
MAPS GHANA: Non-Traditional Export Survey Results 1991

FINAL REPORT

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APPENDIX A: NON-TRADITIONAL EXPORT SURVEY: 1991

APPENDIX B: TABULAR PRESENTATION OF SURVEY FINDINGS

ACRONYMS

BOG	Bank of Ghana
ECOWAS	Economic Community of West African States
EEC	European Economic Community
EFC	Export Finance Company
GEPC	Ghana Export Promotion Council
GOG	Government of Ghana
JAA	J.E. Austin Associates
MAPS	Manual for Action in the Private Sector
NTE	Non-Traditional Export(er)s
SPSS	Statistical Package for the Social Sciences
USAID	United States Agency for International Development

INTRODUCTION

A. BACKGROUND

In 1989, USAID/Ghana requested that J.E. Austin Associates, under contract to Arthur Young, conduct an assessment of private sector strengths and weaknesses, review USAID private sector strategy, organize focus groups, and make recommendations on follow-up activities for USAID/Ghana as it revised its private sector strategy. These activities were all pursued according to a methodology developed by J.E. Austin Associates, otherwise known as MAPS: Manual for Action in the Private Sector. MAPS-Ghana was carried out from February to September, 1989.

Since MAPS was concluded in 1989, USAID/Ghana has developed a private sector strategy that partially focuses on the non-traditional export sector. Nevertheless, baseline data by which to test and monitor perceptions have not been available, partly because the Government of Ghana did not activate a systematic campaign until 1986. Nevertheless, since that year, the Ghana Export Promotion Council has been collecting data on non-traditional exports. To address the shortage of data on exporters' perceptions, USAID/Ghana requested that J.E. Austin Associates, under contract to Ernst & Young, work with a local consulting firm to conduct a survey of non-traditional exporters' perceptions of the policy environment, business climate, infrastructure, resources and business associations in Ghana. In June-July, 1991, this survey was carried out by J.E. Austin Associates in conjunction with Ghanexim, an Accra-based consulting firm.

B. RECOGNITION

The J.E. Austin Associates team comprised the following individuals: Michael Borish (Team Leader), Michael Grossman (Survey Manager) and Tessie San Martin (Survey Technical Analyst). Key Ghanexim individuals were as follows: Isaac Osei (Director), Victor Newman (Project Analyst) and William Owusu (Project Assistant). Both firms would like to thank USAID/Ghana for their exceptional support, most particularly from Joe Goodwin (USAID/Ghana Director), Ed Birgells (Program Officer), Peter Weisel (Training and Private Sector Officer), Bob Wuertz (Program Economist), and Daniel Gyimah (Private Sector Officer).

I. STUDY BACKGROUND AND OBJECTIVES

A. STUDY BACKGROUND

The U.S. Agency for International Development (USAID) has been supporting the Government of Ghana's (GOG) economic reform program (ERP) through a variety of means since its inception in the early 1980s. Part of the Mission's assistance program in Ghana has focused on non-traditional exports, to promote development of this relatively inexperienced sector and to reduce GOG balance of trade and payments deficits.

As part of this effort, the Mission has increased its knowledge of non-traditional exporters to establish a more solid foundation for the design of its support activities. In the spring of 1991, the Mission asked J.E. Austin Associates (JAA) to undertake an in-depth study of non-traditional exporters in Ghana, establish baseline data by which to track the export sector's response to the ERP, and identify critical bottlenecks to growth in the sector. JAA designed a survey to gather primary data from a statistically significant sample of non-traditional exporters registered with the Ghana Export Promotion Council (GEPC). This report analyzes the results of the survey of 75 non-traditional exporters operating in 1991.

B. STUDY OBJECTIVES

The purpose of the survey was to gather data and assess the effect of the structural adjustment process on the non-traditional export sector. These data are to serve as a baseline to monitor non-traditional export firm perceptions of the effects of the policy environment and reforms over time. The survey was designed to gather data on the following: 1) firm structure (including sales volume, labor use, location, market orientation, sources of investment and working capital); 2) perceptions regarding the effect of the policy environment on export operations; 3) types and effects of various resource constraints on operations; 4) the role and effectiveness of business associations and public institutions, focusing in greater depth on the effectiveness of the Ghana Export Promotion Council (GEPC); and 5) perceptions of subsectors and markets offering the greatest potential for accelerated growth in the future.

The survey was undertaken in partnership with Ghanexim, a local consulting firm based in Accra.

C. ORGANIZATION OF THE REPORT

The report is organized as follows:

- o Chapter II presents the methodology used for gathering data on export sector perceptions. This includes a discussion on the sampling frames and stratification techniques used, and the enumerator training and monitoring systems put in place to reduce response biases and ensure response validity. It also presents a discussion of the analytic tools used to understand and interpret the survey results.
- o Chapter III presents the major findings and analysis of the survey. It includes a description of the characteristics of the survey sample. Efforts are made in this chapter to compare major findings to those in the private sector at large, as identified in another 1991 survey conducted by JAA for USAID.¹
- o Chapter IV summarizes the study's key findings.
- o Chapter V relates findings to key strategic considerations the GOG, donors, private entrepreneurs and others may wish to consider to promote non-traditional export development.

¹ See the Ghana MAPS Private Sector Update: 1989-1991, carried out by J.E. Austin Associates for USAID/Ghana.

II. STUDY METHODOLOGY

A. SURVEY QUALITY CONTROL MEASURES

1. Survey Instrument Design

The initial version of the survey questionnaire was prepared by Ghanexim. The substance was reviewed by the JAA Project Director and Survey Monitor and senior Mission personnel to ensure it covered all study objectives appropriately.

Questionnaire language and format were reviewed to reduce ambiguities and facilitate coding. Once agreement as to the substance of the questionnaire was drafted and approval secured from USAID/Ghana, JAA's Survey Monitor and the Ghanexim survey team reviewed the language of the instrument. The structure of the questionnaire was also revised to facilitate response coding and subsequent data entry.

2. Enumerator Training

Interviewers were carefully selected. Ghanexim selected six interviewers for the survey from a pool of graduate teaching assistants of the Faculty of Social Studies at the University of Ghana, Legon. They were selected on the basis of their experience with survey research and interviewing skills. Two other graduates with previous field experience who were on Ghanexim's full-time staff were added to the survey team. In addition, Ghanexim provided two supervisors to oversee the interview process and check the consistency and logic of every completed questionnaire. All supervisors had previous survey experience.

Interviewers were trained in a classroom situation by a Ghanexim survey implementation expert and JAA's Survey Monitor. Two sessions were held to explain the purpose of the study and the nature of the questions. Each of the questions in the survey questionnaire was reviewed with the enumerators and supervisors to ensure that all interviewers would ask the questions and interpret responses in the same manner. Several sessions were held on interview techniques.

3. Testing the Survey Instrument

The survey instrument was tested in June with a group of 10 firms located in Accra. These firms were chosen randomly. The enterprises selected for the pilot study operated in the same product subgroupings targeted for the study (see Appendix A, questions 1.7 and 1.8, for a list of these groupings). Thus, testing was aimed at obtaining first-hand knowledge of the problems enumerators were likely to encounter in the main survey. The results from enterprises chosen for the pre-test were not included in the results of the full-scale survey.

The survey was modified based on pre-test results. The experience with the pilot study was used to refine the survey instrument. Changes primarily entailed some restructuring in language and response categories. In addition, the Ghanexim Survey Director observed and corrected enumerators' survey techniques during the pilot study.

4. Quality Control Measures During Survey Implementation

Ghanexim supervisors and the JAA Survey Monitor reviewed every completed questionnaire at the end of each day. At the end of each interview day, the supervisor met with the enumerators under his/her charge to review each completed questionnaire in detail. The supervisor made sure all questions had responses, that the skipping instructions had been followed, and that the responses were internally consistent. Questionnaires which were not completed accurately were not signed as approved until errors had been corrected through follow-up interviews. Follow-up interviews with the supervisors were arranged to clarify unclear responses when necessary. No data from unsigned questionnaires were entered.

Ghanexim supervisors adopted a random call-back system to verify that interviews had taken place and attest to the authenticity of responses.

The Ghanexim supervisors and JAA Survey Monitor accompanied each enumerator on at least one interview. This gave supervisors an opportunity to ensure correct interview techniques and coding practices were being followed.

B. SAMPLING METHODOLOGY

1. Sampling Frame

Ghanexim constructed the sampling frame from one unified source: the *Registered Commercial Exporters, 1990* publication. This is the most comprehensive and recent source of information on non-traditional exporters available. It was published by the GEPC in February 1991.

Firms engaged solely in traditional export activities were eliminated from the sampling frame. Traditional export activities are defined as cocoa, gold and raw timber. A total of 755 registered exporters appeared in the GEPC publication. But the 118 who were engaged only in timber exports, and the five engaged solely in gold or waste cocoa bean exports were eliminated from the sampling frame. The final sampling frame contained a total of 632 non-traditional export firms. Therefore, the final survey sample constituted 12% of the total sampling frame.

The sampling frame was stratified by subsector. The 632 non-traditional exporters remaining in the registry were stratified into product groupings. Ghanexim then drew the sample for the study using a stratified sampling technique. This technique ensured that there were at least 10 firms in the sample representing each of the main product groupings targeted for the study. In addition, in some cases, specific subsectors were oversampled because of Mission interest in them. Thus, more firms dealing with tuna, shrimp and kola nut exports appear in the sample than would have been chosen if a simple stratified sampling technique had been strictly followed. By stratifying and ensuring a minimum number of firms in each category of interest, a "statistically significant sample" within each major product category was produced, allowing greater ease in extrapolating from the results in the sample to the universe of non-traditional exporters operating in Ghana.

A list of replacement firms was drawn. This replacement list contained a total of 18 firms. It was also drawn using a stratified sampling technique to guarantee the list included firms in every product grouping and subgrouping of interest. In cases where firms drawn in the original sample could not be located or refused to cooperate with the study, they were replaced with a firm from the replacement list operating in a similar sector. Hence, in the end, the sector composition of the original sample remained unchanged.

2. Overall Assessment of Response Biases

The rejection rate was low. Only four of the firms contacted refused to participate in the study. The firms refusing represented a varied assortment of export activities (salt, kola nuts, cosmetics, food). The low rejection rate and the fact that those refusing do not seem to be concentrated systematically in one sector or another reduces the likelihood that systematic biases would occur in the responses.

Seventeen of the 75 firms initially drawn for the sample could not be located prior to the start of the survey, in large part because the GEPC's registry did not provide accurate information with which to locate the firms. These firms represented a wide range of product groupings targeted for the study (e.g., nine operated in salt, four in kola nuts, three in food processing and one in cosmetics/soap).

Again, the fact that the firms which remained impossible to locate were not concentrated in any one sector reduces the likelihood that systematic biases in the responses were introduced by this event.

In every case, firms who refused to participate or could not be located were replaced with a firm operating in a similar sector and location, drawn from the replacement list. Thus, the integrity of the original product grouping distribution was kept throughout the interview process. In the end, the composition of the sample, both sectorally and in terms of location, remained basically unchanged from that of the original sampling frame, and representative of the universe of non-traditional exporters registered at the GEPC. This gives the analyst greater confidence in the representativeness of the sample.

C. SURVEY ANALYSIS

1. Software Used

Special software reduced the probability of data entry error. All survey variables and responses were coded and entered by Ghanexim, which used a data entry program to flag inconsistencies in responses during the process of data entry. The program reduced the probability of error by the key operators. The data were analyzed using SPSS, a software program for statistical analysis.

2. Output Produced

The first output produced from the survey data was a complete set of frequency tables -- a count of the number of respondents per answer per question. For those questions where responses were integers rather than categories, the mean and median response was computed. Contingency tables, or "cross-tabulations", were then prepared in order to examine the effect of firm size (using full-time equivalent employees), economic activity (sector), ownership (women-, foreign- and Ghanaian-

owned), and geographic location on the responses. Excel, a spreadsheet package, was used to consolidate the cross-tabulated information. The frequency distributions and averages for all continuous variables have been computed for several categories of firms. The tabular presentation of these results are presented in Appendix B.

Finally, several statistics were computed to test the probability that the differences between groups or types of firms in the cross-tabulations were different from zero. Unless otherwise indicated in the text, those differences between groups presented and discussed in this report are "statistically" significant to the 0.05 level (there is better than 95 percent chance that the differences between groups are different from zero).

III. SURVEY FINDINGS AND ANALYSIS

A. NON-TRADITIONAL EXPORT FIRM CHARACTERISTICS

1. **The average firm interviewed has been operating for 11 years, and exporting for six.** Thus, the average firm has been exporting since 1985, when ERP reforms began taking shape after the 1984 drought. Sector distribution reveals that industrial (primarily manufacturing) firms have been operating and exporting the longest, on average 16 and nine years, respectively. Fish, agricultural and artisanal exporters have been operating for about nine years, and exporting for about five. There is positive correlation between longevity and size of firm.

2. **Virtually all non-traditional exporters appear to be in Greater Accra.** Only 6% of firms interviewed were based in Kumasi, with Accra (73%) and Tema (22%) the location of the vast majority of non-traditional exporters. Kumasi's small representation may reflect the Ashanti Region's dominant role in Ghana's traditional exports: cocoa, gold and timber. Nevertheless, it is surprising that Kumasi's non-traditional exporters are not more widely represented, and may suggest that its economy, particularly large-scale producers, are not fully participating in non-traditional export opportunities. It may also suggest the importance of port facilities, which would mean that there may be untapped potential in the Takoradi-Sekondi area. This point appears particularly true given that most respondents claim the most important consideration for choosing a location for their operations is access to port facilities.

3. **About 76% of interviewed non-traditional exporters are engaged in agricultural and industrial activities.** Agricultural exporters represent 43% of the sample, while industrial exporters account for 33%. Fish and artisanal exporters are each 12% of the total. It should be noted that firms are flexible, and often engage in a range of activities that cut across sectoral classifications. As such, their behavior is often symptomatic of a wide range of interests, rather than a discrete set of limited characteristics.

4. **Non-traditional export firms appear to be diverse in size, although they generally employ far more people per enterprise than the average private sector firm in Ghana.²** On average, 54% of non-traditional exporters employ more than 20 people compared to 31% in the overall Ghanaian private sector. For purposes of our analysis, firms were categorized according to the number of full-time employees. Firm size for non-traditional exporters is defined by the following employment totals: a) microenterprises: zero to five employees; b) small-scale: six to 20 employees; c) medium-scale: 21 to 50 employees; and d) large-scale: more than 50 employees. Industrial firms (54%) and fish exporters (44%) tend to employ more than 50 people, while agricultural producers (84%) tend to employ between six and 50, and artisanal producers (100%) tend to have no more than

² The average firm surveyed in Ghana rarely employs more than 20 people. In the Ghana MAPS Private Sector Survey Update: 1989-1991, the average firm size increased from 36 (1989) to 44 (1991). This change was due to the addition of two firms with greater than 500 employees, which skewed the results. Among non-traditional exporters interviewed, the average firm size was 129.

20 employees. In general, small-scale enterprises are the most predominant (36%), followed by large-scale (29%), medium-scale (25%) and microenterprises (11%). The average number of employees is 129, about two-thirds (78) permanent and the remainder (41) casual. Fish exporters are the largest, averaging 132, and are followed by industry (109), agriculture (52) and artisanal exporters (7).

5. **Women-owned firms, foreign-owned firms and SOEs appear to have very limited participation in the non-traditional export sector.** Women own only 7% of firms interviewed. Only 10% of firms interviewed have foreign ownership, and a mere 1% have GOG/SOE equity. There is some variation by sector concerning foreigners' and womens' participation in these enterprises. Foreign investment is primarily in the fish (33%) and industrial (26%) sectors, while women are more likely to participate in artisanal production (33%) and less so in fish exports (13%).

B. THE BUSINESS CLIMATE

6. **Nearly four in five exporters believes the economic environment is the same as or better than it was one year ago, and this perception appears to be more favorable than the private sector in general.**³ Only 22% of firms believe conditions have worsened. Agricultural exporters appear to be most favorable about the business environment, as 48% believe conditions have improved in the last year. About 33% of industrial producers, primarily manufacturers, believe conditions have improved, while only 22% of fish and artisanal exporters believe conditions have improved. About one in three fish and artisanal exporters are more likely to believe conditions have actually worsened in the last year. Thus, it appears that agricultural and industrial exporters are benefitting more from today's business climate than fish and artisanal exporters. Medium- (44%) and large-scale (43%) firms are more likely to believe conditions have improved than firms in other size categories. Microenterprises (62%) and small-scale firms (46%) believe conditions are basically the same as a year ago.

7. **Most non-traditional exporters appear to have increased their exports in the last year, usually up to 20%.** Six of ten firms interviewed reported increases in their exports; 42% reported export increases in the 1-20% over the previous year. About one in five (21%) experienced declines, usually up to 20%. Improvements are cited in all sectors, but the likelihood that increases were experienced was highest in the artisanal and agricultural sectors, where about two-thirds reported increases. Thus, while artisanal producers are small, they appear to be making progress in increasing their exports, primarily due to the efforts of the GEPC (see #14). Among artisanal producers, 33% claim to have increased exports more than 20%, the largest of any category. It should be noted that most artisanal producers are new entrants into the market, and therefore increases from one year to the next may be high on a statistical basis but not high on a revenue basis. Microenterprises (75%), large- (65%) and medium-scale (63%) firms experienced increases, while about one in three (35%) small-scale firms experienced deterioration.

³ 40% of the private sector believes conditions have improved compared to 37% of non-traditional exporters. However, 43% believe conditions have worsened in the private sector, compared to only 22% of non-traditional exporters.

8. **Similar to the private sector at large, non-traditional exporters are optimistic about future prospects.**⁴ About seven of 10 (69%) firms believe export volume will increase next year, with a substantial portion (31%) forecasting more than a 20% increase. Only 4% believe conditions will deteriorate. Fish exporters are the most optimistic, with 78% anticipating up to a 20% increase and 22% believing their export volume will increase more than 20%. Artisanal (77%), agricultural (61%) and industrial (61%) producers all expect increased export volume. On a firm size basis, microenterprises (75%) and medium-scale firms (72%) are the most optimistic. Most important about these trends is that very small firms may be demonstrating an ability to compete in international markets. If so, this may have significant ramifications for Ghanaian producers in general given the predominance of firms that employ fewer than 10 people in the country. Once again, development of the non-traditional export sector may have the benefit of increasing competition and efficiency throughout the economy, a benefit that may exceed actual contribution to export earnings.

9. **Despite exporters' optimism, most are operating at relatively low capacity utilization rates.** Among firms interviewed, only 31% were operating above 60%, and a mere 12% were operating above 80%. Industrial exporters are more likely to be operating at more than 60% capacity utilization, as 46% of respondents claimed this to be their range. Most firms in all sectors appear to be underutilized, although in some cases this may reflect excess capacity, high cost structure, and a need for rationalization. As for firm size, about two-thirds (67%) of the large-scale firms interviewed are operating at a minimum 60% capacity utilization, while most other firms are generally operating at less than 60%. This partially reflects the relatively recent entry of many small firms into the market in the last year or so. Non-traditional exporters are working at about the same capacity utilization rates as other firms, with 56% of non-traditional exporting firms operating at a minimum 50% capacity utilization compared to 58% among private sector operators at large.⁵

10. **Production costs as a percentage of export value are increasing, primarily due to the high cost of raw materials. This suggests that exporters will only be able to protect profit margins by using cheaper (e.g., locally sourced) inputs, reducing general production and operating expenses (e.g., plant, equipment, labor, supplies), increasing volume of production (to lower per unit costs), and/or increasing sales prices.** While 64% of firms claim production costs are no more than 50% of export value, 81% of firms say these costs are sharply or steadily increasing. The primary reason is the high cost of raw materials (51%), although firms also cite the cost of transport (38%) and labor (34%) as contributing factors. These trends would conform to the economy at large, as firms believe raw materials availability has increased but been accompanied by rising prices.⁶

⁴ 72% of surveyed private sector operators in the 1991 MAPS Private Sector Survey believe sales volume will increase in the next year.

⁵ See Ghana MAPS Private Sector Update: 1989-1991. This figure is higher than the 37% rate reported for 1990 by the World Bank for large- and medium-scale factories in the manufacturing sector (see Ghana: Progress on Adjustment, April 16, 1991, page 9).

⁶ Between 1989 and 1991, Ghana's private sector firms have noticed a significant increase in raw materials availability. In 1989, only 32% claimed this to be a positive factor affecting business performance, compared to 55% in 1991. Nevertheless, despite increased access, prices have

Firms have also complained that high compensation for wage labor has become more problematic than in 1989.⁷ The high cost of raw materials are more likely to affect fish (67%), industrial (52%) and agricultural (45%) exporters. Transport costs are burdening agricultural (52%) and industrial (39%) producers most. Labor costs most adversely impact artisanal producers (67%).

Results also suggest there are important variations in input cost trends among firms of different sizes. Microenterprises are most burdened by the high cost of raw materials (75%) and labor costs (38%), while transport costs (65%) and the cost of raw materials (38%) are more likely to hurt small-scale enterprises. Medium-scale firms are hurt by raw materials costs (50%), labor costs (44%) and transport (33%). Large-scale firms cite raw materials costs (57%), labor costs (38%) and the cost of running machinery (38%). Increases in machinery costs affecting large-scale exporters may reflect the targeting of higher utilities charges to larger firms and insufficient access to spare parts.⁸

C. GOVERNMENT POLICY IMPACT

11. **Most exporters believe GOG policy has had a positive effect on business, although they are critical of tax rates and subsidies to SOEs.** About six of ten (61%) enterprises believe GOG policy has helped stimulate non-traditional exports, particularly in the artisanal (67%) and agricultural (65%) sectors. Only 14% of firms believe GOG policy has hurt exports, although 26% of large-scale firms believe GOG policy has been negative. Most firms believe GOG subsidies to SOEs have been negative for business, particularly microenterprises (88%) and fish (78%), agricultural (71%) and artisanal (67%) exporters. Firms generally believe SOEs have had an unfair advantage in more easily accessing bank credit and having fewer bureaucratic obstacles to confront. Above all, non-traditional exporters (71%) are unsatisfied with tax rates, a common complaint throughout the economy. However, the GOG recently announced decreases in a wide range of tax rates that should benefit businesses. Apparently, responses do not capture this sentiment because not enough time has transpired for the benefits to be recognized. It should be pointed out that excessively aggressive and arbitrary tax collection procedures would likely alienate these entrepreneurs despite lower rates. In other areas of policy (e.g., export retention plans, mode of payment for exports, banking sector reforms, foreign exchange), non-traditional exporters generally appear to have favorable perceptions.

12. **Exporters are not happy with the implementation of customs regulations, but are otherwise satisfied with public sector institutions and export procedures.** About four of 10 (41%) firms believe Customs & Excise play a disruptive role in international trade. This likely reflects frustration with taxes applied on imported raw materials and machinery during a period of limited liquidity. All but fish exporters cite Customs & Excise as a problem. Interestingly, large-scale firms

increased. Cost of raw materials was viewed as a major constraint by 51% of firms in 1989, and 55% in 1991.

⁷ High compensation for labor is viewed as a problem by 37% of enterprises in 1991 compared to 26% in 1989.

⁸ See Chapter III, #16 in the Ghana MAPS Private Sector Update: 1989-1991.

(24%) do not view customs as a problem, even though export-oriented firms in the private sector generally believe 'customs regulations have significantly worsened since 1989.⁹ Other public sector institutions (e.g., GEPC, Ministry of Tourism and Trade, Bank of Ghana, Standards Board) are viewed favorably, or at least not negatively. Once again, large-scale firms are different in their perceptions, this time more negative about the other public sector bodies than smaller organizations. Manufacturers, usually large-scale, are particularly critical of the Ministry of Tourism and Trade.

13. **Exporters appear to have little problem with the export licensing process.** On average, it takes a firm four days to obtain an export license. The cost averages 19,777 cedis (about US\$55). Most firms find the processing time (86%) and costs (81%) associated with obtaining export licenses to be acceptable. If replicated, success in this domain could be useful in promoting private investment and business registration. This would effectively broaden the tax base, and make it possible to lower rates (see #11).

D. BUSINESS ASSISTANCE AND SUPPORT FOR NON-TRADITIONAL EXPORTERS

14. **The Ghana Export Promotion Council is viewed as helpful for export development by most non-traditional exporters, although they believe the GEPC needs to improve marketing assistance programs. The Bank of Ghana is also favorably perceived. Business associations are viewed as far less helpful in improving export operations.** The GEPC is considered helpful by 89% of firms interviewed, particularly microenterprises (100%) and small-scale firms (96%). The GEPC receives generally good reviews concerning administrative support, assistance in accessing production technology and spare parts, and helping with the processing of duties, licenses and tax exemptions. Nevertheless, all sectors believe the GEPC needs to improve its marketing assistance programs to be more useful.

The Bank of Ghana is viewed by 76% of firms as helpful. This perception is found among all sectors, and most firms except microenterprises. This is important as a reflection of progress in the broader effort to restructure the banking system and make it run more efficiently. The Bank of Ghana's favorable performance is one of the main reasons why only 35% of respondents believe banking sector reforms have had a negative effect on business.

Business associations appear to be lagging behind public sector efforts to promote non-traditional exports. Only 38% of firms believe the Chamber of Commerce has helped export operations, and a mere 22% believe the Association of Ghana Industries has been helpful. Only fish exporters (56%) have a moderately positive view of business associations in this domain, in this case the Chamber of Commerce. It follows that one of the ways business associations might be able to generate stronger organizations, memberships and capital bases is by focussing on the marketing needs of the non-traditional export sector that are not being met by the GEPC. This might include providing information on foreign markets, organizing trade fairs, and forming collective marketing groups.

⁹ Exporters in the Ghana MAPS Private Sector Update: 1989-1991 believe customs regulations have become a more serious problem since 1989. In 1991, 100% view these as a serious problem, compared to 60% in 1989.

E. SALES CHANNELS AND CONSTRAINTS TO EXPORT DEVELOPMENT

15. **Among non-traditional exporters, approximately 26% of sales are to export markets. This means that these exporters are still generally focussed on the domestic market, like most Ghanaian private sector operators.**¹⁰ About six in 10 industrial exporters among our interviews sold more than 50% of their goods abroad. This compares with fish exporters (26%), agricultural exporters (22%) and artisanal producers (1%), whose output is sold primarily in Ghana. On a firm size basis, only large-scale firms sold more abroad (55%) than domestically (45%), reflecting large-scale industrial exporters' greater size and years in operation compared to firms in other sectors. Given that many microenterprises and small-scale firms only recently have entered the export market, it will take time before they are competitive. About one in 10 microenterprises and small-scale firms export, and about one in four medium-scale firms export.

16. **Ghana's main export market is the U.K. and other EEC countries, although about 25% export to North America. Ghana's leading trade partners in West Africa are Nigeria, Togo and Burkina Faso.** Ghana's leading export market is the U.K. and EEC, with about 38% of firms exporting to these markets. The U.K. appears to take artisanal (67%) and agricultural (48%) products, while other EEC countries are likely to purchase agricultural (45%), fish (44%) and artisanal (44%) products. Medium-scale firms (50%) have had the most success penetrating the U.K. market, whereas microenterprises (75%) have done best in other EEC countries. This is a curious relationship given greater artisanal exports to the U.K. than other EEC countries.

One in four (25%) firms export to North America, with the greatest participation from fish (56%) and artisanal (44%) exporters. West African markets, primarily Nigeria (15%), Togo (12%) and Burkina Faso (12%), are buying Ghanaian agricultural and industrial products. Benin (8%) and the Ivory Coast (7%) are also export markets for Ghana's non-traditional exporters. Given that only microenterprises listed Togo as a West African export market, it is possible that exports to other West African markets are understated as commercial traders may be exporting Ghanaian goods without the producers of those goods realizing it.

17. **Border delays, cumbersome procedures and high tariffs appear to be the most damaging constraints to increasing exports to neighboring countries.** Nearly four of 10 firms cited border delays as an export constraint, primarily agricultural and industrial exporters. Three of 10 firms cited cumbersome bureaucracy and tariffs, also primarily agricultural and industrial exporters. It is likely that neighboring countries, often with similar problems and aspirations as Ghana, are seeking to limit imports that are non-essential or could be produced locally.

¹⁰ In general, only about 6% of Ghanaian firms interviewed export more than 25% of their output.

F. INVESTMENT PLANS AND PERCEPTIONS OF MARKET OPPORTUNITIES

18. **Consistent with private sector operators in general¹¹, non-traditional exporters appear to view marketing as their most fundamental enterprise weakness.** About nine of 10 (91%) firms identify marketing as an area in which they would like to invest. Other issues (e.g., plant, equipment, personnel, product diversification) are viewed as secondary in importance to marketing requirements. Smaller firms (88-89%) identify marketing as a weakness more than larger firms, and large-scale firms (75%) identify access to improved production technology as their most pressing investment need. One of the most effective ways to address marketing constraints would be the promotion of joint ventures to establish business contacts, identify specific market needs, and locate appropriate marketing and distribution channels. This, however, would require a major improvement in the promotion, attraction and processing of foreign investment, an area where Ghana's performance has been weak¹².

19. **Firms interviewed are most interested in expanding their exports to the U.K. and U.S.** The U.K. is already the preferred export destination, with 86% of firms believing it the most attractive market. This is particularly true of the fish (100%) and agricultural (91%) exporters, and among small-scale firms (92%) and microenterprises (75%). The U.S. market is particularly attractive to fish (67%) and agricultural (58%) exporters.

G. INFRASTRUCTURE

20. **Most non-traditional exporters are not satisfied with Ghana's infrastructure, as firms believe freight and telecommunications services are expensive and land transport is needs improvement.** Firms are not favorably impressed with efficiency levels in terms of cost or services rendered. Only 34% believe the ports and harbors are efficient, while 75% believe sending freight abroad is expensive. About one in four (25%) believe telecommunications services are efficient, and 69% believe costs are high. Significantly, only 11% believe the road network is satisfactory, while land transport is cited as the most significant infrastructure constraint (23%). This contradicts general private sector perceptions which believe major improvements have been made in the road network and land transport since 1989.¹³ Nevertheless, it may be that non-traditional exporters have tighter schedules and/or more fragile products than the average firm, and are therefore more sensitive to land transport weaknesses. By sector, agricultural and industrial producers appear to have few complaints about infrastructure. On the other hand, artisanal exporters are constrained by utilities and local land transport, while fish exporters are hurt by lack of air cargo space.

¹¹ 89% of private sector operators want to invest in improving marketing capabilities.

¹² Direct foreign investment in Ghana has averaged less than US\$9 million per year since 1985, or about 0.2% GDP.

¹³ See Chapter III, #13 and 17 in the Ghana MAPS Private Sector Update: 1989-1991 for a discussion of favorable private sector perceptions of land transport.

H. CREDIT AND FINANCE

21. **Non-traditional exporters are almost universally agreed that lack of credit, primarily access to working capital, is the primary resource constraint they face to expanding exports.** As with private sector operators in general, exporters rely primarily on personal capital for start-up and ongoing operations.¹⁴ About four in 10 (44%) non-traditional exporters rely on personal capital to sustain operations, and only 15% appear to be able to access commercial bank credits, primarily industrial (22%) and fish (19%) exporters. Surprisingly, family and friends play a minor role in non-traditional exporters' operations. Only 7% of these exporters look to family and friends for support, and these are primarily artisanal producers whose access to commercial bank credits is the lowest of the four categories. Thus, it appears that firms rely less on family and friends as they grow and mature. Given that non-traditional exporters rely less than the norm on family and friends and have no special advantages in arranging bank credits, it appears they are more able to sustain themselves from internally generated funds than the average Ghanaian enterprise. This is another reason to promote their development. Interestingly, access to credit to start export operations is not viewed as a serious constraint, probably because firms have tended to operate for about five years before they enter the non-traditional export market. Nevertheless, expanding export operations appears to be largely constrained by limited access to credit.

22. **Frustration with the banking system applies to lack of credit and high interest rates, and the cost of some services.** Most (57%) exporters perceive support from local financial institutions to be poor. In addition to limited credit allocations and high interest rates and fees, exporters also generally believe the cost of transfers and letters of credit are high. Significantly, however, few exporters complain about delays in effecting transfers or opening letters of credit. Thus, from a service perspective, the banking system appears to be performing satisfactorily in this area. This may be one of the reasons why exporters feel positively about the performance of the Bank of Ghana (see #14).

I. MARKET INFORMATION

23. **As with the private sector in general¹⁵, exporters rely on personal contacts for market information.** About three of four (74%) exporters cite personal contacts as the primary source of information. Only fish exporters depend more on trade journals and publications than personal contacts. Few (6%) depend on the GEPC for market information, although exporters would like to look more to the GEPC for marketing assistance and information (see #14). This is also a role that could be more effectively played by business associations. Above all, exporters would like information on prices (94%) and product standards (74%), placing those needs ahead of trade

¹⁴ In 1991, 76% of private sector operators claim to have relied on personal capital for more than 20% of start-up, and 38% for more than 20% of finance needed to sustain operations. Personal capital is the only major financing source for investment and maintenance.

¹⁵ 90% of private sector operators rely on personal contacts for market information, clearly the leading source.

regulations (61%) and contacts with other companies (52%). Agricultural producers appear to have the greatest demand for a wide range of information, while artisanal producers want more information on trade regulations than product standards. Overall, non-traditional exporters' perceptions are similar to those of the private sector at large.

J. LABOR ISSUES

24. **Exporters rely on a labor force that is largely skilled and professional.** Half of the firms interviewed claim to have skilled labor as a minimum of 20% of their labor force. This is highest in the fish and artisanal sectors (66%), while 46% of industry and 42% of agriculture cite the labor force as skilled. Large-scale firms employ the most skilled labor, 72% of these firms claiming at least 20% of their labor force is skilled. As for professionals, most (83%) firms claim to have up to 20% of their work force as professionals. Artisanal (33%), agriculture (23%) and fish (22%) exporters have more than 20% professionals in the labor force compared to only 4% for industrial exporters.

25. **Women rarely comprise more than 20% of the labor force of non-traditional exporting firms.** About two-thirds (64%) of the exporters employ women, although only 21% have a labor force that is more than 20% women. Women are most likely to be found in microenterprises, and working for fish exporters. Four of five (80%) microenterprises employ women for at least 20% of their work force, and often times (50%) more than 50% of the labor force. This is significant as many microenterprises are new, and they are usually focused on the domestic market. Thus, for this reason, women do not appear to participate as widely in the non-traditional export market as their male counterparts. One-third (33%) of fish exporters employ at least 20% women, and sometimes (11%) women are more than 70% of employees. About one in four (23%) agricultural exporters employs a minimum of 20% women as employees. As women play a significant role in Ghana's domestic agriculture, manufacturing and service sectors, it appears that some of their activities (e.g., commercial trade, food preparation, subsistence farming, artisanal production) could be developed to stimulate non-traditional exports. Women account for 12% of professional employees, suggesting that some of the needed management skills already exist for women-owned exporting firms. In most cases, however, women are likely to have fewer market contacts outside of neighboring countries, to have smaller enterprises, and to have limited absorptive capacity in terms of employment.

26. **Most non-traditional exporters appear satisfied with labor productivity, but are interested in personnel development.** Few (10%) non-traditional export firms believe labor to be a constraint to export growth, although about one-third (34%) believe the cost of labor to be a major constraint to productivity, particularly among artisanal producers who tend to be small-scale operators. This is in line with general private sector perceptions (see #10). Despite this apparent satisfaction across sectors, about two-thirds (64%) of firms interviewed are interested in investing in personnel training.

This sentiment is common in all sectors and firm sizes, suggesting that owners and managers recognize work force weaknesses despite their apparent satisfaction with skills and productivity. This might be an area where business associations could play a role, although their focus should probably be on addressing firm financial difficulties, supplying market contacts and information, and becoming effective in communicating members' needs to the GOG to favorably influence policy concerning the private sector.¹⁶

¹⁶ These are discussed in Chapters III-V in the Ghana MAPS Private Sector Update: 1989-1991.

IV. SUMMARY OF SURVEY FINDINGS AND ANALYSIS

A. NON-TRADITIONAL EXPORT FIRM CHARACTERISTICS

- 1. The average firm interviewed has been operating for 11 years, and exporting for six.** Industrial (primarily manufacturing) firms have been operating and exporting the longest, on average 16 and nine years, respectively. Other non-traditional exporters have been operating for about nine years, and exporting for about five.
- 2. Virtually all non-traditional exporters appear to be in Greater Accra.** Accra (73%) and Tema (22%) are the locations of the vast majority of non-traditional exporters, and the rest are based in Kumasi. It appears that many firms, particularly large-scale firms in Kumasi and Takoradi-Sekondi, are not fully participating in non-traditional export opportunities. It would be appropriate to determine why, particularly given the Ashanti Region's resource base and role in traditional export activities, and the port facilities available in Takoradi.
- 3. Most (76%) interviewed non-traditional exporters are engaged in agricultural and industrial activities.** More firms interviewed are active in agricultural exports (43%), while industrial exporters account for 33%. Fish and artisanal exporters are each 12% of the total.
- 4. Non-traditional exporters generally employ far more people per enterprise than the average private sector firm in Ghana.** This is particularly true of industrial and fish exporters, which tend to employ more than 50 people. On average, 54% of non-traditional exporters employ more than 20 people compared to 31% in the overall Ghanaian private sector. The average number of employees is 129, about two-thirds permanent and the remainder casual. The average firm size among private sector operators surveyed was 44. Fish exporters are the largest, averaging 132, and are followed by industry (109), agriculture (52) and artisanal exporters (7).
- 5. Women-owned and foreign-owned firms and SOEs are minor participants in the non-traditional export market.** Only 10% of firms interviewed have foreign ownership. Women own only 7% of firms interviewed. GOG/SOEs own only 1% of firms interviewed. Foreign investment is primarily in the fish (33%) and industrial (26%) sectors, while women participate widely in artisanal production (33%) and less so in fish exports (13%).

B. THE BUSINESS CLIMATE

- 6. Most (78%) exporters believe the economic environment is the same as or better than it was one year ago.** The most favorable impressions are found among agricultural producers, of whom 48% believe conditions have improved. About 33% of industrial producers, primarily manufacturers, believe conditions have improved, while only 22% of fish and artisanal exporters believe conditions have improved. Among those who believe conditions have worsened are fish and artisanal exporters, each at 33%. Thus, it appears that agricultural and industrial exporters are benefitting more from today's business climate than fish and artisanal exporters.

7. **Most non-traditional exporters appear to have increased their exports in the last year, usually up to 20%.** Six of ten firms interviewed increased their exports, mostly up to 20% over the previous year. About one in five (21%) experienced declines, usually up to 20%. Improvements were cited in all sectors, primarily in the artisanal and agricultural sectors.

8. **Similar to the private sector at large, non-traditional exporters are optimistic about future prospects.** About seven of 10 firms believe export volume will increase next year, with a substantial portion forecasting more than a 20% increase. Only 4% believe conditions will deteriorate. Fish exporters are the most optimistic, with 78% anticipating up to a 20% increase and 22% believing export volume will increase greater than 20%. Artisanal (77%), agricultural (61%) and industrial (61%) producers also expect increased export volume.

9. **Despite exporters' optimism, most are operating at relatively low capacity utilization rates.** Among firms interviewed, only 31% were operating above 60%, and a mere 12% were operating above 80%. Only about half of industrial exporters interviewed were operating above 60% capacity utilization, and other sectors were well below those rates. Most small firms appear to be operating at low rates, largely because many of them just recently started operations.

10. **Production costs as a percentage of export value are increasing, primarily due to the high cost of raw materials. This suggests that exporters will only be able to protect margins by using cheaper (e.g., locally sourced) inputs, reducing general production and operating expenses (e.g., plant, equipment, labor, supplies), increasing volume of production (to lower per unit costs), and/or increasing sales prices.** Most (81%) firms say production costs are sharply or steadily increasing, mainly from the high cost of raw materials. Firms also complain that high compensation has become more problematic than in 1989. The high cost of raw materials appears to be most adversely affecting fish, industrial and agricultural producers. Transport costs are burdening agricultural and industrial producers most. Labor costs most adversely impact artisanal producers.

C. GOVERNMENT POLICY IMPACT

11. **Most exporters believe GOG policy has had a positive effect on business, although they are critical of tax rates and subsidies to SOEs.** About six of 10 enterprises believe GOG policy has helped stimulate non-traditional exports, particularly in the artisanal and agricultural sectors. Only 14% of firms believe GOG policy has hurt exports, although 26% of large-scale firms believe GOG policy has been negative. Most firms believe GOG subsidies to SOEs have been negative for business, and that SOEs have had an unfair advantage in more easily accessing bank credit and having fewer bureaucratic impediments to confront. Above all, non-traditional exporters (71%) are unsatisfied with tax rates, a common complaint throughout the economy. This sentiment apparently does not account for recent GOG tax reform, in which significant tax rate reductions were announced. In other areas of policy (e.g., export retention plans, mode of payment for exports, banking sector reforms, foreign exchange), non-traditional exporters appear to have favorable perceptions.

12. **Exporters are not happy with the implementation of customs regulations, but are otherwise satisfied with public sector institutions and export procedures.** About four of 10 firms believe Customs & Excise plays a disruptive role in international trade. All but fish exporters cite

Customs & Excise as a problem. Interestingly, large-scale firms do not view customs as a problem, even though export-oriented firms in the private sector generally believe customs regulations have worsened since 1989. Other public sector institutions (e.g., GEPC, Ministry of Tourism and Trade, Bank of Ghana, Standards Board) are viewed favorably, or at least not negatively. Once again, large-scale firms are different in their perceptions, this time more negative about the other public sector bodies than smaller organizations are. Manufacturers, usually large-scale, are particularly critical of the Ministry of Tourism and Trade.

13. **Exporters appear to find the export licensing process satisfactory.** On average, it takes a firm four days to obtain an export license. The cost averages 19,777 cedis (about US\$55). Most firms appear satisfied with both processing time and cost.

D. BUSINESS ASSISTANCE AND SUPPORT FOR NON-TRADITIONAL EXPORTERS

14. **The Ghana Export Promotion Council is viewed as helpful for export development by most non-traditional exporters, although they believe the GEPC needs to improve marketing assistance programs.** The Bank of Ghana is also favorably perceived. Business associations are viewed as far less helpful in improving export operations. The GEPC is considered helpful by 89% of firms interviewed, particularly microenterprises and small-scale firms. The GEPC receives generally good reviews concerning administrative support, assistance in accessing production technology and spare parts, and helping with the processing of duties, licenses and tax exemptions. Nevertheless, all sectors believe the GEPC needs to improve its marketing assistance programs to be more effective. The Bank of Ghana is viewed by 76% of firms as helpful. This perception is found among all sectors, and most firms except microenterprises. Business associations are lagging behind public sector efforts to promote non-traditional exports. Only 38% of firms believe the Chamber of Commerce has helped export operations, and only 22% believe the Association of Ghana Industries has been helpful.

E. SALES CHANNELS AND CONSTRAINTS TO EXPORT DEVELOPMENT

15. **Among non-traditional exporters, approximately 26% of sales are to export markets.** This means that these exporters are still generally focused on the domestic market. Only industrial exporters sell more to foreign markets (55%) than domestic markets (45%). Fish and agricultural exporters sell about 25% of their goods overseas. Artisanal producers have just begun to penetrate foreign markets.

16. **Ghana's main export market continues to be the U.K. and other EEC countries, although about 25% export to North America.** Ghana's leading trade partners in West Africa are Nigeria, Togo and Burkina Faso. Ghana's leading export market is the U.K. and EEC, with about 38% of firms exporting to these markets. The U.K. appears to take artisanal and agricultural products, while other EEC countries appear to take agricultural, fish and artisanal products in relatively even proportion. One in four (25%) firms export to North America, with the greatest participation from fish and artisanal exporters. West African markets, primarily Nigeria (15%), Togo (12%) and Burkina Faso (12%), are buying Ghanaian agricultural and industrial products.

17. **Border delays, cumbersome bureaucracy and high tariffs are the most damaging constraints to increasing exports to neighboring countries.** It is primarily industrial and agricultural exporters who face these problems. As neighboring countries face similar economic problems as Ghana, this may be a difficult market to penetrate for some time.

F. INVESTMENT PLANS AND PERCEPTIONS OF MARKET OPPORTUNITIES

18. **Non-traditional exporters appear to view marketing as their most fundamental enterprise weakness.** About nine of 10 firms identify marketing as an area in which they would like to invest. All other issues (e.g., plant, equipment, personnel, product diversification) are viewed as secondary in importance to marketing requirements.

19. **Most firms want to increase exports to the U.K. and U.S.** The U.K. is still the preferred export destination, with 75% of firms believing it the most attractive market. The U.S. was the second most attractive market to non-traditional exporters, primarily among fish and agricultural exporters.

G. INFRASTRUCTURE

20. **Most non-traditional exporters are not satisfied with Ghana's infrastructure, as firms believe freight and telecommunications services are expensive and that land transport is constraining exports.** Firms are not satisfied with infrastructure in terms of cost, reliability or efficiency levels. Only 34% believe the ports and harbors are efficient while 75% believe sending freight abroad is expensive. About one in four (25%) believe telecommunications services are efficient, and 69% believe costs are high. Significantly, only 11% believe the road network is satisfactory, while land transport is cited as the most significant infrastructure constraint (23%). This may be due to tighter delivery schedules and more fragile products than found among ordinary Ghanaian firms. By sector, agricultural and industrial producers appear to have fewer complaints about infrastructure. Artisanal exporters are constrained by utilities and local land transport, while fish exporters are hurt by lack of air cargo space.

H. CREDIT AND FINANCE

21. **Non-traditional exporters are almost universally agreed that lack of credit, primarily access to working capital, is the primary resource constraint they face to expanding exports.** About four in 10 (44%) non-traditional exporters rely on personal capital to sustain operations, and only 15% appear to be able to access commercial bank credits, primarily industrial and fish exporters.

22. **Frustration with the banking system applies to lack of credit and high interest rates, and the cost of some services.** Most (57%) exporters perceive support from local financial institutions to be poor because of limited credit allocations, high interest rates and fees, and the high cost of transfers and letters of credit. Few exporters complain about delays in effecting transfers or opening letters of credit.

I. MARKET INFORMATION

23. **Exporters rely on personal contacts for market information.** About three of four (74%) exporters cite personal contacts as the primary source of information. Only fish exporters depend more on trade journals and publications than personal contacts. Few depend on the GEPC for market information, although exporters would like to look more to the GEPC for marketing assistance and information. Exporters primarily want information on prices and product standards.

J. LABOR ISSUES

24. **Exporters rely on a labor force that is skilled and professional.** Half of the firms interviewed claim to have skilled labor as a minimum of 20% of their labor force. This is highest in the fish and artisanal sectors. Large-scale firms employ the most skilled labor. As for professionals, most (83%) firms claim to have up to 20% of their work force as professionals.

25. **Women are rarely more than 20% of the labor force of non-traditional exporting firms.** About two-thirds (64%) of the exporters employ women, although only 21% have a labor force that is more than 20% women. Women are most commonly found in microenterprises, and working for fish exporters.

26. **Most non-traditional exporters appear satisfied with labor productivity, but are interested in personnel development.** Few (10%) non-traditional export firms believe labor to be a constraint to export growth, although about one-third (34%) believe the cost of labor to be a major constraint to productivity, particularly artisanal producers. About two-thirds of firms interviewed are interested in investing in personnel training. This sentiment is common in all sectors and firm sizes, suggesting that owners and managers recognize work force weaknesses despite their apparent satisfaction with skills and productivity.

V. SURVEY FINDINGS AND PRIVATE SECTOR STRATEGY CONSIDERATIONS

A. SUPPORT FOR THE NON-TRADITIONAL EXPORT SECTOR

Non-traditional exporting firms have generally been operating for 11 years (longer than most) and exporting for six. They tend to employ more people than the average Ghanaian enterprise, particularly in the industrial and fish export sectors. Ownership tends to be local (90%), male (93%) and private (99%), and location is rarely outside Greater Accra. Foreign investment in this sector tends toward the industrial and fish exporters, the largest employment-generating firms. Efforts should continue to develop this sector as it appears these firms are more diversified in their market contacts, more established and competitive than most local enterprises, and clearly able to absorb more employees than the typical small-scale Ghanaian enterprise. Improvements in this sector might contribute to overall private sector efficiency, development, and competitiveness in addition to bolstering the country's export earnings. Weaknesses appear to be in attracting greater private and foreign investment to increase and diversify industrial exports, and to involve more Ghanaian firms from the Ashanti, Western and other Regions into the non-traditional export market. The GOG's stated goal of improving the investment climate for private sector operators should include continued liberalization of investment procedures, acceleration of the investment approval process, and efforts to further reduce barriers to entry for enterprises outside Accra and Tema.

B. THE BUSINESS CLIMATE

Most firms are operating at low capacity utilization rates and experiencing rising production costs. This suggests that exporters will only be able to protect profit margins by using cheaper (e.g., locally sourced) inputs, reducing general production and operating expenses (e.g., plant, equipment, labor, supplies), increasing volume of production (to lower per unit costs), and/or increasing sales prices. Despite this, most non-traditional exporters believe conditions are improving and that export volume will increase next year. Agricultural and industrial firms remain the most optimistic, while artisanal producers have significantly increased exports with the assistance of the GEPC. Most important about these trends is that very small firms may be demonstrating an ability to compete in international markets. If so, this may have significant ramifications for Ghanaian producers in general, given the predominance of firms that employ fewer than 10 people in the country. Efforts might be made to support business associations to develop the kinds of capabilities the GEPC has demonstrated on behalf of artisanal producers. This should be a complementary role rather than a re-creation of the GEPC, and structured to provide services to its members so as to make the associations stronger institutions. This kind of support might involve training and technical assistance to address issues concerning profit margin protection discussed above (e.g., cheaper inputs, lower production and operating expenses, economies of scale, pricing strategy).

C. GOVERNMENT POLICY IMPACT

Most exporters feel positively about GOG policy. Exporters are satisfied with export earnings retention plans, payment procedures, access to foreign exchange, and general banking operations. Institutions such as the GEPC, Bank of Ghana and Standards Board are favorably perceived. Obtaining export licenses appears relatively easy, fast (four days), and reasonably priced (C20,000 on average). Where exporters are critical is in the area of tax rates (recently reduced by the GOG), customs regulations and implementation, and continued subsidies for SOEs. Further efforts should continue to broaden the tax base via increased business registration. This would offer the possibility of further lowering rates, which are still too high for investors in a country with limited purchasing power. Large-scale firms appear to feel "targetted" for especially stringent customs procedures, tax payments, higher utilities rates, etc. Efforts need to be made to encourage large-scale firms, particularly in light of Ghana's weak levels of private and foreign investment and growing unemployment. The GOG and others should also rid the economy of costly SOEs, encourage privatization of those that are potentially viable, and generally attempt to facilitate business registration and investment procedures. This would likely go a long way towards injecting capital and productivity into the export program and improving the quality, range and depth of NTE market linkages.

D. BUSINESS ASSISTANCE AND SUPPORT FOR NON-TRADITIONAL EXPORTERS

Most non-traditional exporters appear satisfied with most public sector institutions involved in non-traditional exports (see C). The GEPC receives generally good reviews concerning administrative support, assistance in accessing production technology and spare parts, and helping with the processing of duties, licenses and tax exemptions. The only weakness concerning the GEPC is marketing assistance, an area where firms in general need assistance. The Bank of Ghana is also favorably perceived for its provision of export-related services. By contrast, business associations (e.g., Ghana National Chamber of Commerce, Association of Ghana Industries) are not favorably perceived by exporters. As public sector institutions cannot perform all the vital functions required for a vibrant non-traditional export sector, efforts should be made to identify and support business associations that can successfully address the marketing needs of the non-traditional export sector that are not being met by the GEPC. This might include providing information on foreign markets, organizing trade fairs, forming collective marketing groups and promoting links with foreign purchasers.

E. INVESTMENT, MARKET OPPORTUNITIES AND CONSTRAINTS TO EXPORT GROWTH

Most firms identify marketing as their main internal weakness, far ahead of plant, equipment, personnel, or product weaknesses. Credit, primarily access to working capital, is the main resource constraint to export growth, and far more problematic than other factors such as access to land, suitable premises, skilled labor and appropriate production technology. As for market penetration, Ghanaian exporters tend to look to the U.K. and other EEC countries as their primary market. A surprising number (25%) export to North America, primarily fish and artisanal exporters. West African markets include Nigeria, Togo and Burkina Faso, although trade to neighboring countries is

burdened by border delays and difficult bureaucratic practices. One of the most effective ways to address marketing constraints and increase exports would be the promotion of joint ventures to establish business contacts, identify specific market needs, and locate appropriate marketing and distribution channels. This, however, would require a major improvement in the promotion, attraction and processing of foreign investment, an area where Ghana's performance has been weak outside the mining sector. As discussed earlier, efforts should continue energetically to facilitate direct foreign investment in Ghana. Foreign partners are often the primary source of international market knowledge for exporting firms, and any significant increase in market penetration abroad will not likely occur without an appreciable increase in foreign investment in Ghana.

F. INFRASTRUCTURE

Most exporters recognize improvements in Ghana's infrastructure, but do not yet appear content. Freight and telecommunications services are considered expensive and efficiency needs to be increased. Non-traditional exporters also are more critical of land transport than most enterprises, which is ironic considering that most of these firms are in Accra or Tema. Agricultural and industrial producers appear to have fewer complaints about infrastructure. Artisanal exporters are constrained by utilities and land transport, while fish exporters are hurt by lack of air cargo space. For the most part, it appears that the GOG is making progress with infrastructure development, thereby helping the non-traditional export sector, but that more work needs to be done before private sector operators and exporters will feel they have the support needed to compete internationally. Consistent with the GOG's public investment program, efforts should continue to target infrastructure development to support larger private sector-based objectives. It may be useful to explore how port operations and customs regulations and procedures limit efficiency in the maritime transport sector. It may also be useful to address problems associated with air cargo, a critical component to increasing exports. Once again, it is likely that private and foreign investment could make an enormous contribution to the provision of services needed for a dynamic non-traditional export sector.

G. CREDIT AND FINANCE

As with Ghanaian firms in general, personal capital is the primary source of investment and support for ongoing operations. There is little access to bank credit (short- or long-term), and even less reliance on family and friends for support. As non-traditional exporters rely less than the norm on family and friends and have no special advantages in arranging bank credits, it appears they are more able to sustain themselves from internally generated funds than the average Ghanaian enterprise. Given the GOG's concern about the stubborn inflation rate, it is likely that tight monetary policy will continue. As such, it is unlikely that a significant increase in credit allocation will occur any time soon. Thus, efforts will need to focus on attracting additional capital, both locally and from offshore, to provide incremental equity financing. This should occur as banking reform proceeds, new financial institutions are created, and an increasingly attractive investment and policy environment are presented to the world. One of the ways of encouraging these developments is to support continued growth of the non-traditional export sector, as these firms appear to be better capitalized, more prudently managed and generally more competitive than most Ghanaian firms. Development of these characteristics should not only increase inter-sectoral linkages and boost export earnings, but also

influence the performance of other firms, effectively making the private sector in Ghana more efficient. Thus, it will be increasingly important to not only develop the needed capital and money market mechanisms to increase equity and debt financing, but to have a dynamic private sector that will be able to subscribe to such services in a manner that promotes growth, liquidity and investment.

H. MARKET INFORMATION

Non-traditional exporters rely on personal contacts as their primary source of market information. Only fish exporters rely more on trade journals than personal contacts. Few depend on the GEPC for market information, although exporters would like to look more to the GEPC for marketing assistance and information. This is a role that might be more effectively played by business associations. Efforts should continue to assist business associations in addressing members' and potential members' marketing weaknesses, particularly by increasing their capacity to provide information on prices and product standards. This should be combined with efforts by associations to assist members and potential members with financial problems (e.g., via procurement, production, processing and marketing schemes), and by becoming more influential with the GOG in terms of economic policy and private sector legislation. Ultimately, it is the members themselves who need to determine how associations can best address some of the weaknesses they share.

I. LABOR ISSUES

Most non-traditional exporters have the same perceptions as the private sector at large concerning labor. Exporters are satisfied with productivity, concerned about rising compensation, and willing to invest in personnel training to improve skills. As non-traditional exporters are larger than most Ghanaian firms and hire more skilled and professional labor, developing this sector is critical for both employment levels and quality of labor skills. Efforts via technical assistance and training to improve the skills and management capabilities of these firms might be useful in terms of quality control, specialization of function, industrial organization, the importance of meeting schedules and deadlines, and a range of other considerations that are important for any export operation to be successful. Transfer of these skills to the labor force at large would increase productivity. One way to broadly focus on these areas is to address the challenges to profit margins that are occurring (see B). These are areas where business associations could play a role, although their focus should be on addressing firm financial difficulties, supplying market contacts and information, and becoming effective in communicating members' needs to the GOG to favorably influence policy concerning the private sector.

APPENDIX A: NON-TRADITIONAL EXPORT SURVEY: 1991

EXPORT SECTOR SURVEY

1. COMPANY PROFILE

1.1 Name of Company _____

1.2 Location of Company _____

1.3 Please indicate the number of persons employed? _____

1.4 Please specify the gender of the owner or majority shareholder of the firm:

1. Male 2. Female 3. Equal shares by
male and female

1.5 Please specify the number of people you employ:

- 1.5.1 1-5
1.5.2 6-10
1.5.3 11-20
1.5.4 21-50
1.5.5 51-100
1.5.6 101-500
1.5.7 500+

1.6 What percentage of your employees are:

- | | | | |
|-------|------------------------------|-------|--------------|
| 1.6.1 | Female | _____ | a. below 10% |
| 1.6.2 | Skilled labour | _____ | b. 10-20% |
| 1.6.3 | Professionals/
managerial | _____ | c. 21-50% |
| 1.6.4 | Expatriate | _____ | d. 51-70% |
| | | | e. over 70% |

1.7 What percentage of your female labour force is professional/managerial? _____

1.8 In which of the following broad subsectors does your business fall?

- 1.8.1 Timber and furniture
1.8.2 Shrimp and other off-shore fishing products
1.8.3 Aluminum and other non-traditional metals
1.8.4 Horticultural products
1.8.5 Artisanal products
1.8.6 Other _____

- 1.9 Main Export Commodity
- 1.9.1 Furniture and Other Wood Products _____
 - 1.9.2 Tuna _____
 - 1.9.3 Seafood _____
 - 1.9.4 Dried/Smoked Fish _____
 - 1.9.5 Aquarium Fish _____
 - 1.9.6 Aluminum/Scrap Metal _____
 - 1.9.7 Fresh Pineapples _____
 - 1.9.8 Assorted Horticultural Products _____
 - 1.9.9 Yam/Vegetables _____
 - 1.9.10 Kola Nuts _____
 - 1.9.11 Kente _____
 - 1.9.12 Handicrafts _____
 - 1.9.13 Wildlife _____
 - 1.9.14 Food Items _____
 - 1.9.15 Common Salt _____
 - 1.9.16 Tobacco/Oil Seed/Cotton _____
 - 1.9.17 Processed Food _____
 - 1.9.18 Cosmetics/Soap/Fat _____
 - 1.9.19 Petroleum Products _____
 - 1.9.20 Medicinal Plants _____
 - 1.9.21 Others _____

1.10 When did you start exporting? _____

1.11 What is your average annual production?
(quantities) _____

1.12 What percentage do you sell locally? _____

1.13 What percentage do you export? _____

1.14 What was the total value of your export for:
1989 _____ 1990 _____

1.15 How do you rate the current export levels?

- 1.15.1 Excellent
- 1.15.2 Average
- 1.15.3 Poor

1.16 Has this percentage changed over the years? 1. Yes
2. No

1.17 If yes, how has this changed? 1. Increased
2. Decreased

- 1.18 To which countries do you export?
- 1.18.1 U.K.
 - 1.18.2 E.E.C. countries
 - 1.18.3 Middle East
 - 1.18.4 North America
 - 1.18.5 Togo
 - 1.18.6 Nigeria
 - 1.18.7 Benin
 - 1.18.8 Cote d'Ivoire
 - 1.18.9 Burkina Faso
 - 1.18.10 Others
-
- 1.19 If you export to any neighbouring country do you face any peculiar problems from these countries? 1. Yes
2. No
- 1.20 If yes, what are some of these problems?
- 1.20.1 High tariffs
 - 1.20.2 Cumbersome procedures
 - 1.20.3 Unfair competition
 - 1.20.4 Border delays
 - 1.20.5 Others
-
- 1.21 How do you rate the scale of your operation relative to other competing firms in your sector or alternatively how are you rated in scale of operation by your bankers/Export Promotion Council?
- 1. Large scale
 - 2. Medium scale
 - 3. Small scale
- 1.22 How dependent are you on imported inputs for your export operations?:
- _____ Very dependent - imports are indispensable to our operations
 - _____ Fairly dependent - can manage without imported inputs but would rather have them
 - _____ Not dependent on any imports
- 1.23 Do you have any foreign equity holders?
- 1. Yes
 - 2. No
- 1.24 If yes, what is the extent of foreign equity participation?
- 1. Less than 25 percent
 - 2. 20-50 percent
 - 3. over 50 percent

1.25 What proportion of your shareholders are public institutions?

1. Less than 20%
2. 20-40%
3. 40-60%
4. over 60%

1.26 What proportion of your shareholders are private sector?

1. Less than 20%
2. 20-40%
3. 40-60%
4. over 60%

2. EXPORT FINANCE

2.1 Where do you get financial support for your business?

- 2.1.1 Banking sector
 - 2.1.2 Own resources
 - 2.1.3 Customer pre-financing
 - 2.1.4 Private financiers
 - 2.1.5 Others
-

2.2 Would you say this finance has been adequate? 1. Yes
2. No

2.3 If no, what would be your preferred financial source?

- 2.3.1 Banking sector
 - 2.3.2 Own resources
 - 2.3.3 Customer pre-financing
 - 2.3.4 Private financiers
 - 2.3.5 Others
-

2.4 How will you rate the impact of the following banking services on the export sector?

	Good	Average	Poor
2.4.1 Transfers	___	___	___
2.4.2 Letters of Credit	___	___	___
2.4.3 Others	___	___	___

2.5 How will you rate the cost/charges for these services on the export sector?

	Expensive	Moderate	Cheap
2.5.1 Transfers	___	___	___
2.5.2 L/C Establishment	___	___	___
2.5.3 Others	___	___	___

3. GOVERNMENT POLICY IMPACT

3.1 In general what has been the influence of Government policy on your export trade?

- 3.1.1 Positive
- 3.1.2 Neutral
- 3.1.3 Negative

3.2 Are you satisfied with the effect of the following government policy on export business?

	Satisfied	Not Satisfied
3.2.1 Export retention	_____	_____
3.2.2 Tax holidays	_____	_____
3.2.3 Tax rates	_____	_____
3.2.4 Others	_____	_____

3.3 How long does it take and how much does it cost to obtain an export license?

_____ days _____ cedis

3.4 Do you consider this acceptable? 1. Yes
2. No

3.5 If no, what should be done to reduce the time/money cost?

3.6 How will you rate the roles played by the following organizations in the export trade?

	Commendable	Disruptive	Don't Know
3.6.1 Export Promotion Council	_____	_____	_____
3.6.2 Customs & Excise	_____	_____	_____
3.6.3 Min. of Trade	_____	_____	_____
3.6.4 Standards Board	_____	_____	_____

3.7 In which sector are your main competitors?

- 1. Private
- 2. Government
- 3. Both

3.8 If in the government sector, do you think they have any official assistance which is not available to you?

- 1. Yes
- 2. No

3.9 If yes, what are these?

- 3.9.1 Subsidy
- 3.9.2 Easy access to credit
- 3.9.3 Less cumbersome procedures
- 3.9.4 Undue interference
- 3.9.5 Others

3.10 Do you think the current trade liberalization policy has had any positive impact on the export trade?

- 1. Yes
- 2. No

3.11 If no, where do you want to see some improvement?

4. INFRASTRUCTURE

4.1 Why are you located here?

- 4.1.1 Proximity to raw materials supply
- 4.1.2 Proximity to labour market
- 4.1.3 Proximity to port
- 4.1.4 Others

4.2 How do you rate the following infrastructure/services as far as they affect export trade?

	Efficient	Average	Poor
4.2.1 Telecommunications	_____	_____	_____
4.2.2 Roads	_____	_____	_____
4.2.3 Ports/harbours	_____	_____	_____
4.2.4 Others	_____	_____	_____

4.3 How do you rate the cost of the following services on your business?

	Expensive	Moderate	Cheap
4.3.1 Telecommunications	_____	_____	_____
4.3.2 Local Transport	_____	_____	_____
4.3.3 Port duties	_____	_____	_____
4.3.4 Freight abroad	_____	_____	_____
4.3.5 Others	_____	_____	_____

5. COMPETITIVE ENVIRONMENT

5.1 Do you have any official source of export information?

- 1. Yes
- 2. No

5.2 If yes, could you name the source? _____

5.3 Do your sources of information tell you about the quality and other details necessary to enable you to get a deal?

- 1. Yes
- 2. No

5.4 Do you get any other information about competitors from other countries?

- 1. Yes
- 2. No

5.5 How do you get information about existing and new markets?

- 5.5.1 Own resources/personal initiative
 - 5.5.2 Official bulletins
 - 5.5.3 Journals/publications/media
 - 5.5.4 Foreign contact/missions
 - 5.5.5 Others
-

- 5.6 Are you aware of the competition you face?
- 5.6.1 Locally Yes ___ No ___
- 5.6.2 Foreign Yes ___ No ___
- 5.7 If you are aware of the competitive environment in which you operate, to what extent is your knowledge of
- | | Good | Fair | Poor |
|--|------|------|------|
| 5.7.1 Competitors' product quality | ___ | ___ | ___ |
| 5.7.2 Competitors' pricing policy | ___ | ___ | ___ |
| 5.7.3 Competitors' access to technology/equipment | ___ | ___ | ___ |
| 5.7.4 Competitors' strengths and weaknesses in factors of production | ___ | ___ | ___ |
- 5.8 If you market your goods to neighbouring countries, what are the typical constraints you encounter? Rank the applicable items in order of significance.
- 5.8.1 Impediments in movement of goods across international boundaries ___
- 5.8.2 High cost of transport and handling charges ___
- 5.8.3 Unfair trade advantage of smuggled goods ___
- 5.8.4 Competitiveness of the market ___
- 5.8.5 Inadequate market information ___
- 5.8.6 Delays in payment/letters of credit and transfer of retention money ___
- 5.9 Do you have reliable information on long-term forecasts of the market?
1. Yes 2. No

6. RESOURCE CONSTRAINTS

- 6.1 What in your view are the main resource constraints affecting the export trade?
- 6.1.1 Labour
- 6.1.2 Capital
- 6.1.3 Obsolete technology
- 6.1.4 Others _____
- 6.2 What in your view are the main strengths of the export sector?
- 6.2.1 Labour
- 6.2.2 Finance
- 6.2.3 Technology
- 6.2.4 Land (availability and quality)
- 6.2.5 Market intelligence information
- 6.2.6 Others _____

6.3 Which of the following items posed as constraints to your initial investment to get this export operation started. Rank in order of significance only where item is applicable.

- 6.3.1 Access to land _____
- 6.3.2 Access to landed property (building/warehouse, etc.) _____
- 6.3.3 Access to equipment _____
- 6.3.4 Access to skilled labour _____
- 6.3.5 Access to credit (local currency) _____
- 6.3.6 Access to credit (foreign currency) _____
- 6.3.7 Access to technology _____
- 6.3.8 Initial access to a foreign market _____
- 6.3.9 Registration and authorization from Export Promotion Council and other administrative channels _____
- 6.3.10 Constraints related to tax exemptions and concessions _____

6.4 If you suddenly had to expand your operations to meet an assured additional target in foreign markets, which are the two major constraints you are likely to face?

- 6.4.1 Access to land _____
- 6.4.2 Access to landed property (building/warehouse, etc.) _____
- 6.4.3 Access to equipment _____
- 6.4.4 Access to skilled labour _____
- 6.4.5 Access to credit (local currency) _____
- 6.4.6 Access to credit (foreign currency) _____
- 6.4.7 Access to technology _____
- 6.4.8 Cost of production _____
- 6.4.9 Reliability of production inputs _____

- 6.5 What are the most pressing recurrent or operational constraints that you face in your operation? Rank in order of significance wherever applicable.
- 6.5.1 Problems related to labour and the labour market in Ghana _____
 - 6.5.2 Market information _____
 - 6.5.3 Access to working capital _____
 - 6.5.4 Payments for export transactions _____
 - 6.5.5 Telecommunications _____
 - 6.5.6 Reliability of utility services _____
 - 6.5.7 Reliability of supplies of inputs _____
 - 6.5.8 Local transport/land transport _____
 - 6.5.9 Lack of air cargo space _____
 - 6.5.10 Cost of air cargo space _____
 - 6.5.11 Inadequate maritime transport facilities _____
 - 6.5.12 Cost of maritime transport _____
 - 6.5.13 Avoidable delays in shipment procedures _____
 - 6.5.14 Inadequate back-up services to equipment/machinery _____
 - 6.5.15 Distance/location of your firm from Accra _____
- 6.6 What has been your assessment of the local capital market/financial institutions as far as support for your export business goes?
 1. Good 2. Fair 3. Poor
- 6.7 If support from the local capital market is unsatisfactory, please indicate the areas of concern to your operation:
- 6.7.1 Delays in transfers _____
 - 6.7.2 Delays in opening letters of credit _____
 - 6.7.3 High interest rate and fees for credit _____
 - 6.7.4 Inadequate credit or lack of access to credit _____
- 6.8 Please provide an estimate of the percentage of your capital (long/short term) which comes from the following categories:
- 6.8.1 Local commercial banks _____
 - 6.8.2 Merchant bank _____
 - 6.8.3 Rural bank _____
 - 6.8.4 Cooperative bank _____
 - 6.8.5 Other local finance institutions _____
 - 6.8.6 Informal credit sources _____
 - 6.8.7 Foreign sources _____
 - 6.8.8 Remittances _____
 - 6.8.9 Family/friends _____
 - 6.8.10 Personal funds _____
 - 6.8.11 Other _____

- 7.6 How do you rank the Exporters Retention Account System?
- 7.6.1 Good and reliable
 - 7.6.2 Fair, could be better
 - 7.6.3 Not reliable
- 7.7 Are you solely dependent on market information from Ghana Export Promotion Council?
- 1. Yes
 - 2. No
- 7.8 What would you say is the percentage of unit production cost to the unit exportable value of your product?
- 7.8.1 30 percent and below
 - 7.8.2 30-50 percent
 - 7.8.3 50-75 percent
 - 7.8.4 Above 75 percent
 - 7.8.5 Don't know
- 7.9 What has been your production cost trend over the past 1-2 years (whichever is applicable)?
- 7.9.1 A sharp increase
 - 7.9.2 A steady increase
 - 7.9.3 A stable pattern
 - 7.9.4 A decline in production cost
 - 7.9.5 Don't know
- 7.10 Which component of your production cost has continuously posed a major problem to your productivity? Rank in order of:
- 7.10.1 Labour cost _____
 - 7.10.2 Inadequate skills or unreliable labour force _____
 - 7.10.3 High cost of raw materials _____
 - 7.10.4 Unreliable supplies of raw materials _____
 - 7.10.5 Movement of goods _____
 - 7.10.6 Cost of running machinery _____
 - 7.10.7 Warehouse/storage _____

8. PROSPECTS, TRENDS AND PERCEPTIONS

- 8.1 Is the environment within which your firm is operating today...?
- 8.1.1 Better than it was a year ago _____
 - 8.1.2 Worse today than it was a year ago _____
 - 8.1.3 Same over the past year _____

8.7 On a scale of 1 to 4, how important/useful are the following types of market information for your business?

	1	2	3	4
8.7.1 Information on prices	___	___	___	___
8.7.2 Information on product standards	___	___	___	___
8.7.3 Contacts w/other companies	___	___	___	___
8.7.4 Information on trade regulations	___	___	___	___
8.7.5 Other (specify)	___	___	___	___

8.8 If you had the resources, in which of the following areas would you be most interested in investing to improve your operations?

	Very Interested	Somewhat Interested	Not Interested
8.8.1 Personnel training	___	___	___
8.8.2 Improved production technology	___	___	___
8.8.3 Fixed capital assets	___	___	___
8.8.4 Machinery/equipment improvement	___	___	___
8.8.5 Marketing	___	___	___
8.8.6 Diversification of produce	___	___	___

8.9 Which of the foreign markets don't you have access to and would desperately wish to have a marketing channel?

- 8.9.1 U.K.
- 8.9.2 Other West European countries
- 8.9.3 Eastern Europe
- 8.9.4 The Middle East
- 8.9.5 Asia
- 8.9.6 U.S.A.
- 8.9.7 Canada
- 8.9.8 Other (specify) _____

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FINDINGS **APPENDIX B: TABULAR PRESENTATION OF SURVEY**

MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G	
1						ALL FIRMS		
2	I. General Firm Characteristics							
3								
4	A. Average Number of Years Operating						11	
5								
6	B. Average Number of Years Exporting						6	
7								
8	C. Location							
9	Accra					73%		
10	Tema					22%		
11	Kumasi					6%		
12								
13	D. Sector of Activity							
14	Agriculture					43%		
15	Fish					12%		
16	Industry (Manufacturing/Mining)					33%		
17	Artisanal					12%		
18								
19	D. Size of Firm							
20	Micro Enterprise (0-5)					11%		
21	Small Enterprise (6-20)					36%		
22	Medium Enterprise (21-50)					25%		
23	Large Enterprise (>50)					29%		
24								
25	E. Ownership							
26	% Ghanaian Ownership					90%		
27	% Foreign Ownership					10%		
28	% Public Sector Ownership					1%		
29	% Women Owned					7%		
30								

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MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
31							
32	II. Business Climate						
33							
34	A. Perceptions of the Economic and Export Environment						
35	Economic Environment Today is:						
36	% Better than 1 year ago					37%	
37	% Has Not Changed					22%	
38	% Worse than 1 year ago					41%	
39							
40	Volume of Exports over the Last 12 Months Has:						
41	Improved More than 20%					18%	
42	Improved 1-20%					42%	
43	Has Not Changed					17%	
44	Deteriorated 1-20%					18%	
45	Deteriorated More than 20%					3%	
46							
47	Next Year Exports Will:						
48	Improve More than 20%					31%	
49	Improve 1-20%					38%	
50	Will Not Change					14%	
51	Will Deteriorate					4%	
52	Unsure					14%	
53							
54	B. Capacity Utilization						
55	% Operating at:						
56	Less than 50% Capacity					44%	
57	50-60% Capacity					25%	
58	60-80% Capacity					19%	
59	Greater than 80% Capacity					12%	
60							
61	C. Production Cost Considerations						
62	Production Cost of Products as % of Export Value:						
63	< 30%					17%	
64	30-50%					47%	
65	51-75%					22%	
66	>75%					14%	

MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
67							
68	Production Cost Trend has Shown:						
69	Sharp Increase					41%	
70	Steady Increase					40%	
71	Stable Pattern					15%	
72	Decline					4%	
73							
74	Production Cost Component Causing Productivity Problems:						
75	Labor Cost					34%	
76	Inadequately Skilled Labor					1%	
77	High Cost of Raw Materials					51%	
78	Unreliable Supplies of Raw Materials					20%	
79	Movement of Goods					38%	
80	Cost of Running Machinery					15%	
81	Warehouse/Storage					14%	
82							
83							
84	III. Government Policy Impact						
85							
86	A. General Perceptions						
87	Government Policy has Had:						
88	Positive Impact on Business					61%	
89	No Impact on Business					25%	
90	Negative Impact on Business					14%	
91							
92	Following has Had Negative Impact on Business:						
93	Foreign Exchange Decentralization					13%	
94	Mode of Payments for Exports					22%	
95	Tax Concessions					26%	
96	Banking Sector Reforms					35%	
97	Free-Trade Policy					21%	
98	Subsidies to Parastatals					64%	
99	Import Substitution Policies					56%	

MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
100							
101	% Unsatisfied with:						
102	Export Retention					25%	
103	Tax Holidays					54%	
104	Tax Rates					71%	
105							
106	B. Government Institutions and Export Procedures						
107	Public Bodies Playing Disruptive Role in Export Trade:						
108	Export Promotion Council					6%	
109	Customs & Excise					41%	
110	Ministry of Trade					10%	
111	Standards Board					4%	
112	Bank of Ghana					6%	
113							
114	No. of Days to Get Export License:					4	
115	Cost of Export License:					C 19,777	
116							
117	% Satisfied with License Time:					86%	
118	% Satisfied with License Cost:					81%	
119							
120	C. Competition						
121	% Facing Competition from Parastatals:					14%	
122	% Facing "Unfair Competition" from Parastatals:					50%	
123							
124	Nature of Unfair Competition:						
125	% Subsidies					40%	
126	% Easy Access to Credit					80%	
127	% Less Bureaucracy					60%	
128	% Undue Interference					40%	
129							
130	% Believe Trade Liberalization has Had Positive Impact						
131	on Export Trade in Ghana:					89%	
132							

MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
133							
134	IV. Business Assistance and Support						
135							
136	A. The Export Promotion Council and Other Institutions						
137	The Following Organizations have Been Helpful for Export Operations:						
138	Export Promotion Council					89%	
139	Association of Ghana Industries					22%	
140	Chamber of Commerce					38%	
141	Ghana Export Company					19%	
142	Bank of Ghana					76%	
143							
144	Export Promotion Council Needs to Improve:						
145	Marketing Assistance Programs					75%	
146	Administrative Support Services					30%	
147	Assistance in Access to Tech/Spare Parts					39%	
148	Processing of Import Duty, Export Licenses						
149	and Tax Exemptions					44%	
150							
151	B. Government						
152	Government Initiatives that Would Help Exporters:						
153	% Forming Cooperative/Union					46%	
154	% Expanding Output					72%	
155	% Allocating Revenue for Credit Fund					55%	
156	% Forming MITI-Like Organization					39%	
157							
158							
159	V. Investment Plans and Perceptions of Market Opportunities						
160							
161	A. Investment Plans						
162	% Having Plans to Expand Operations:					79%	
163							
164	% Interested in Investing in:						
165	Personnel Training					71%	
166	Improving Production Technology					72%	
167	Physical Plant					76%	
168	Machinery/Equipment Improvement					68%	
169	Marketing					91%	
170	Product Diversification					68%	

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MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
171							
172	B. Perceptions of the Attractiveness of Export Markets						
173	% Wishing to Export to:						
174	UK					75%	
175	Other West European Countries					38%	
176	Eastern Europe					8%	
177	Middle East					39%	
178	Asia					25%	
179	USA					53%	
180	Canada					31%	
181							
182							
183	VI. Sales Channels						
184							
185	A. Export Market Profile						
186	% of Sales Abroad						
187	% of Sales in Ghana						
188							
189	% Exporting to:						
190	United Kingdom					37%	
191	Other EEC Countries					38%	
192	Middle East					4%	
193	North America					25%	
194	Togo					12%	
195	Nigeria					15%	
196	Benin					8%	
197	Cote d'Ivoire					7%	
198	Burkina Faso					12%	
199	Others					21%	

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MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
200							
201	B. Constraints to Increasing Exports to Neighboring Countries						
202	% Constrained by the Following when Exporting to Neighboring Countries:						
203	High Tariffs					30%	
204	Cumbersome Procedures					30%	
205	Unfair Competition					16%	
206	Border Delays					38%	
207	Language					11%	
208	High Transport Costs					11%	
209	Smuggled Goods					16%	
210	Competition from Other Firms					11%	
211	Inadequate Market Information					5%	
212	Delays in Payment/LC/Transfers					3%	
213							
214							
215	VII. Resource Constraints						
216							
217	A. Resource Strengths and Weaknesses						
218	Main Resource Constraint is:						
219	Labor					4%	
220	Capital					85%	
221	Obsolete Technology					4%	
222							
223	Main Resource Strength is:						
224	Labor					44%	
225	Finance					0%	
226	Technology					8%	
227	Land (Availability/Quality)					19%	
228	Market Intelligence/Information					6%	
229							

MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
230	B. Investment Considerations						
231	Major Constraint to Initial Investment in Exporting is:						
232	Access to Land					10%	
233	Access to Premises					4%	
234	Access to Equipment					6%	
235	Access to Skilled Labor					3%	
236	Access to Credit (Local Currency)					7%	
237	Access to Credit (Foreign Currency)					4%	
238	Access to Technology					3%	
239	Initial Access to Foreign Markets					6%	
240	Registration with EPC/Others					4%	
241	Insufficient Tax Concessions/Exemptions					3%	
242							
243	Major Constraint to Expanding Export Operations is:						
244	Access to Land					4%	
245	Access to Premises					14%	
246	Access to Equipment					18%	
247	Access to Skilled Labor					10%	
248	Access to Credit (Local Currency)					78%	
249	Access to Credit (Foreign Currency)					24%	
250	Access to Technology					11%	
251	Access to Production Inputs					14%	
252	Costs of Production					23%	
253							
254							
255	VIII. Infrastructure						
256							
257	A. Location						
258	Chose Location Because of:						
259	Proximity to Raw Materials					24%	
260	Proximity to Labor Market					8%	
261	Proximity to Port					39%	
262							

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MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
263	B. Perceptions of Infrastructure Strengths and Weaknesses						
264	Following Services are Efficient:						
265	Telecommunications					25%	
266	Roads					11%	
267	Ports/Harbors					34%	
268							
269	Cost of These Services is High:						
270	Telecommunications					69%	
271	Local Transport					63%	
272	Port Duties					46%	
273	Freight! Abroad					75%	
274							
275	Percent of Non-Traditional Export Firms Constrained By:						
276	Labor and Labor Market					6%	
277	Market Information					19%	
278	Access to Working Capital					73%	
279	Payments for Export Transactions					10%	
280	Telecommunications					0%	
281	Reliability of Utilities					7%	
282	Reliability of Input Supplies					7%	
283	Local Land Transport					23%	
284	Lack of Air Cargo Space					6%	
285	Cost of Air Cargo Space					4%	
286	Inadequate Maritime Transport					6%	
287	Cost of Maritime Transport					7%	
288	Delays in Shipment Procedures					7%	
289	Inadequate Servicing/Spare Parts					7%	
290	Distance to Accra					1%	
291							
292							

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MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
293	IX. Credit and Finance						
294							
295	A. Credit, Investment and Operations						
296	Sources of Capital						
297	Local Commercial Banks					15%	
298	Merchant Banks					1%	
299	Rural Banks					0%	
300	Cooperative Bank					0%	
301	Other Formal Financial Institutions					6%	
302	Informal Credit Sources (Moneylenders)					3%	
303	Foreign Sources					10%	
304	Remittances					2%	
305	Family/Friends					7%	
306	Personal Funds					44%	
307	Other Sources					10%	
308							
309	Credit is Main Constraint to Export Sector:					85%	
310							
311	Access to Credit (Local Currency) was Main Constraint						
312	to Launching Export Operations					27%	
313	Access to Credit (Foreign Currency) was Main Constraint						
314	to Launching Export Operations					1%	
315							
316	Access to Credit (Local Currency) will be Main						
317	Constraint to Expanding Export Operations					77%	
318	Access to Credit (Foreign Currency) will be Main						
319	Constraint to Expanding Export Operations					23%	
320							
321	Access to Working Capital is the Most						
322	Pressing Operating Constraint					73%	
323							
324	B. Local Financial Institutions						
325	Support from Local Financial Institutions/Capital Market has Been:						
326	Excellent					1%	
327	Satisfactory					41%	
328	Poor					57%	
329							

MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
330	Local Financial Institutions Constrain Operations by:						
331	Delays in Transfers					16%	
332	Delays in Opening L/Cs					16%	
333	High Interest Rates/Fees					49%	
334	Inadequate Credit					48%	
335							
336	Costs of These Services Constrain Business:						
337	Transfers					41%	
338	Letters of Credit					47%	
339							
340	Preferred Source of Credit/Finance:						
341	Banking Sector					38%	
342	Own Resources					21%	
343	Customer Pre-Financing					29%	
344	Private Financiers					8%	
345							
346							
347	X. Market Information						
348							
349	A. Sources						
350	Sources of Market Information:						
351	Official Sources					53%	
352	Own Resources/Personal Initiative					74%	
353	Official Bulletins					26%	
354	Journals/Publications/Media					44%	
355	Foreign Contacts/Missions					36%	
356							
357	% Solely Dependent on EPC for Market Information:						
358						6%	
359	B. Market Information Needs						
360	% Aware of Competition						
361	Locally					95%	
362	Internationally					70%	
363							

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MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
364	% Needing Better Information on:						
365	Competitors' Quality					6%	
366	Competitors' Pricing					19%	
367	Competitors' Technology					24%	
368	Competitors' Production Strengths/Weaknesses					20%	
369							
370	% with Reliable Long-term Market Information:						
371						46%	
372	Would Like More Information on:						
373	Prices					94%	
374	Product Standards					74%	
375	Contacts with Other Companies					52%	
376	Trade Regulations					61%	
377							
378							
379	XI. Labor Issues						
380							
381	A. Profile						
382	Number of Permanent Employees						
383	Agriculture					52	
384	Fisheries					132	
385	Industry					109	
386	Artisanal					7	
387							
388	Number of Casual Employees						
						41	

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MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
389							
390	Labor Force is:						
391	0% Women					36%	
392	1-10% Women					27%	
393	10-20% Women					16%	
394	21-50% Women					14%	
395	51-70% Women					3%	
396	> 70% Women					4%	
397							
398	Labor Force is:						
399	0% Skilled					23%	
400	1-10% Skilled					6%	
401	10-20% Skilled					22%	
402	21-50% Skilled					25%	
403	51-70% Skilled					18%	
404	> 70% Skilled					7%	
405							
406	Labor Force is:						
407	0% Professional					6%	
408	1-10% Professional					41%	
409	10-20% Professional					36%	
410	21-50% Professional					16%	
411	51-70% Professional					1%	
412	> 70% Professional					0%	
413							
414	% Professional Labor Force Who are Women:					12%	
415							
416	B. Labor, Productivity and Operations						
417	Labor is Main Constraint to Export Sector:					4%	
418	Labor is Main Strength of Export Sector:					44%	
419							
420	Access to Skilled Labor was						
421	Main Constraint to Start of Export Operations:					4%	

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MAPS GHANA NON-TRADITIONAL EXPORT SURVEY FINDINGS: 1991

	A	B	C	D	E	F	G
422							
423	Access to Skilled Labor will be						
424	Main Constraint to Expansion of Export Operations:					10%	
425							
426	Labor is the Most Pressing Constraint to Operations:						
427							
428	Cost of Labor is Major Constraint to Productivity:					34%	
429	Poorly Skilled Labor is Major Constraint to Productivity:					1%	
430	% Interested in Investing in Personnel Training:					64%	

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GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
1				AGRO-P	FISH'S	INDUST	ARTIS'L
2	I. General Firm Characteristics						
3							
4	A. Average Number of Years Operating			8	10	16	8
5							
6	B. Average Number of Years Exporting			5	5	9	6
7							
8	C. Location						
9	Accra			84%	44%	63%	89%
10	Tema			10%	56%	33%	0%
11	Kumasi			7%	0%	4%	11%
12							
13	D. Size of Firm						
14	Micro Enterprise (0-5)			3%	11%	8%	44%
15	Small Enterprise (6-20)			52%	22%	13%	57%
16	Medium Enterprise (21-50)			32%	22%	25%	0%
17	Large Enterprise (>50)			13%	44%	54%	0%
18							
19	E. Ownership						
20	% Ghanaian Ownership			90%	67%	78%	100%
21	% Foreign Ownership			10%	33%	22%	0%
22	% Public Sector Ownership			1%	1%	8%	1%
23	% Women Owned			3%	13%	0%	33%
24							

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GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
25							
26	II. Business Climate						
27							
28	A. Perceptions of the Economic and Export Environment						
29	Economic Environment Today is:						
30	% Better than 1 year ago			48%	22%	33%	22%
31	% Has Not Changed			32%	44%	50%	44%
32	% Worse than 1 year ago			19%	33%	17%	33%
33							
34	Volume of Exports over the Last 12 Months Has:						
35	Improved More than 20%			19%	0%	18%	33%
36	Improved 1-20%			45%	44%	41%	33%
37	Has Not Changed			13%	33%	23%	0%
38	Deteriorated 1-20%			19%	22%	14%	22%
39	Deteriorated More than 20%			3%	0%	5%	0%
40							
41	Next Year Exports Will:						
42	Improve More than 20%			32%	22%	26%	44%
43	Improve 1-20%			29%	78%	35%	33%
44	Will Not Change			7%	0%	30%	11%
45	Will Deteriorate			10%	0%	0%	0%
46	Unsure			23%	0%	9%	11%
47							
48	B. Capacity Utilization						
49	% Operating at:						
50	Less than 50% Capacity			45%	22%	38%	78%
51	50-60% Capacity			26%	44%	17%	22%
52	60-80% Capacity			16%	33%	25%	0%
53	Greater than 80% Capacity			13%	0%	21%	0%
54							
55	C. Production Cost Considerations						
56	Production Cost of Products as % of Export Value:						
57	< 30%			19%	22%	17%	0%
58	30-50%			39%	44%	52%	67%
59	51-75%			32%	33%	4%	22%
60	>75%			10%	0%	26%	11%

GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
61							
62	Production Cost Trend has Shown:						
63	Sharp Increase				67%	54%	
64	Steady Increase				11%	29%	
65	Stable Pattern				22%	17%	
66	Decline				0%	0%	
67							
68	Production Cost Component Causing Productivity Problems:						
69	Labor Cost			32%	0%	41%	67%
70	Inadequately Skilled Labor			3%	0%	0%	0%
71	High Cost of Raw Materials			45%	67%	52%	56%
72	Unreliable Supplies of Raw Materials			16%	44%	13%	22%
73	Movement of Goods			52%	0%	39%	33%
74	Cost of Running Machinery			10%	56%	14%	0%
75	Warehouse/Storage			29%	0%	0%	11%
76							
77							
78	III. Government Policy Impact						
79							
80	A. General Perceptions						
81	Government Policy has Had:						
82	Positive Impact on Business			65%	44%	44%	67%
83	No Impact on Business			23%	44%	44%	11%
84	Negative Impact on Business			13%	11%	11%	22%
85							
86	Following has Had Negative Impact on Business:						
87	Foreign Exchange Decentralization			13%	0%	13%	22%
88	Mode of Payments for Exports			29%	11%	22%	11%
89	Tax Concessions			23%	22%	23%	44%
90	Banking Sector Reforms			36%	67%	22%	33%
91	Free-Trade Policy			13%	33%	17%	44%
92	Subsidies to Parastatals			71%	78%	48%	67%
93	Import Substitution Policies			67%	44%	46%	56%

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GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
94							
95	% Unsatisfied with:						
96	Export Retention			29%	22%	22%	25%
97	Tax Holidays			41%	78%	59%	63%
98	Tax Rates			63%	100%	70%	75%
99							
100	B. Government Institutions and Export Procedures						
101	Public Bodies Playing Disruptive Role in Export Trade:						
102	Export Promotion Council			4%	0%	8%	14%
103	Customs & Excise			46%	25%	46%	50%
104	Ministry of Trade			14%	0%	23%	0%
105	Standards Board			14%	0%	9%	0%
106	Bank of Ghana			5%	0%	13%	0%
107							
108	No. of Days to Get Export License:			3	3	6	3
109	Cost of Export License:			C 19,635	C 15,556	C 21,394	C 20,556
110							
111	% Satisfied with License Time:			87%	100%	73%	89%
112	% Satisfied with License Cost:			83%	83%	68%	89%
113							
114	C. Competition						
115	% Facing Competition from Parastatals:			7%	0%	0%	13%
116	% Facing "Unfair Competition" from Parastatals:			60%	0%	0%	100%
117							
118	Nature of Unfair Competition:						
119	% Subsidies			100%	0%	0%	0%
120	% Easy Access to Credit			100%	0%	0%	0%
121	% Less Bureaucracy			100%	0%	0%	0%
122	% Undue Interference			100%	0%	0%	0%
123							
124	% Believe Trade Liberalization has Had Positive Impact						
125	on Export Trade in Ghana:			94%	100%	78%	89%
126							

GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
127							
128	IV. Business Assistance and Support						
129							
130	A. The Export Promotion Council and Other Institutions						
131	The Following Organizations have Been Helpful for Export Operations:						
132	Export Promotion Council			94%	89%	89%	89%
133	Association of Ghana Industries			21%	13%	13%	22%
134	Chamber of Commerce			33%	56%	56%	43%
135	Ghana Export Company			21%	22%	22%	0%
136	Bank of Ghana			80%	75%	75%	63%
137							
138	Export Promotion Council Needs to Improve:						
139	Marketing Assistance Programs			90%	100%	80%	83%
140	Administrative Support Services			30%	0%	29%	17%
141	Assistance in Access to Tech/Spare Parts			0%	50%	14%	50%
142	Processing of Import Duty, Export Licenses						
143	and Tax Exemptions			10%	0%	30%	0%
144							
145	B. Government						
146	Government Initiatives that Would Help Exporters:						
147	% Forming Cooperative/Union			60%	43%	35%	33%
148	% Expanding Output			84%	78%	61%	56%
149	% Allocating Revenue for Credit Fund			50%	100%	44%	56%
150	% Forming MITI-Like Organization			43%	67%	30%	22%
151							
152							
153	V. Investment Plans and Perceptions of Market Opportunities						
154							
155	A. Investment Plans						
156	% Having Plans to Expand Operations:			87%	89%	63%	75%
157							
158	% Interested in Investing in:						
159	Personnel Training			37%	22%	30%	44%
160	Improving Production Technology			61%	89%	41%	56%
161	Physical Plant			43%	25%	52%	56%
162	Machinery/Equipment Improvement			40%	50%	59%	13%
163	Marketing					85%	
164	Product Diversification					44%	

GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
165							
166	B. Perceptions of the Attractiveness of Export Markets						
167	% Wishing to Export to:						
168	UK			91%	100%	58%	67%
169	Other West European Countries			43%	33%	36%	20%
170	Eastern Europe			8%	0%	13%	0%
171	Middle East			31%	67%	54%	0%
172	Asia			13%	50%	33%	20%
173	USA			58%	67%	44%	43%
174	Canada			6%	25%	44%	67%
175							
176							
177	VI. Sales Channels						
178							
179	A. Export Market Profile						
180	% of Sales Abroad			22%	26%	61%	1%
181	% of Sales in Ghana			78%	74%	39%	99%
182							
183	% Exporting to:						
184	United Kingdom			48%	22%	17%	67%
185	Other EEC Countries			45%	44%	25%	44%
186	Middle East			10%	0%	0%	38%
187	North America			16%	56%	17%	44%
188	Togo			6%	11%	25%	0%
189	Nigeria			23%	0%	17%	0%
190	Benin			16%	0%	17%	0%
191	Cote d'Ivoire			6%	0%	13%	0%
192	Burkina Faso			3%	0%	33%	0%
193	Others			10%	11%	38%	22%

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GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
194							
195	B. Constraints to Increasing Exports to Neighboring Countries						
196	% Constrained by the Following when Exporting to Neighboring Countries:						
197	High Tariffs			31%	0%	38%	0%
198	Cumbersome Procedures			31%	33%	31%	0%
199	Unfair Competition			25%	0%	13%	0%
200	Border Delays			31%	33%	50%	0%
201	Language			6%	0%	19%	0%
202	High Transport Costs			13%	0%	13%	0%
203	Smuggled Goods			13%	33%	19%	0%
204	Competition from Other Firms			13%	0%	13%	0%
205	Inadequate Market Information			0%	0%	13%	0%
206	Delays in Payment/LC/Transfers			0%	0%	6%	0%
207							
208							
209	VII. Resource Constraints						
210							
211	A. Resource Strengths and Weaknesses						
212	Main Resource Constraint is:						
213	Labor			7%	0%	0%	0%
214	Capital			81%	89%	89%	100%
215	Obsolete Technology			3%	11%	11%	0%
216							
217	Main Resource Strength is:						
218	Labor			36%	56%	56%	44%
219	Finance			0%	0%	0%	0%
220	Technology			3%	11%	21%	11%
221	Land (Availability/Quality)			23%	11%	4%	11%
222	Market Intelligence/Information			32%	11%	9%	33%

GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
223							
224	B. Investment Considerations						
225	Major Constraint to Initial Investment in Exporting is:						
226	Access to Land			13%	11%	5%	11%
227	Access to Premises			7%	0%	0%	13%
228	Access to Equipment			15%	0%	5%	0%
229	Access to Skilled Labor			8%	0%	5%	0%
230	Access to Credit (Local Currency)			29%	0%	10%	0%
231	Access to Credit (Foreign Currency)			0%	0%	9%	100%
232	Access to Technology			0%	0%	5%	100%
233	Initial Access to Foreign Markets			100%	0%	10%	0%
234	Registration with EPC/Others			3%	0%	10%	0%
235	Insufficient Tax Concessions/Exemptions			3%	0%	5%	0%
236							
237	Major Constraint to Expanding Export Operations is:						
238	Access to Land					0%	
239	Access to Premises					9%	
240	Access to Equipment					9%	
241	Access to Skilled Labor					18%	
242	Access to Credit (Local Currency)					86%	
243	Access to Credit (Foreign Currency)					27%	
244	Access to Technology					14%	
245	Access to Production Inputs					14%	
246	Costs of Production					23%	
247							
248							
249	VIII. Infrastructure						
250							
251	A. Location						
252	Chose Location Because of:						
253	Proximity to Raw Materials			10%	33%	48%	33%
254	Proximity to Labor Market			13%	11%	22%	11%
255	Proximity to Port			55%	67%	35%	56%

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GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
256							
257	B. Perceptions of Infrastructure Strengths and Weaknesses						
258	Following Services are Efficient:						
259	Telecommunications			37%	22%	13%	22%
260	Roads			10%	11%	8%	22%
261	Ports/Harbors			40%	44%	27%	22%
262							
263	Cost of These Services is High:						
264	Telecommunications			63%	78%	71%	78%
265	Local Transport			61%	44%	75%	56%
266	Port Duties			37%	78%	41%	56%
267	Freight Abroad			72%	63%	80%	88%
268							
269	Percent of Non-Traditional Export Firms Constrained By:						
270	Labor and Labor Market			6%	0%	13%	0%
271	Market Information			13%	50%	22%	67%
272	Access to Working Capital			96%	100%	65%	86%
273	Payments for Export Transactions			10%	0%	17%	0%
274	Telecommunications			0%	0%	0%	0%
275	Reliability of Utilities			7%	0%	4%	100%
276	Reliability of Input Supplies			10%	0%	9%	0%
277	Local Land Transport			23%	0%	13%	100%
278	Lack of Air Cargo Space			7%	100%	0%	0%
279	Cost of Air Cargo Space			7%	50%	0%	0%
280	Inadequate Maritime Transport			10%	0%	4%	0%
281	Cost of Maritime Transport			17%	22%	4%	0%
282	Delays in Shipment Procedures			13%	50%	4%	0%
283	Inadequate Servicing/Spare Parts			67%	50%	4%	11%
284	Distance to Accra			0%	0%	4%	0%
285							

GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
286							
287	IX. Credit and Finance						
288							
289	A. Credit, Investment and Operations						
290	Sources of Capital						
291	Local Commercial Banks			12%	19%	22%	6%
292	Merchant Banks			1%	0%	2%	0%
293	Rural Banks			0%	0%	0%	0%
294	Cooperative Bank			0%	0%	1%	0%
295	Other Formal Financial Institutions			7%	3%	9%	0%
296	Informal Credit Sources (Moneylenders)			3%	2%	3%	0%
297	Foreign Sources			2%	14%	20%	7%
298	Remittances			2%	0%	3%	3%
299	Family/Friends			7%	8%	4%	16%
300	Personal Funds			56%	28%	31%	58%
301	Other Sources			10%	31%		0%
302							
303	Credit is Main Constraint to Export Sector:			81%	89%		100%
304							
305	Access to Credit (Local Currency) was Main Constraint						
306	to Launching Export Operations			10%	0%	10%	11%
307	Access to Credit (Foreign Currency) was Main Constraint						
308	to Launching Export Operations			0%	0%	9%	11%
309							
310	Access to Credit (Local Currency) will be Main						
311	Constraint to Expanding Export Operations			71%	67%	79%	100%
312	Access to Credit (Foreign Currency) will be Main						
313	Constraint to Expanding Export Operations			16%	44%	25%	22%
314							
315	Access to Working Capital is the Most						
316	Pressing Operating Constraint			74%	100%	88%	67%
317							
318	B. Local Financial Institutions						
319	Support from Local Financial Institutions/Capital Market has Been:						
320	Excellent			3%	0%	0%	0%
321	Satisfactory			40%	44%	48%	25%
322	Poor			57%	56%	52%	75%
323							

GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
324	Local Financial Institutions Constrain Operations by:						
325	Delays in Transfers			29%	20%	9%	67%
326	Delays in Opening LCs			35%	40%	4%	50%
327	High Interest Rates/Fees			94%	80%	57%	50%
328	Inadequate Credit			88%	40%	48%	100%
329							
330	Costs of These Services Constrain Business:						
331	Transfers			42%	44%	44%	38%
332	Letters of Credit			44%	63%	57%	57%

GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
333							
334	Preferred Source of Credit/Finance:						
335	Banking Sector			39%	56%	33%	33%
336	Own Resources			26%	11%	17%	22%
337	Customer Pre-Financing			29%	11%	33%	33%
338	Private Financiers			7%	11%	8%	11%
339							
340							
341	X. Market Information						
342							
343	A. Sources						
344	Sources of Market Information:						
345	Official Sources						
346	Own Resources/Personal Initiative			84%	33%	70%	100%
347	Official Bulletins			32%	11%	26%	22%
348	Journals/Publications/Media			42%	67%	50%	22%
349	Foreign Contacts/Missions			35%	22%	43%	33%
350							
351	% Solely Dependent on GEPC for Market Info:						
352				10%	0%		0%
353	B. Market Information Needs						
354	% Aware of Competition						
355	Locally			94%	100%	96%	89%
356	Internationally			77%	67%	79%	22%
357							
358	% Needing Better Information on:						
359	Competitors' Quality			3%	11%	4%	14%
360	Competitors' Pricing			24%	11%	13%	29%
361	Competitors' Technology			36%	11%	22%	0%
362	Competitors' Production Strengths/Weaknesses			30%	11%	9%	29%
363							
364	% with Reliable Long-term Market Information:						
365				45%	44%	48%	44%
366	Would Like More Information on:						
367	Prices			90%	100%	96%	100%
368	Product Standards			71%	100%	65%	44%
369	Contacts with Other Companies			60%	56%	9%	44%
370	Trade Regulations			55%	56%	41%	67%

GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
371							
372							
373	XI. Labor Issues						
374							
375	A. Profile						
376	Number of Permanent Employees			52	132	109	7
377							
378	Labor Force is:						
379	0% Women			39%	11%	33%	56%
380	1-10% Women			19%	56%	33%	11%
381	10-20% Women			19%	0%	21%	11%
382	21-50% Women			13%	22%	13%	11%
383	51-70% Women			3%	0%	0%	11%
384	> 70% Women			7%	11%	0%	0%
385							
386	Labor Force is:						
387	0% Skilled			26%	0%	25%	33%
388	1-10% Skilled			3%	0%	13%	0%
389	10-20% Skilled			29%	33%	17%	0%
390	21-50% Skilled			29%	44%	13%	22%
391	51-70% Skilled			10%	11%	29%	22%
392	> 70% Skilled			3%	11%	4%	22%
393							
394	Labor Force is:						
395	0% Professional			0%	0%	13%	11%
396	1-10% Professional			42%	22%	58%	11%
397	10-20% Professional			36%	56%	25%	44%
398	21-50% Professional			23%	11%	4%	33%
399	51-70% Professional			0%	11%	0%	0%
400	> 70% Professional			0%	0%	0%	0%
401							
402	% Professional Labor Force Who are Women:			17%	14%	7%	10%

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GHANA NON-TRADITIONAL EXPORT SURVEY BY SECTOR: 1991

	A	B	C	D	E	F	G
403							
404	B. Labor, Productivity and Operations						
405	Labor is Main Constraint to Export Sector:			7%	0%		0%
406	Labor is Main Strength of Export Sector:			36%	56%		44%
407							
408	Access to Skilled Labor was						
409	Main Constraint to Start of Export Operations:			3%	0%	4%	0%
410							
411	Access to Skilled Labor will be						
412	Main Constraint to Expansion of Export Operations:			6%	11%		0%
413							
414	Labor is the Most Pressing Constraint to Operations:			7%	0%		0%
415							
416	Cost of Labor is Major Constraint to Productivity:			32%	0%	39%	67%
417	Low Skilled Labor is Major Constraint to Productivity:			3%	0%	0%	0%
418	% Interested in Investing in Personnel Training:			61%	67%		67%
419							
420							
421							
422							
423							

GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
1				MICRO	SMALL	MEDIUM	LARGE
2	I. General Firm Characteristics						
3							
4	A. Average Number of Years Operating			5	9	9	18
5							
6	B. Average Number of Years Exporting			2	6	5	10
7							
8	C. Location						
9	Accra			63%	81%	89%	52%
10	Tema			25%	8%	11%	48%
11	Kumasi			13%	12%	0%	0%
12							
13	D. Sector of Activity						
14	Agricultural Exports			13%	62%	56%	19%
15	Fish Exports			13%	8%	11%	19%
16	Industrial Exports			24%	11%	33%	62%
17	Artisanal Exports			50%	19%	0%	0%
18							
19	E. Ownership						
20	% Ghanaian Ownership			100%	100%	94%	71%
21	% Foreign Ownership			0%	0%	6%	29%
22	% Public Sector Ownership						
23	% Women Owned			38%	4%	0%	5%
24							

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GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
25							
26	II. Business Climate						
27							
28	A. Perceptions of the Economic and Export Environment						
29	Economic Environment Today is:						
30	% Better than 1 year ago			25%	31%	44%	43%
31	% Has Not Changed			13%	23%	28%	19%
32	% Worse than 1 year ago			62%	46%	28%	33%
33							
34	Volume of Exports over the Last 12 Months Has:						
35	Improved More than 20%			50%	4%	24%	20%
36	Improved 1-20%			25%	46%	39%	45%
37	Has Not Changed			0%	12%	17%	30%
38	Deteriorated 1-20%			0%	35%	17%	5%
39	Deteriorated More than 20%			25%	0%	0%	0%
40							
41	Next Year Exports Will:						
42	Improve More than 20%			50%	31%	33%	20%
43	Improve 1-20%			25%	38%	39%	40%
44	Will Not Change			0%	12%	11%	25%
45	Will Deteriorate			0%	4%	6%	5%
46	Unsure			25%	15%	11%	10%
47							
48	B. Capacity Utilization						
49	% Operating at:						
50	Less than 50% Capacity			50%	46%	67%	19%
51	50-60% Capacity			38%	35%	17%	14%
52	60-80% Capacity			0%	8%	17%	43%
53	Greater than 80% Capacity			13%	12%	0%	24%
54							
55	C. Production Cost Considerations						
56	Production Cost of Products as % of Export Value:						
57	< 30%			25%	15%	22%	10%
58	30-50%			38%	50%	50%	45%
59	51-75%			25%	27%	22%	15%
60	>75%			13%	8%	6%	30%

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GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
61							
62	Production Cost Trend has Shown:						
63	Sharp Increase			25%	57%	17%	57%
64	Steady Increase			63%	30%	56%	33%
65	Stable Pattern			13%	13%	28%	10%
66	Decline			0%	0%	0%	0%
67							
68	Production Cost Component Causing Productivity Problems:						
69	Labor Cost			38%	23%	44%	38%
70	Inadequately Skilled Labor			0%	0%	0%	5%
71	High Cost of Raw Materials			75%	38%	50%	57%
72	Unreliable Supplies of Raw Materials			13%	15%	28%	19%
73	Movement of Goods			38%	65%	33%	10%
74	Cost of Running Machinery			13%	0%	11%	38%
75	Warehouse/Storage			13%	23%	17%	0%
76							
77							
78	III. Government Policy Impact						
79							
80	A. General Perceptions						
81	Government Policy has Had:						
82	Positive Impact on Business			75%	73%	56%	42%
83	No Impact on Business			13%	12%	44%	32%
84	Negative Impact on Business			13%	15%	0%	26%
85							
86	Following has Had Negative Impact on Business:						
87	Foreign Exchange Decentralization			25%	8%	17%	10%
88	Mode of Payments for Exports			13%	38%	25%	25%
89	Tax Concessions			38%	35%	12%	21%
90	Banking Sector Reforms			50%	42%	39%	15%
91	Free-Trade Policy			25%	16%	22%	25%
92	Subsidies to Parastatals			88%	69%	56%	55%
93	Import Substitution Policies			75%	65%	35%	55%
94							
95	% Unsatisfied with:						
96	Export Retention			43%	19%	33%	20%
97	Tax Holidays			86%	40%	56%	61%
98	Tax Rates			71%	65%	81%	68%

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GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
99							
100	B. Government Institutions and Export Procedures						
101	Public Bodies Playing Disruptive Role in Export Trade:						
102	Export Promotion Council			0%	4%	6%	10%
103	Customs & Excise			50%	46%	50%	24%
104	Ministry of Trade			0%	8%	6%	20%
105	Standards Board			0%	0%	0%	15%
106	Bank of Ghana			0%	4%	6%	10%
107							
108	No. of Days to Get Export License:			4	3	5	3
109	Cost of Export License:			C 23,750	C 20,320	C 19,063	C 17,656
110							
111	% Satisfied with License Time:			100%	81%	83%	83%
112	% Satisfied with License Cost:			75%	83%	78%	77%
113							
114	C. Competition						
115	% Facing Competition from Parastatals:			25%	12%	0%	25%
116	% Facing "Unfair Competition" from Parastatals:			100%	100%		40%
117							
118	Nature of Unfair Competition:						
119	% Subsidies			0%	0%	0%	100%
120	% Easy Access to Credit			0%	67%	0%	100%
121	% Less Bureaucracy			0%	67%	0%	50%
122	% Undue Interference			0%	67%	0%	0%
123							
124	% Believe Trade Liberalization has Had Positive Impact						
125	on Export Trade in Ghana:			88%	92%	83%	90%
126							

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GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
127							
128	IV. Business Assistance and Support						
129							
130	A. The Export Promotion Council and Other Institutions						
131	The Following Organizations have Been Helpful for Export Operations:						
132	Export Promotion Council			100%	96%	83%	80%
133	Association of Ghana Industries			28%	8%	24%	35%
134	Chamber of Commerce			33%	41%	28%	45%
135	Ghana Export Company			17%	12%	24%	26%
136	Bank of Ghana			57%	80%	71%	83%
137							
138	Export Promotion Council Needs to Improve:						
139	Marketing Assistance Programs			67%	79%	60%	83%
140	Administrative Support Services			0%	30%	50%	20%
141	Assistance in Access to Tech/Spare Parts			0%	50%	0%	40%
142	Processing of Import Duty, Export Licenses						
143	and Tax Exemptions			0%	40%	100%	0%
144							
145	B. Government						
146	Government Initiatives that Would Help Exporters:						
147	% Forming Cooperative/Union			13%	58%	65%	28%
148	% Expanding Output			63%	77%	78%	65%
149	% Allocating Revenue for Credit Fund			63%	54%	47%	60%
150	% Forming MITI-Like Organization			25%	46%	29%	45%
151							
152							
153	V. Investment Plans and Perceptions of Market Opportunities						
154							
155	A. Investment Plans						
156	% Having Plans to Expand Operations:			100%	69%	83%	76%
157							
158	% Interested in Investing in:						
159	Personnel Training			38%	22%	29%	50%
160	Improving Production Technology			28%	54%	56%	75%
161	Physical Plant			38%	44%	59%	40%
162	Machinery/Equipment Improvement			14%	24%	59%	69%
163	Marketing			88%	89%	71%	65%
164	Product Diversification			38%	44%	33%	45%

GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
165							
166	B. Perceptions of the Attractiveness of Export Markets						
167	% Wishing to Export to:						
168	UK			75%	92%	40%	67%
169	Other West European Countries			100%	44%	20%	23%
170	Eastern Europe			0%	8%	17%	0%
171	Middle East			0%	33%	30%	67%
172	Asia			0%	17%	20%	60%
173	USA			75%	56%	36%	60%
174	Canada			86%	25%	9%	20%
175							
176							
177	VI. Sales Channels						
178							
179	A. Export Market Profile						
180	% of Sales Abroad			9%	9%	23%	55%
181	% of Sales in Ghana			91%	91%	77%	45%
182							
183	% Exporting to:						
184	United Kingdom			38%	31%	50%	33%
185	Other EEC Countries			75%	35%	44%	24%
186	Middle East			0%	8%	0%	5%
187	North America			38%	23%	6%	38%
188	Togo			13%	8%	11%	19%
189	Nigeria			0%	23%	22%	5%
190	Benin			0%	8%	11%	10%
191	Cote d'Ivoire			0%	0%	11%	14%
192	Burkina Faso			0%	12%	17%	14%
193	Others			0%	19%	28%	24%

GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
194							
195	B. Constraints to Increasing Exports to Neighboring Countries						
196	% Constrained by the Following when Exporting to Neighboring Countries:						
197	High Tariffs			0%	54%	30%	8%
198	Cumbersome Procedures			50%	15%	40%	33%
199	Unfair Competition			0%	38%	0%	8%
200	Border Delays			50%	31%	50%	33%
201	Language			0%	8%	10%	17%
202	High Transport Costs			100%	62%	70%	50%
203	Smuggled Goods			50%	15%	30%	0%
204	Competition from Other Firms			0%	8%	10%	17%
205	Inadequate Market Information			0%	8%	10%	0%
206	Delays in Payment/LC/Transfers			0%	0%	10%	0%
207							
208							
209	VII. Resource Constraints						
210							
211	A. Resource Strengths and Weaknesses						
212	Main Resource Constraint is:						
213	Labor			0%	8%	6%	0%
214	Capital			100%	88%	89%	78%
215	Obsolete Technology			0%	0%	0%	17%
216							
217	Main Resource Strength is:						
218	Labor			75%	23%	50%	55%
219	Finance			0%	0%	0%	0%
220	Technology			0%	8%	0%	20%
221	Land (Availability/Quality)			13%	15%	33%	15%
222	Market Intelligence/Information			0%	8%	6%	5%
223	Other			13%	46%	11%	5%

GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
224							
225	B. Investment Considerations						
226	Major Constraint to Initial Investment in Exporting is:						
227	Access to Land			13%	12%	17%	0%
228	Access to Premises			0%	8%	6%	0%
229	Access to Equipment			0%	8%	6%	5%
230	Access to Skilled Labor			0%	4%	6%	0%
231	Access to Credit (Local Currency)			13%	8%	6%	5%
232	Access to Credit (Foreign Currency)			0%	4%	6%	5%
233	Access to Technology			0%	4%	0%	5%
234	Initial Access to Foreign Markets			0%	0%	11%	10%
235	Registration with EPC/Others			0%	0%	11%	5%
236	Insufficient Tax Concessions/Exemptions			0%	0%	0%	10%
237							
238	Major Constraint to Expanding Export Operations is:						
239	Access to Land			0%	8%	6%	0%
240	Access to Premises			13%	23%	6%	10%
241	Access to Equipment			13%	19%	17%	21%
242	Access to Skilled Labor			13%	4%	17%	10%
243	Access to Credit (Local Currency)			100%	85%	67%	67%
244	Access to Credit (Foreign Currency)			25%	15%	33%	24%
245	Access to Technology			13%	15%	11%	5%
246	Access to Production Inputs			13%	15%	11%	14%
247	Costs of Production			0%	15%	33%	33%
248							
249							
250	VIII. Infrastructure						
251							
252	A. Location						
253	Chose Location Because of:						
254	Proximity to Raw Materials			13%	19%	17%	38%
255	Proximity to Labor Market						
256	Proximity to Port			38%	58%	44%	48%

GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
257							
258	B. Perceptions of Infrastructure Strengths and Weaknesses						
259	Following Services are Efficient:						
260	Telecommunications			25%	24%	28%	28%
261	Roads			13%	12%	6%	14%
262	Ports/Harbors			25%	36%	35%	35%
263							
264	Cost of These Services is High:						
265	Telecommunications			75%	72%	78%	57%
266	Local Transport			63%	77%	44%	62%
267	Port Duties			50%	40%	41%	55%
268	Freight Abroad			86%	77%	71%	73%
269							
270	Percent of Non-Traditional Export Firms Constrained By:						
271	Labor and Labor Market			0%	4%	0%	14%
272	Market Information			38%	15%	17%	19%
273	Access to Working Capital			63%	73%	83%	67%
274	Payments for Export Transactions			0%	8%	22%	5%
275	Reliability of Utilities			0%	8%	11%	5%
276	Reliability of Input Supplies			13%	8%	0%	10%
277	Telecommunications			0%	0%	0%	0%
278	Local Land Transport			38%	31%	22%	10%
279	Lack of Air Cargo Space			0%	0%	22%	0%
280	Cost of Air Cargo Space			0%	8%	6%	0%
281	Inadequate Maritime Transport			0%	8%	6%	5%
282	Cost of Maritime Transport			0%	8%	6%	10%
283	Delays in Shipment Procedures			0%	15%	6%	5%
284	Inadequate Servicing/Spare Parts			25%	0%	0%	14%
285	Distance to Accra			0%	0%	0%	5%
286							

GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
287							
288	IX. Credit and Finance						
289							
290	A. Credit, Investment and Operations						
291	Sources of Capital						
292	Local Commercial Banks			18%	6%	22%	21%
293	Merchant Banks			0%	0%	3%	2%
294	Rural Banks			0%	0%	0%	0%
295	Cooperative Bank			0%	0%	2%	0%
296	Other Formal Financial Institutions			0%	13%	7%	1%
297	Informal Credit Sources (Moneylenders)			0%	0%	7%	3%
298	Foreign Sources			8%	2%	3%	27%
299	Remittances			0%	1%	7%	2%
300	Family/Friends			18%	8%	1%	7%
301	Personal Funds			57%	56%	43%	26%
302	Other Sources			0%	10%	9%	14%
303							
304	Credit is Main Constraint to Export Sector:			100%	88%	89%	70%
305							
306	Access to Credit (Local Currency) was Main Constraint						
307	to Launching Export Operations			13%	8%	6%	5%
308	Access to Credit (Foreign Currency) was Main Constraint						
309	to Launching Export Operations			0%	4%	6%	5%
310							
311	Access to Credit (Local Currency) will be Main						
312	Constraint to Expanding Export Operations			100%	85%	67%	67%
313	Access to Credit (Foreign Currency) will be Main						
314	Constraint to Expanding Export Operations			25%	5%	33%	24%
315							
316	Access to Working Capital is the Most						
317	Pressing Operating Constraint			63%	73%	83%	67%
318							
319	B. Local Financial Institutions						
320	Support from Local Financial Institutions/Capital Market has Been:						
321	Excellent			0%	4%	0%	0%
322	Satisfactory			38%	33%	50%	45%
323	Poor			62%	63%	50%	55%

GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
324							
325	Local Financial Institutions Constrain Operations by:						
326	Delays in Transfers			25%	23%	17%	6%
327	Delays in Opening LCs			25%	15%	22%	10%
328	High Interest Rates/Fees			38%	42%	61%	52%
329	Inadequate Credit			63%	46%	61%	33%
330							
331	Costs of These Services Constrain Business:						
332	Transfers			25%	50%	39%	38%
333	Letters of Credit			25%	50%	44%	52%
334							
335	Preferred Source of Credit/Finance:						
336	Banking Sector			38%	54%	39%	19%
337	Own Resources			13%	19%	22%	24%
338	Customer Pre-Financing			38%	27%	17%	38%
339	Private Financiers			13%	0%	17%	10%
340							
341							
342	X. Market Information						
343							
344	A. Sources						
345	Sources of Market Information:						
346	Official Sources						
347	Own Resources/Personal Initiative						
348	Official Bulletins						
349	Journals/Publications/Media						
350	Foreign Contacts/Missions						
351							
352	% Solely Dependent on GEPC for Market Info:			13%	0%	6%	11%
353							

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GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
354	B. Market Information Needs						
355	% Aware of Competition						
356	Locally			100%	92%	100%	91%
357	Internationally			13%	69%	83%	81%
358							
359	% Needing Better Information on:						
360	Competitors' Quality			14%	8%	0%	5%
361	Competitors' Pricing			0%	25%	22%	16%
362	Competitors' Technology			0%	33%	29%	16%
363	Competitors' Production Strengths/Weaknesses			0%	35%	6%	21%
364							
365	% with Reliable Long-term Market Information:			38%	46%	61%	35%
366							
367	Would Like More Information on:						
368	Prices			100%	96%	89%	95%
369	Product Standards			100%	54%	78%	85%
370	Contacts with Other Companies			88%	52%	56%	35%
371	Trade Regulations			75%	65%	47%	60%
372							
373							
374	XI. Labor Issues						
375							
376	A. Profile						
377	Number of Permanent Employees			4	11	32	217
378							
379	Labor Force is:						
380	0% Women			12%	50%	33%	19%
381	1-10% Women			5%	15%	28%	48%
382	10-20% Women			0%	15%	28%	14%
383	21-50% Women			30%	15%	6%	10%
384	51-70% Women			50%	0%	0%	5%
385	> 70% Women			0%	4%	6%	5%
386							

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GHANA NON-TRADITIONAL EXPORT SURVEY BY FIRM SIZE: 1991

	A	B	C	D	E	F	G
387	Labor Force is:						
388	0% Skilled			38%	35%	17%	10%
389	1-10% Skilled			13%	4%	11%	0%
390	10-20% Skilled			13%	19%	33%	19%
391	21-50% Skilled			13%	31%	22%	24%
392	51-70% Skilled			0%	12%	11%	38%
393	> 70% Skilled			25%	0%	6%	10%
394							
395	Labor Force is:						
396	0% Professional			38%	4%	0%	0%
397	1-10% Professional			13%	39%	44%	52%
398	10-20% Professional			25%	39%	33%	38%
399	21-50% Professional			25%	19%	17%	10%
400	51-70% Professional			0%	0%	6%	0%
401	> 70% Professional			0%	0%	0%	0%
402							
403	% Professional Labor Force Who are Women:			26%	17%	3%	7%
404							
405	B. Labor, Productivity and Operations						
406	Labor is Main Constraint to Export Sector:			0%	8%	6%	0%
407	Labor is Main Strength of Export Sector:			75%	23%	50%	55%
408							
409	Access to Skilled Labor was						
410	Main Constraint to Start of Export Operations:			0%	4%	6%	0%
411							
412	Access to Skilled Labor will be						
413	Main Constraint to Expansion of Export Operations:			13%	4%	17%	11%
414							
415	Labor is the Most Pressing Constraint to Operations:			0%	0%	0%	0%
416							
417	Cost of Labor is Major Constraint to Productivity:			38%	23%	44%	38%
418	Low Skilled Labor is Major Constraint to Productivity:			0%	0%	0%	5%
419	% Interested in Investing in Personnel Training:			88%	46%	72%	76%
420							
421							
422							
423							