inc. New York. 1989.

Porter, Michael E., Competitive Strategy: Techniques for Analyzing Industries and Competitors, Free Press, New York, 1980.

Porter, Michael E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York. 1985.

Ohmae, Kenichi, The Mind of the Strategist: The Art of Japanese Business, McGraw-Hill, NY, 1982.

Bartlett, Chris & Ghoshal, Sumantra, Managing Across Borders: The Transnational Solution, Harvard Business School Press, Boston, 1989.

Kang, T.W., GAISHI: The Foreign Company in Japan, Basic Books, New York, 1990.

Porter, Michael E., editor, Competition in Global Industries, Harvard Business School Press, Boston, 1986.

Goldenberg, Susan, Hands Across the Ocean: Managing Joint Ventures, With a Spotlight on China and Japan, Harvard Business School Press, Boston, 1988.

C. Harvard Business School and Business Review Notes and Articles

Learning By The Cast Method.

Basic Quantitative Analysis For Marketing.

Sustainable Advantage.

Do You Really Have a Global Strategy?

Managing Our Way to Economic Decline.

Choosing Strategies For Change.

What Effective General Managers Really Do.

How Competitive Forces Shape Strategy.

One More Time: How Do You Motivate Employees.

Crafting Strategy.

D. Magazines and Newspapers

New York Times.

The Wall Street Journal.

The Financial Times.

Business Week.

The Economist.