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E. J. BOLDUC REPORT

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TABLE OF CONTENTS

ITEM	DESCRIPTION	PAGE NO.
I	BACKGROUND OF REPORT	1
II	ASSOCIATION STRENGTHENING	2
A	International Executive Service Corps (IESC)	2
B	Association Development Manager (ADM)	2
C	ADM Selection Criteria	3
1	Association Management Experience	3
2	Education	3
3	Certified Association Executive (CAE)	3
4	Finance and Accounting	4
5	Government and Regulatory Affairs	4
6	Long Range Planning	4
D	Comments and Observations	5
1	Association Management Information Library	5
2	Ghana Society of Association Execs. (GSAE)	5
3	Laptop Computers	6
III	PRIVATE ENTERPRISE FOUNDATION (PEF)	7
A	United States Foundations	7
B	United Engineering Trustees (UET)	8
C	PEF Legal Status	8
D	Interviews With PEF Representatives	9
E	Preliminary Draft Report Review	9
F	Staff Operations	10
1	Initial Volunteer Staff	11
2	Full-Time Paid Staff	11
a	Professional and Consultant Services	11
b	Assistant Manager	12
c	Accountant/Controller/Office Manager	12
d	Librarian	12
e	Conference Facilities Manager	12
f	Print/Copy Shop Manager	12
g	Clerical and General Administrative Support	12
G	Alternatives for Managing Start-up	12
1	Option 1 - IESC-PEF	13
a	Project Advisor	13
b	Major Assignment Tasks	13
2	Option 2 - Management Consultant Contract	15
3	Option 3 - Direct Grant to PEF	16
4	Comments and Observations	16
IV	PEF HOUSING - ACCRA PRIVATE SECTOR CENTER	16
V	ITEM OF INTEREST	18
A	Jac Jo Enterprise - Mrs. G. J. Randolph	18
	APPENDIX	19

I. BACKGROUND OF REPORT

The USAID Mission to Ghana, after a considerable development period is now in the process of implementing the Ghana Trade and Investment Program (TIP) as presented in the the TIP program document, Nos. 641-0125 and 641-0126.

It was decided that the program elements dealing with ASSOCIATION STRENGTHENING and THE PRIVATE ENTERPRISE FOUNDATION (PEF), detailed in sections 5.4. and 7.3.5 of the TIP program document, could benefit from association expertise consultant support before full program implementation takes place.

Accordingly, the services of Ernest J. Bolduc, CAE, principal of EJB ASSOCIATES, was engaged to provide guidance on the above items. The LABAT-ANDERSON INCORPORATED Professional Agreement No. 52A-565-8400 details in the "Scope of Work", Appendix A, the program to be carried out by the consultant. Appendix B profiles Mr. Bolduc's extensive background in association management.

Mr. Bolduc was briefed in Washington by USAID personnel and provided pertinent documents for study. He was subsequently briefed again in Ghana by USAID mission staff and provided additional documents, Appendix C, including the final PROJECT ASSISTANCE APPROVAL DOCUMENT (PAAD) and related ANNEXES.

A series of interviews were held by Mr. Bolduc with key industry leaders from the respective association groups involved in the program. From all the above, the comments and conclusions focusing on Ghana private sector association area and the proposed Private Enterprise Foundation were developed. Other pertinent general comments follow.

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II. ASSOCIATION STRENGTHENING

Section 5.4.1.2., beginning on page 82 of the TIP program document, PAAD, outlines the areas of work, staff and support services to be provided by the International Executive Service Corps (IESC).

IESC will assess the current operational status and effectiveness of private sector trade associations in Ghana. This will be accomplished through the efforts of a long-term Association Development Manager (ADM) together with the services of short-term Volunteer Executives (VE) working with specific private sector organizations.

A. International Executive Service Corps (IESC)

Having served as a VE on a number of assignments in both Africa and eastern Europe, I am well aware of how this highly effective program functions and of the many benefits and services it provides to its clients. The Ghana private sector associations are most fortunate for the opportunities presented by the TIP program to receive the services of this highly experienced group of active, retired executives.

The Ghana association community is well advised to take maximum advantage of this opportunity. Any investment of their time and energy will be more than matched by the VEs working with them. The Volunteer Executive is, as I have been quoted in the past, "Retired - not tired". The end result is a real PLUS-PLUS or WIN-WIN situation for both parties.

The IESC brochure, Appendix D, provides a brief description of this worldwide partnership to promote human progress through the application of good management practices.

B. Association Development Manager (ADM)

The TIP program document specifies that IESC provide for the services of an Association Development Manager (ADM) in Ghana for a period of twelve (12) months to work with the following associations currently functioning in the private sector. When the private Enterprise Foundation (PEF), is legally operating, it too will receive the attention of the ADM. It is also expected that other private sector associations may be added later to this list.

1. Association of Ghana Industries (AGI)
2. Ghana National Chamber of Commerce (GNCC)
3. Federation of Association of Ghana Exporters (FAGE)

Section 5.4.1.2 directs the ADM, with the assistance of the VEs as they are introduced into the system, to assess the current status of the above organizations and to prepare and present plans to assist, improve and strengthen their programs and services.

The individual selected for the ADM will require an extensive and varied background in the management of not-for-profit organizations, particularly as the chief paid staff officer. It is specifically this type of experience that will be drawn on to help client organizations with the problems and situations that will be presented.

Because he or she will have served as the chief association staff officer for a period of time, the ADM should have experienced most, if not all, of the problems that will be presented for action.

C. ADM Selection Criteria

The following is a list of suggested criteria that should be presented to IESC for use in its recruiting activities for this highly critical position:

1. Association Experience

The ADM should have a minimum of ten (10) years experience in senior association management positions with at least five (5) as the chief paid staff officer.

2. Education

A baccalaureate degree is the minimum level to specify. A law or graduate degree in business would be a plus.

3. Certified Association Executive (CAE)

This, in my opinion, is the key and most important credential for the individual selected as the ADM to possess and include in a resume.

The CAE designation is achieved through a rigorous examination process presented on a yearly basis and taken only after a minimum years of service as an association executive officer. While the CAE designation does not automatically guarantee that the individual is a good association executive, it does mean that individual has successfully passed a test on the entire scope and range of association operations.

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Having served as both an instructor in the test preparation program and an examination proctor for many years, I can attest to the thoroughness of the examination process. Recipients of the designation must and do earn their CAE.

The CAE examination, open to all executives of not-for-profit organizations, is sponsored and managed by the American Society of Association Executives (ASAE). Appendix E describes the program, objectives and benefits to both the individual involved and the association he or she serves.

4. Finance and Accounting

While the ADM does not have to be a CPA, he or she should have a full understanding of not-for-profit organization financial matters, including income and expense control, budget development and monitoring, investment and funds management and audit practices.

5. Government and Regulatory Affairs

A law degree is not necessary, but a clear understanding of the impact and relationships of the legal, legislative and regulatory issues and processes is a vital qualification for the ADM to possess. This knowledge should prove particularly important and helpful to the Ghana private sector groups as they begin to work with the legislative form of government which, I understand, will begin to function in the new year.

6. Long Range Planning

Knowledge of the process of strategic and long-range planning should be a definite asset, considering the variety of both type and size organization represented in the target group that will be receiving association strengthening support.

For any association to be successful over the long run, it must conduct some form of periodic assessment of past operations and goal or target setting for the future.

Planning is not static process, something to be done only once in a while. Rather, it is a dynamic event, practiced on a regular basis, to assess how the organization has performed-to-plan for the immediate past year or period and to develop new targets or goals for the next year or planning period. Appendix F is an excellent reference on this process as it applies to associations.

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D. Comments and Observations

The following comments touch on other association operational issues that could have an effect on most, if not all, of the associations involved in the Ghana private sector.

1. Association Management Information Library

One of the initial responsibilities of the ADM will be to establish an association management information library, not only for use during the project period, but as the basis of an information resource for FEF and the entire Ghana association community to use after the departure of the ADM. Appendix G is an index of materials brought from my personal library and from ASAE that will be the nucleus around which a Ghana association management information resource can be built.

I suggest that one of the first orders of business for the ADM will be to include on an expense budget line, an item for the start-up of both the ADM's and FEF's information resource needs. It should contain information similar to that recommended for the ASAE's CAE study program. Appendix H is a brochure covering all the publications produced by the ASAE and includes a listing of the study program material.

Another valuable service to consider in setting up the library operation would be to add its computer system, a modem and the capability to tap into the world's information data bases. In addition, there are many CD ROM data disks available that could add tremendously to the libraries information resources. See Appendix N for additional comment on this point.

2. Ghana Society of Association Executives (GSAE)

I was surprised by the number of trade associations and professional groups listed in the 1985 telephone directory. Many more exist today, I am sure. Initially, the ADM will be interacting with only a small number of selected associations.

This presents a wonderful opportunity for FEF, when it is up and running, to take a leadership role in the establishment of an individual membership professional society to service the needs of the entire nation's association staff executives.

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In 1966, when I first joined the ASAE and the New York Society of Association Executives (NYSAE), there were only 400 members in the ASAE and less than 100 in the NYSAE. Today, there over 23,000 active members in the ASAE and over 1000 in the NYSAE. A Ghana Society of Association Executives (GSAE) should be equally successful. The opportunity is certainly there.

Once functioning, a GSAE would assure many benefits to its members, including education, professional development, and the opportunity for peer relationships - one of the best reasons for joining a professional society.

Appendix I contains information from ASAE on the benefits of membership in such an individual membership organization. While the material applies to the ASAE, it would be equally pertinent to proposed GSAE. If any action is taken in this direction, I would be pleased to contact the ASAE for whatever help it be might able to provide to further this effort.

Included in the library materials noted in Appendix G, is the December, 1992 issue of ASSOCIATION MANAGEMENT magazine. Published monthly by the ASAE, this journal contains information and articles of interest to the association executive. Appendix G also contains the December 1992 issue of LEADERSHIP published annually by ASAE for the education and benefit of the volunteer leaders and governing bodies of the various associations represented the ASAE membership.

3. Laptop Computers

Based on the cost and problems I encountered in trying to rent a computer to use in writing this report I recommend that IESC, as a part of its "Association Strengthening" program, place with the ADM at least two or three laptop computers for use of the VEs that will be involved this program. A small laser printer with some graphic capability and A modem to connect with databases around the world would also be helpful.

There are CD ROM data discs available that can be obtained and added to the library information resource file that would make available in Ghana a vast and varied data base. See Appendix N for additional comments CD ROM use.

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III. PRIVATE ENTERPRISE FOUNDATION (PEF)

The basic concept of the Private Enterprise Foundation, as articulated in FAAD, is to function as an umbrella organization for the organizations related to the Ghana private sector. The benefits that will flow to the members are obvious and well worth the effort in time, energy and resources to make it happen.

This section will focus on the structure, organization, staffing, services and functions to be provided to member organizations; various start-up process options; followed by discussion on and location arrangements being considered for housing the private sector associations of Ghana.

A. U. S. Foundations

Not-for-profit organizations under the U. S. Internal Revenue Regulations are categorized by a 501C designation. They are further differentiated by an additional number from 1 through 15, depending on the type organization.

Trade associations and most professional societies are classified as 501C6, while foundations or institutions that perform research, education or charity receive the 501C3 designation.

By establishing a foundation in the U. S. with a 501C3 designation, an association can greatly broaden the base of financial support it might receive to address an educational issue or research problem that may exist. This is due to the fact that they can receive gifts of services, money or property that are tax deductible to the donor.

This, and the other benefits specific to 501C3 organizations, come with a price. Such groups are precluded from any political advocacy or lobbying activity that could be characterized as 'trying to influence pending legislation'. Appendix J, an article from ASSOCIATION MANAGEMENT magazine, "Should You Set Up A Foundation?", provides some interesting observations on this point.

As stated on Page B4 of FAAD, one of the proposed purposes of PEF is:

"to promote its interests and influence policies and regulations with Government ----- to insure that private business can exert or executive its activities in support of national development through private sector growth;"

This statement of purpose originally caused me some concern regarding the ability of USAID to make a grant to such a body. I was, therefore, pleased with the response of Mr. Jay Knott, Legal Counsel from USAID, Abidjan, to question No. 6 posed by Mr. Jeff Bell in his memo of December 7, 1992, Appendix K.

Mr. Knott stated that the above clause would present no barrier to a grant from USAID to a legally constituted PEF in the country of Ghana. However, I still have great concern on the possible divisive effects that advocacy issue actions would have on the foundation.

This concern, noted on Page J-18, paragraph 3, of Annex J included as a part of in an earlier version of the project document, also surfaced during interviews by private sector representative. Some individuals questioned whether or not PEF could speak for the entire private sector on sensitive, advocacy or political issues as suggested on page B4 of PAAD.

The foundation could still address these issues but in the context of education and research, which are valid activities of foundations as noted in Appendix J. Individuals from both government and all the sectors involved with an issue could participate in a conference or forum, the results of which could be published and then used by each private sector organization member in any manner considered best for that organization.

B. United Engineering Trustees (UET), NYC, NY

This U. S. foundation presents an interesting parallel to the PEF situation, particularly regarding the foundation acting as landlord to related associations. The Engineering Societies Building in New York City opposite the UN Plaza is owned and managed by the United Engineering Trustees (UET), a foundation established by five major engineering and technical societies for this purpose.

In addition to housing the founder societies and many other professional societies, technical and scientific organizations, the UET foundation operates a library for the benefit of all involved in technical and scientific matters, provides assembly and conference space, sponsors forums and conferences on a worldwide basis on engineering matters and performs other functions and services for the benefit of its constituency.

The UET functions noted above are on a much larger scale than contemplated for PEF. Nevertheless, they are the same in principle that PEF is being asked to provide for its members. It can be done and done well.

C. Legal Status

It is my understanding that USAID can make grants only to legally constituted bodies. For PEF to receive such support it must go through the process of becoming a "legal" person in Ghana. This action must be undertaken and funded by the PEF founder organizations and include the establishment of an "ad-hoc" organizing committee. This committee should then obtain the services of appropriate management consultant or legal counsel to prepare and process the necessary forms and applications to government to accomplish the purpose.

In my meeting with Mr. Yamson from the Ghana Chamber of Commerce, noted in the following section, I was advised that they would be meeting during the week of December 7, 1992, to fund and initiate these necessary actions. As of December 16, 1992, I am unaware that such action has taken place.

D. Interviews With PEF Representatives

As a part of this assignment, I have interviewed todate the following representatives of the the founding members of PEF.

1. Joe Addo-Yobo, Vice President, FAGE
2. J. Atta-Nyamekye, Vice President, AGI
3. Ishmael Yamson, President, GNCC
4. Charles A. Minor, CME, (consultant to FAGE)
5. Pandet Adu, Secretariat, FAGE
6. Mrs. Cecilia A. Asiedu, Ghana Assorted Foodstuffs Exporters Association, (GAFEA) and FAGE member
7. Executive Director, GAFEA

In addition, I visited the offices of the AGI at the International Trade Fair facilities. Appendix L contains background information on AGI, GNCC and FAGE.

For any volunteer organization, federation, association or foundation to succeed, it must not only fulfill a need identified by the affected members but also must have their full support in the time, energy and funding needed in the "start-up" process to address the issue. Without this type of hard commitment and support failure is almost certain.

E. Preliminary Draft Report Review

In discussions with USAID Ghana staff following presentation of my first draft report for review, I was requested to include the items as described in the "Deliverable" section of Appendix 1, namely a Business Plan, Scope of Work, and a budget projection to finalize implementation of PEF.

The same Scope of Work in Appendix 1, however, clearly states in the "Duties" section that the consultant will conduct his own assessment/feasibility study and that any recommendations made would be based on this study.

Before accepting this assignment, I questioned the wording of the original "Scope of Work" and had reservations on the meaning of the "Deliverable" section. I was successful in rewording the the "Duties" section in a manner that would allow me to perform my services. It was on this basis that I agreed to serve.

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In retrospect, had I fully understood the implications of Washington Speak, I would have also insisted that the "Deliverables" section be restated in a form acceptable to me.

As I analyze the present state or conditions surrounding PEF, it is not possible in my judgment to provide any credible, meaningful information in direct response to the above request of the mission staff. To do so would be pure speculation on my part. To build any structure it must have a base and that base does not exist yet for PEF.

In order to properly comply with the mission request, I would require much more time, information and support than has been provided to me so far. I would need to know the specifics of what housing option decisions have been made. A prospective tenant space needs analysis must be completed covering both member organizations and related agencies supported by USAID.

In addition, decisions on the extent, size and equipment needs for the service functions such as the library, print or copy shop must be made. There are many other information considerations such as building security, insurance, administrative and clerical support staff, etc., that are needed before any such request could be answered.

Todate, little or no such information has been made available to me. Facts, not fiction, are what make a good Business Plan and budget projections and little or no facts are available.

The almost complete breakdown of the telephone communications system in Accra, the mission office and the hotel, coupled with the unavailability of key industry representatives and mission staff have only exacerbated the problems I have encountered. When meetings have been held, telephones which are not supposed to be working seem to be a constant companion at meetings. It has been only the FAGE representatives who have been fully cooperative and informative in their meetings and discussions with me.

It interesting that paragraph 2, page 84 of FAAD proposes that in addition to its "Association Strengthening" responsibilities, the IESC Association Development Manager will assist in the legal establishmnet of PEF and develop a Business Plan including the delineation of financial, organizational structure and operational procedures. Why then were these tasks included in my Scope of Work?

F. Staff Operations

In the comments that follow, I have tried to present the various staff needs and start-up management options for PEF should it actually come into being. Because of the situation surrounding the housing of PEF, I comment on it separately in Section IV.

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Regardless of which start-up or management support alternative is chosen, before it can function, PEF must have a staffing plan. Listed below are various staff functions that will be needed, particularly in the first year. Appendix D describes a rather extended staff grouping that I doubt could come into being in less than two or more years and then only if the organizational pace proceeds at a much faster rate than what has been exhibited to date.

1. Initial Volunteer Staff

As discussed in a number of articles on Foundations included in the library resource, Appendix G, most foundations start with staff, space and support functions supplied or donated by the founding member organizations.

2. Full-time Paid Staff

As most foundation programs grow in scope and size, paid full-time staff are added only as the need and funds allow. In the case of PEF, I assume the above practices will also be followed until conditions warrant the hiring full-time staff.

USAID support at this early stage will be in the person of the Association Development Manager and the Volunteer Executives who will be here under the TIP program. Ultimately, as suggested in Start-up Option 1, a full-time advisor will be required for a period of time to guide PEF in this stage. Section F.1, b describes the many and varied tasks required of this proposed Project Advisor.

As indicated in the various suggested task responsibilities described in Section F.1.b, there are a number of fulltime staff positions or service needs to be filled described in the following:

a. Professional and Consultant Services

* Legal

The first professional support needed by PEF is the legal work needed to obtain, execute and process the papers involved to legally establish PEF as a foundation in Ghana.

* Management Consultant Firms

At almost the same time as above, an appropriate financial management consultant firm should be retained to set up an accounting and financial control system acceptable to USAID in order for PEF to qualify for a grant.

In Option 1, the Project Advisor responsible for the start-up function, would hire or retain the required professional support services.

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13

In Option 2, once the legal structure is in place, a management consulting on a core contract basis would be needed to oversee the start-up process. This firm would then provide the various professional services required using in-house talent or subcontractors as the needs arise to fulfil the contract.

b. Assistant Manager

This position should be one of the first full-time staffers hired by PEF. The individual, trained by the Project Advisor, should be expected to eventually succeed to the chief staff position on completion of the advisor's assignment.

c. Accountant/Controller/Office Manager

This position should also be filled at an early date. The individual would be responsible for implementing the accounting and management control system, noted in (a.) above. The position could also function as the office or administrative manager.

d. Librarian

Once a facility is in operation with provision for a library operation, a professional librarian will be needed to set up and effectively manage this important information resource operation, hopefully using the latest communications technology.

e. Conference Facilities Manager

Ultimately, when the housing issue is settled and conference and meeting facilities are in place to service the needs of the members and tenants, a manager will be needed to handle this function.

f. Print/Copy Shop Manager

When this suggested service is operative, a hands-on manager and at least one helper will be needed.

g. Clerical and General Administrative Support Staff

These type personnel are hired as needs dictate.

G. Alternatives For Managing Start-up Operations

A number of options or strategies for carrying out the start-up operations have been suggested in discussions. The pros and cons of all options should be fully explored and carefully considered before any strategy is decided upon and implemented.

1. Option 1 - IESC-PEF

Pages 83 and 84 of FAAD describe this option proposing the services of IESC be used to guide and direct PEF through the start-up process. From the document wording and comments made at USAID briefings, funding for the IESC to handle this area of work would be in addition to the USAID grant to IESC for its Association Strengthening program utilizing the ADM and VEs discussed in a prior section of this report.

a. Project Advisor

To accomplish the start-up process outlined in FAAD for this purpose, I see the need for another full-time expatriate specialist for a period of at least a two years. The person selected for this Project Advisor assignment will have to wear many hats as detailed in the following section b.

b. Major Assignment Tasks

The individual chosen by IESC must be a combination accountant, engineer, general contractor, realtor, property manager and who knows what else. Listed below are just some of the many tasks to be undertaken by the Project advisor in order to successfully complete the assignment and make PEF a viable, effective organization:.

- 1 Establish a workable management accounting and expense control system acceptable to USAID.
- 2 Supervise the work involved in the renovation of an existing structure to house foundation tenants; including architectural/engineering design, bid/ award stage and the contract construction fulfillment.
- 3 Direct, in the event that the currently proposed site not materialize, the activity of a site selection committee to find suitable space.
- 4 Prepare marketing plans for renting available space at the outset, as well as when the USAID supported agencies such as IESC, ADFF, etc. complete their assignments and leave.
- 5 Prepare operating budgets to guide, manage and control the project.
- 6 Assist the governing body in the recruitment and selection of an individual who will be able to carry out the management function of PEF after the departure PEF Project Advisor, as well as participate in the selection process as other full-time paid staff are added.

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- 7 Manage and schedule the operations of the building's conference facilities.
- 8 Supervise the set up, equipping and operation of an information center and library.
- 9 Participate in the selection process of professional design, engineering, legal and accounting support talent needed to carry out or accomplish the many tasks noted above.

Under this option, the Project Advisor would in a sense function on an "ad-hoc" basis as the chief staff officer of the foundation. As stated previously, I believe it would at least two years to bring PEF up to a minimum acceptable staff and function level.

Depending on the degree of difficulty in the construction or renovation of site selected, the process could take even longer. Much will depend on the professionalism of the management consultant support retained and the quality of the permanent staff hired.

I have conducted a number of executive personnel searches for both corporate and association clients. As a result, I am quite familiar with the process, what is required and the time involved to do a successful search. Using professional search firms, I estimate it would take a minimum of three months to identify a suitable candidate, probably longer, for this position.

Added to that would be the interview process by Washington USAID before any hire decision could be made. In addition, there would be briefing by both IESC and Washington USAID for the successful candidate. The net result looks like, at the very least, this process would take from four to six months before anyone could reasonably be expected to be in place in Ghana as the PEF Project Advisor.

The real strength of IESC is in its short-term Volunteer Executive program with over 10,000 volunteer names in its data bank, including my own. It is well suited to recruit the short-term VE.

While I strongly endorse the IESC VE program, I have some serious reservations on the ability of IESC to provide the type individual for a two year overseas assignment needed to handle the broad and varied responsibilities of this proposed position.

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2. Option 2 - Management Consultant Contract

All of the tasks noted above option, would apply to the other options as well. In option 2, a professional management consulting firm would be retained by USAID on a core contract basis to direct and manage the start-up of PEF. This firm would then subcontract for whatever special skills it does not possess in-house to accomplish the identified tasks and needs of PEF in the start-up phase.

The consultant firm, as an input to this part of the project, should be encouraged to use the short-term support services of IESC Volunteer Executives in whatever project areas where they may be able to assist. These VEs would be in addition to those involved in the Association Strengthening activity noted in Section II.

There are professional management consulting firms such as Price Waterhouse and Deloitte, Touche in Ghana that could provide most, if not all, of the services need. Appendix M describes some of the services provided by Price Waterhouse.

In addition, there are also smaller management consulting firms that might be considered for parts of the program. Appendix N describes the business development services program currently being established by a resident consultant, Mr. John Folgreen.

In addition, this appendix also includes a write up of Alex Akuffo, a Ghanaian architect, trained in the United States who is opening an office in Ghana. His architectural and professional expertise in a number areas might be help to the the Project Advisor in the prior option or to the consultant management firm guiding the project in this option.

The major benefit of implementing this option would be the local presence and accountability of the consultant firm to USAID. They will continue to live with the results of their work long after the TIP program is completed and the USAID supported agencies have departed Ghana - a strong motivation to do a good job. Their future in Ghana depends on it.

After observing the pace of action in Ghana, I believe the contractual phase of this option could be implemented in about the same or less time it would take for option 1 to locate and place a man in Ghana. Being managed by a local firm involved in the local economy, the project should proceed at a much quicker pace than with an outsider in charge, as in option 1. Local public relations might also benefit.

The consultant contractor should be asked to develop and maintain a PERT Chart to graphically monitor the project as it proceeds along the time line and to make copies with comments available to all involved parties at regular intervals.

3. Option 3 - Direct Grant to PEF

A direct USAID grant to PEF, once it becomes a legal body as a not-for-profit organization in Ghana and possesses appropriate accounting and control systems approved by USAID, has been suggested as another possible alternative. In this scenario, I assume, the founding members of PEF would directly fund the process up to this point.

At this stage, a grant proposal from PEF to the USAID would be required to enable PEF to take the start-up process through the various phases from staff selection, program development, operations, and housing. Should this approach be used, the governing body would then have the responsibility for hiring the previously mentioned consultants, engineers, contractors and other professional services required to accomplish the needed tasks.

This option, in my opinion, does not possess the degree of control I believe necessary to properly manage and execute the program as conceived.

4. EJB Comments and Observations

Of the various options suggested, I favor the second option utilizing the services of a management consulting firm to provide needed services directly or through subcontractors. Options 1 and 3, for the reasons noted in the comments above, are ranked respectively second and third.

IV. PEF Housing - Accra Private Sector Center

From discussions and briefings to date, I understand that an offer was made by the Government of Ghana (GOG) to turnover to PEF, once it has achieved legal status, the rights to a leasehold which has or is about to expire on currently vacant property it owns.

The existing structure, unoccupied for a decade, and plot of land is located in a section of Accra that is central to much of the nation's business headquarters, government and banking community. It is an ideal location to site the Accra Private Business Center, PEF and the private sector association community.

I understand that complications have surfaced that could possibly delay or eliminate this building as a viable site for PEF. The following comments, however, are predicated on the assumption that PEF will achieve legal status and that a formal offer for a long-term leasehold will have been made by the GOG and accepted by PEF.

Appendix D is a recent engineering analysis of the property in question. It describes in considerable detail the current condition of the structures on the lot, discusses proposed use and related space needs, and provides preliminary estimates of time and costs to renovate the structure and grounds.

This study was the basis for the items regarding the structure renovation referred to on pages 83 and 105, and detailed in line item on page 112 of FAAD. It estimates the time from the award of contract for design, engineering and construction to completion and occupancy by PEF to take eleven (11) months.

I not only have reservations about the engineering study but I also feel that the time estimate is highly optimistic. I suggest any A/E firm hired be directed to restudy the structural integrity of the building, particularly after it has idle for so long without adequate maintainance.

The next step in the process, before any actual architectural layout and design can begin, is an detailed analysis of the actual space needs of all prospective initial tenants and support services to be provided. These data also serve as the base from which capitol and operating costs can be assembled to prepare operating budgets and develop a marketing plan for space rental to ensure economic stability over the long run.

Appendix F is a collection of photographs I took this past week of the property illustrating the present exterior condition of the building and grounds. It is obvious that much needs to be done.

Should the above proposed site for PEF fail to materialize, the PEF should have plans in place to seek other available office building sites or locations to house PEF and the Accra Private Business Center. This would require the governing body to immediately set up a site selection committee, including as an observer a representative from USAID.

Regardless how the real estate options work out, PEF and the USAID support organizations involved in the TIF program must be housed in rental property until a PEF building is ready for occupancy. The could take from (12) twelve to (15) fifteen or more months. During this period, the USAID TIF support agencies will have to occupy rental space.

I suggest that realtors be contacted as early as possible to canvass all suitable, available office space required for the rental period noted above; as well as to cover the possibility that the original proposed building location does not materialize. It is imperative that a thorough space needs analysis covering both contingencies be completed promptly.

Planning for the furniture and support equipment needed to operate should begin promptly to ensure that PEF can become operational as soon as possible. This needs study would include furniture for the offices, conference and class rooms, reception space, library facilities, and print shop to service the copy and printing needs of the tenants. Question - who owns the furniture and equipment of the USAID supported agencies when they leave?

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V. ITEM OF INTEREST

While it does not relate to my two specific project areas of interest, the following may have some export implications that might fall under the other TIP sections or be of interest to other USAID programs in Ghana.

A. Jac' Jo Enterprise - Mr. G. J. Randolph

On the trip from London to Ghana, my seat mate was Mrs. G. J. Randolph. She owns a small fishing fleet operation in Ghana, complete with four or more trawlers, buildings, plants, and warehouses. Her husband owns Randolph Motors, an automobile agency of with two or more locations in Accra.

The fishing fleet production, she advised, was insufficient to export the catch of fish and shrimp. With costs rising and the home market level, Mrs. Randolph indicated she is considering selling one or more of the boats to possibly finance an export project.

One likely situation, in which she is interested, is the production and export of Shea nut butter used in cosmetics world wide. I suggested she contact USAID and gave Peter Weisel her card to follow up.

In discussing the above with Pat Connolly of the World Bank, he was very interested in the fishing fleet regarding possible purchase or joint venture operations with interested parties in both Canada and Scotland and would try to contact Mrs. Randolph to find out more about her intentions. (See Appendix M)

1993 will definitely be a busy year for PEF and the private sector organizations as well as the related USAID supported agencies as the Private Enterprise Foundation comes to life. If the organizations that are a part of the PEF take full advantage of the opportunities presented by all the TIP programs, the future prosperity of Ghana will be assured.

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