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FINAL REPORT

STUDY ON THE ASSESSMENT OF WOMEN EXPORTERS IN GHANA

**Ghanexim
Accra**

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PREFACE

The Government of Ghana, donor agencies, the private business community and the financial institutions all agree that Ghana can no longer depend on her traditional exports i.e. cocoa, minerals and timber to finance her imports and meet other international obligations. This explains the emphasis now being placed on the development of the non-traditional export sector.

Women play a very important role in the economy of Ghana as producers, processors, distributors and exporters. However their development is limited by social, economic, financial and institutional constraints.

Gender issues, private sector development and the growth of the non-traditional export sector are of particular interest to the USAID. USAID/Ghana has thus contracted a private Ghanaian consulting firm, Ghanexim Economic Consultants Limited to undertake this study on the "Assessment of Women Exporters in Ghana".

The composition of the Ghanexim study team provided a favourable gender balance. The team comprised

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Ghanexim also acknowledges the research assistance of Mr. Enoch Kyeremeh Osei-Safo and Ms. Patience Kwakye Akyeampong (both of ISSER) and Mr. Eric Adotey (now with Technoserve) who were our interviewers.

The team acknowledges the frank and useful comments from USAID/Ghana led by Dr. Joe Goodwin (Director) and written comments received from Ms. Denise Rollins (USAID/PDO) have been particularly beneficial.

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EXECUTIVE SUMMARY

1. The non-traditional export sector is seen by the Government of Ghana and donor agencies as a prime vehicle for sustainable growth and development of the economy of Ghana. Women who constitute 51% of Ghana's population play a vibrant role in domestic commercial activities.
2. The Ghana Living Standards Survey shows that over 80% of Ghanaian women are self-employed and most of them are engaged in wholesale and retail trade. The 1984 census on population revealed that 86% of all persons engaged in trading were women. Furthermore, women play a dominant role in agricultural marketing being responsible for the processing and internal marketing of nearly all the grain and starchy staples.
3. If the NTE sector is to make the necessary impact on the Ghanaian economy, then women must be encouraged to play an increasingly larger role in the sector. The Government of Ghana and donor agencies like USAID have therefore placed emphasis on women's role not only to improve their living standards but also to enhance the sector's capacity for growth.
4. Characteristics of Women Exporters
Consultants surveyed a total of 52 women exporters and potential exporters and a clear picture emerges from the results of the survey.
5. Ghanaian women exporters are principally based in Accra/Tema and Kumasi and are mostly owner-operator enterprises employing on the average less than ten people and often dealing in more than one commodity. Eighty-eight percent (88%) of them have only been exporting for five years while many of them started exporting only in 1990 - Ghanaian women exporters therefore operate new small enterprises.
6. They export mainly assorted food items (where the domestic market is virtually controlled by women) garments and handicrafts - a few of them export salt and scrap metal. The main export markets are the UK, North America and the European Community. The West African market is understandably not attractive primarily because of the product offering. There is a high domestic market orientation with 63% of production being sold locally.
7. Many of the women exporters do not keep proper records of their operations and as a result do not prepare accounts - They rely on their own internally generated funds to finance their businesses. The distinction between business profits and domestic income is blurred.

Major Constraints

8. Women exporters in Ghana are generally small scale and fairly new enterprises. Their problems are in the main not different from those of medium to small scale enterprises (MSE's) in other sectors of the economy.

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Further, they operate in a sector which has only recently been receiving the attention of Government and donors and which is generally "unknown" to banking institutions.

Their main problems are:

Financial

- 1) Reliance on own funds which are inadequate coupled with their inability to obtain financing from institutional lenders-primarily because performance records are not available and collateral security is often lacking.

Structural

- 2) Weak Structure and Management of Enterprises. Most of the women exporters are essentially business names and operate as such with management in the hands of the owner - operator who performs all business functions
- 3) Weak production base for collection items like baskets leading to extended lead time and delays in payments for goods exported.

Lack of Information

- 4) Limited access to market information and a lack of knowledge of export markets.
- 5) Inability to Maintain Quality Standards - Standards are neither set nor maintained primarily because of a lack of knowledge of the requirements of the export markets of the EC and North America - making it difficult for products to be accepted over the long-term. This may be the result of the high domestic market orientation.
- 6) Weak Product Associations
There are 12 export product associations but most of them exist only in name. They neither regulate the activities of their members nor support them. Meetings are irregular and decisions are often taken on an adhoc basis. The Associations do not have a unified approach to market entry and this often leads to flooding or shortages of products on some markets to the detriment of the exporter. Women are generally not active in the management of these associations except in the Assorted Foods and Handicrafts Associations.
7. Cumbersome Export Procedures - There is too much paper work which leads to frustration for a lot of women exporters.

Financial Market

9. Access to Institutional credit is limited for Women Exporters, because many are unable to satisfy the requirements of the banks. A close examination of the financial institutions is however revealing.

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10. The Commercial Banks offer mainly short-term credits and as a rule they hardly lend beyond one-year. They are not interested in non-traditional forms of collateral even though good repayment record enhances opportunities for further assistance. They neither target women entrepreneurs nor exporters. Generally they are not familiar with the NTE sector.
11. The Merchant Banks deal basically with big business and other Corporate Clients and are not structured to finance small scale enterprises and since most of the women exporters are MSEs, they are unlikely to attract support from these banks.
12. The Development Banks were set up to provide medium to long term investment finance but they are weakened by their limited capital base and all of them have had to add commercial banking to their range of activities to raise funds from depositors. Since these funds are available on demand, they can only lend short. ADB is however playing a facilitating role in the Export Production Villages scheme.
13. Export Finance Company
The Company has provided assistance to Exporters including women. However, because of the way it sources its working capital, it can only lend very short and had, until recently, no proper mechanism for retrieval hence the high rate of default - A situation which has almost bankrupted the company, but for the roll over of its bills by the Bank of Ghana.
14. WWBG
Through its subsidiary, MASU, WWBG is offering financial assistance to women. Currently its activities are limited to only Accra and Budumburam so its impact in terms of loans to women is limited to these two areas. However its training programs in business and financial management will in the long run have tremendous impact on women entrepreneurs. Its export procedures seminars have been very well received.

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15. The CUA also has a 'Credit for Women' project which specifically targets small-scale business women all over the country but funding levels currently make it possible only to produce exportable products which are sold on the domestic market or to the ultimate exporters.

Women in Raw Material Production and Processing

16. The role of women in the production, processing and control of the domestic marketing of a whole range of commodities is very crucial for the success of the NTE sector.
17. In wood products, the role is limited to selling sawn timber on the local timber markets even though some women operate portable sawmills in concessions where the output is the basic raw material for the furniture industry. In

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pineapple production, women are used as farm hands in harvesting, gathering, sorting, grading and packing for export. In kola nuts production, it is the women who do the picking, peeling, washing, bagging and sealing ready for the men to load and export.

Export Product Associations and Women's Organisations

18. The role of women in Export Product Associations is very limited. With the exception of the Assorted Foods Association where they enjoy a plurality on the executive, and in the Handicrafts Association where they have significant representation on the management team, women exporters are generally not active either as members or executives of the Export Product Associations.
19. Women's Business organizations like GAWA and FGBPW encourage women in business by supporting training programmes and seminars for women entrepreneurs and prospective businesswomen. Some of these programmes can be beneficial to women exporters even though they are not specifically targeted.

Other Donors

20. Several international donor agencies are providing various levels of support for Exporters/Women in general under a number of schemes. These agencies include UNDP/UNICEF/USAID/EEC/UNFPA with projects on "Enhancing opportunities for women in development" under PAMSCAD and on "Export Trade, Planning and Promotion". The EC also has a support programme for the Furniture Industry while the Commonwealth Secretariat supports training in costing, pricing and research for the garment and textile industries.
21. Of particular importance to the NTE sector is the World Bank's Private Enterprise and Export Development (PEED) project which seeks to build on the achievements of TIP. Whereas TIP provides for institution building and institutional reform, PEED essentially addresses the direct financing problems of private sector firms in the NTE sector.

Case Studies

22. Two case studies of women entrepreneurs engaged in the export of non-ferrous scrap metals and salt were undertaken. Important lessons learned from these case studies include the need to take calculated risks while avoiding unnecessary risks, the need to use the banking system and the basic requirements of keeping proper records, and the usefulness of networking.

Conclusion and Assessment

23. The survey showed that many women exporters can be classified in the unofficial informal sector. Most of them do not appear on the GEPC Export Performance lists making it difficult to provide an accurate assessment of their performance. However, on the basis of available information, consultants can conclude that the number of women exporters is increasing and their contribution to the total non-traditional exports shows an increasing trend over the period, 1990-93.

Recommendations

- 24 Concerted Action will have to be taken (i.e. recommendations in the next section) not only to bring women exporters into the official mainstream and assist them to develop and grow - but in so doing the problems of small scale operators in general and the NTE sector in particular will be addressed.

RECOMMENDATIONS

Credit

1. The study confirms that the lack of access to institutional credit is a major constraining factor facing Women Exporters in their effort to develop and grow. This problem is the result of a number of factors including the inability of exporters to satisfy the requirements of the banks, and the "newness" of the sector to the banks.
2. If the NTE should become the main vehicle for the growth of the Ghanaian economy, then Government ought to adopt policies which will ensure the flow of resources to the sector.

Consultants Recommend:

3. - That a policy loan system be adopted by Government which should through the Bank of Ghana, earmark a fixed minimum percentage of loanable funds for the non-traditional export sector and back it by law. This can be operated through a system whereby exporting companies, producers and manufacturers of export goods and importers of raw materials for export production are offered automatic loans up to the value of goods they export or produce for export.
4. - That the Bank of Ghana provide assistance to banks whose loan portfolios provide support to small and medium scale businesses through a Credit Guarantee Scheme.
5. - That available grants and soft loans be channelled to banks who provide support to NTEs and MSEs.

Credit Rating

6. Under PEED, studies are expected to be under taken, one is expected to lead to the establishment of a Credit Reference Agency and the other a Futures Forex Market.
7. The Credit Reference Agency is expected to rate the credit-worthiness of exporters and thereby make it easier for deserving exporters to access credit.
8. **Consultants recommend**
 - That since this Agency is expected to assist the private sector access funds quickly and easily, it should be placed outside the public system i.e. it should be privately controlled and institutions such as the Export Product Associations, Association of Ghana Industries and the Ghana National Chamber of Commerce be invited to become partners with limited holdings for the banks and for government through GEPC and the GIC.
9. The study establishes that the banking institutions generally do not have adequate knowledge about the NTE sector and view the sector as a high risk. Apart from credit which some banks offer their customers who happen to be in the NTE sector, there

are other areas of support which the banks could offer to the NTE customers.

Consultants recommend:

10. - That Banks use their network of correspondent banks and their own intelligence units to assist exporters to assess the credit worthiness of prospective buyers and also provide advice on the markets that their customers wish to enter. This is particularly important to women exporters who deal in assorted foodstuffs - as many buyers operate only on collection basis.
11. - That Banks should take advantage of the facilities available at the GEPC's Export Training School to train more of their personnel and managers to sensitize them on the special problems and needs of the NTE sector. This is to ensure that they are in a better position to access funds under PEED for their NTE customers.
12. - That Banks consider the introduction of "forfaiting" to assist the NTE sector to limit the cash flow problems faced by many women exporters. "Forfaiting" involves the immediate payment by a bank to the exporter of the value of exports less an agreed fee in exchange for the documents covering the exports. The exporter therefore forfeits the right to use the documents to claim proceeds, which right is passed on to the bank, which uses its international connections to collect proceeds.

Long Term Financing

- 13 The study also established that long-term financing for investment is practically non-existent not only for women exporters but for the NTE sector as a whole.
- 14 Under PEED, NTE firms are enabled to finance their working capital requirements but the maximum 360-day limit does not allow for capital investment. If the NTE sector is to develop, then investment funds must be available under PEED, funds recovered from borrowers are not to be paid into government chest but are to be used by the EFO to provide further support to the NTE sector.
15. **Consultants recommend**
 - That EFO should institute a scheme for medium to long-term financing using these recovered funds as seed money. This is one positive way of encouraging investment in the NTE sector.

Export Finance Bills

- 16 The Export Finance Company is facing serious liquidity problems which have undermined its ability to perform its assigned role of providing financial support for the NTE sector. These problems are the result of the short-term nature of the funds it sources.

17 Consultants recommend

- That as a matter of urgency the Bank of Ghana should provide the EFC access to long term funds and consider converting the EFC bills into long-term stocks to enable the EFC lend both short and long and thus achieve the purpose for which it was set up.

Credit Unions Association

18. The CUA has credit unions all over the country but in raising funds, the CUA at the society level usually maintains offices to which members make their contributions on an agreed basis (i.e. daily, weekly, monthly) However, many women have household chores and business duties which occupy them most of the day. Women are unable to go to the CUA office regularly hence their inability to maintain their regular contributions to the CUA - a condition for granting of loans. Thus only 25% of CUA members are currently benefiting from loans.

19. Consultants recommend

- That in order to expand their capital base so that more women can benefit, the CUA should consider operating a SUSU system whereby the society's agents visit the member at her place of work or at home to collect the contribution when due. This will free the women to continue with their work while the CUA also collects more contributions.

GEPC Databases

- 20 One disturbing finding of the study is that far too many exporters are "officially unknown". even though they claim to be exporting, they do not appear on GEPC's Export Performance lists. - Besides most of those on the register of the Export Product Associations are not registered as exporters by the GEPC.

- 21 It appears that the exports of a large number of exporters do not figure in GEPC databases, even though "unregistered exporters" are acknowledged in some of the "Export Performance" list.

22 Consultants recommend:

- That GEPC undertake a thorough review of their registration procedures with a view to establishing the reasons behind the wide variances in the lists of the Export Product Associations and their own lists and bringing up to date their own list of Exporters.
23. - That GEPC should include in their data bases at the level of the firm, gender of ownership, and gender of key manager. This will enable the progress of women-owned and operated firms to be monitored.
- 24 - That there should be a very close liaison between the GEPC and the Export Product Associations. In this liaison emphasis will have to be placed on GEPC's promotional rather than regulatory functions.

25 Training

The study establishes that many women exporters do not keep proper records of their

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transactions and that this was a constraint to their ability to access funds from institutional lenders. The need for record keeping is fundamental to the success of any business.

26. Consultants recommend

- That the Export Product Associations should encourage female members to participate in financial and business management courses offered by the Ghana Export School, Women's World Banking, and EMPRETEC.

Export Procedures

27. Many women exporters have identified the cumbersome export procedures as a serious drawback. There are many organisations to deal with and often information provided is duplicated.

28. Consultants therefore recommend

- The establishment at the GEPC of a one-stop Export Documentation Centre which will deal with all official paperwork.

29. Many women exporters remain unofficial and cite the requirement to submit a tax clearance certificate as part of GEPC's required documentation as a problem. Tax clearance certificates are only issued on the advance payment of corporate tax which small and new firms find costly.

30. Consultants recommend

- That the submission of an IRS tax clearance certificate should not be a requirement for GEPC registration.

I. INTRODUCTION

- 1.01 The United States Agency for International Development (USAID) and the Government of Ghana (GOG) in September 1992, signed an \$80.0 million Trade and Investment Program (TIP) which is designed to improve the enabling environment for private sector growth and to, specifically, target Non-Traditional Export (NTE) growth.
- 1.02 TIP consists of a grant of \$60.0 million to improve the enabling environment constraints to production for export and investment. In addition, TIP has a project component of \$20.0 million to strengthen the principal public sector institutions engaged in investment and export promotion and also provide support to private sector associations and firms to improve their capacity to export and obtain export financing.
- 1.03 The program at the end of the five-year implementation period ie. 1997, intends to achieve the following targets:-
- i) an increase in the Nominal Value of NTE's by new and pre-existing firms from \$62 million in 1991 to \$250 million by the end of TIP.
 - ii) an increase in the number of firms participating directly and indirectly in NTE's by 1,500 from the 1991 total of 2,882.
 - iii) an increase in real per Capita Income of men and women engaged directly or indirectly in NTE's of 5% per year by the end of TIP, compared to a 2% increase in the economy as a whole, and
 - iv) creation of at best 60,000 new full time NTE related employment opportunities for men and women.
- 1.04 In Ghana, the role played by women in the distributive trades particularly in the marketing of agricultural produce is well known and documented. The GOG's Economic Recovery Program (ERP) has provided real opportunities for women to play a more positive role in the economy particularly in production and income generating activities.
- 1.05 There are, however, many economic, social and cultural barriers to their development. In spite of these barriers, many women have already taken advantage of the improved macro-economic environment and are diversifying and increasing their products on the developing export market, while others are poising themselves to move for greater expansion and marketing opportunities.
- 1.06 To aid USAID/Ghana in both the planning and actual process of incorporating women entrepreneurs, particularly exporters or potential exporters into TIP and other USAID - funded activities, such as the PL 480 Title III program, this study has been designed to provide a profile, examine the constraints (economic, social and financial) to export expansion, of these women exporters and finally make specific actionable recommendations.

II BACKGROUND

A. THE NATIONAL ECONOMY

2.01 The economy of Ghana is critically dependent on Agriculture including Cocoa production, Forestry and Fisheries. The sector employs approximately 50% of the working population and contributed 42.4% of the GDP in 1992. The most important crop is cocoa which until 1990 accounted for over 50% of Ghana's total export earnings.

2.02 Apart from cocoa, the other major exports are the Minerals, led by Gold, (34.8%) of total export earnings which overtook Cocoa (30.7%) for the first time as the leading export commodity by value in 1992, and together with Diamond, Manganese and Bauxite contributed 39.4%, Timber 11.0% and Non-Traditional Exports (NTE) 6.2%.

Economic Deterioration

2.03 Ghana enjoyed a high standard of living for nearly a decade after it attained Independence in 1957. However since 1965 the economy has been deteriorating steadily. Cocoa production which accounted for nearly 33% of total share of the world market had fallen to nearly 12% in 1982/83, with Ghana relegated to third position on the world cocoa league behind La Cote d'Ivoire and Brazil.

2.04 Food production has also fallen with a decline in the food self - sufficiency ratio from 83% in 1961 to 71% in 1978 - 80 resulting in massive increase in food imports in the decade to 1982.

2.05 In the Minerals sub-sector which was the country's second major source of export revenue, output levels of Gold, Bauxite Manganese and Diamonds also fell steadily in the 1970's.

Economic Recovery Program

2.06 In an attempt to arrest the rapid decline in all sectors of Ghana's economy which began during the second half of the 1970's, the GOG in 1983 launched an Economic Recovery Program (ERP) to mobilize internal as well as external funds from both bilateral and multilateral sources to restructure the economy towards increased production and productivity.

2.07 In order to achieve the set targets within the planned period of 1983 - 89 the ERP adopted an export-led growth strategy which relied heavily on the traditional exports mainly Cocoa, Timber and the Minerals.

2.08 While the Minerals, particularly Gold, recorded substantial growth, cocoa, which was heavily relied upon to lead the recovery effort, and in which a lot had been invested since ERPI (1983-85) and ERP II (1986-89) had, during the last few years experienced a relatively low and rapid fall in prices on the International Commodity Market where supply widely outstrips demand.

- 2.09 This situation has adversely affected Ghana's ability to meet her international trade obligations and the development aspirations of her people without recourse to continual massive inflows of aid and borrowing from external multilateral agencies and Governments. For example in 1991, after covering debt servicing, Ghana's export earnings covered only 56% of its import bill.
- 2.10 To get out of this foreign exchange dilemma the Government under ERP II, adopted a strategy of diversifying the country's export and manufacturing base through a system of incentives and appropriate price signals. This involves especially the development of the Non-Traditional Export (NTE) sector.

B. THE NON-TRADITIONAL EXPORT SECTOR

- 2.11 Ghana's export trade covers traditional and non-traditional products. The main traditional products are Minerals, ie. Gold, Diamond, Manganese and Bauxite; Cocoa, and Timber. The non-traditional products/or exports are defined throughout this report to exclude, Cocoa beans, Logs and Lumber, Minerals and residual oil.

The Non-Traditional Export (NTE) sector consists of three sub-sectors, mainly:-

A. Agriculture:

- i) Horticultural produce, eg: Pineapples, Bananas, Plantain, Cucumber, Shallots, Onions, Ginger, Pepper (Chillies), Water Melons, Fresh Tomatoes, Garden Eggs, Aubergines, Okro, Lettuce, Courgettes, Cut/Fresh flowers and Ornamental plants.
- ii) Tree Crops, eg: Cola Nuts, Cashew Nuts, Shea Nuts Coffee, Lemon, Limes, Mangoes, Avocado Pears, Coconut, Cotton Seed, Medicinal Plants/Seeds, Cocoa Waste, Lime/Orange Peels.
- iii) Fish and Seafood, eg: Tuna, other Frozen Fish, Lobsters, Shrimps, Prawns, Smoked Shrimps, Smoked fish (Assorted), Salted Tilapia (Kobi), Cuttle fish (frozen), Octopus, Shark Fin and Aquarium Fish.
- iv) Root Crops, eg: Yams, Cocoyams, Sweet Potatoe, Gari (processed cassava).
- v) Game and Wildlife, eg: Snails, Live Animals, Bush Meat (Smoked and Dried).
- vi) Other Agricultural produce, eg: Maize, Copra, Palm Nuts/Kernels, Groundnuts, Agushie (Melon Seeds), Tiger Nuts,

Corn Husks, Plantain Leaves, Natural Honey/Beeswax

B. Semi-Processing and Processing/Manufacturing:

- i) Aluminium Products, eg: Sheets, Coils, Circles, Household Utensils,
- ii) Wood Products eg: Furniture and Parts, Builder's Wood, Toys, Households Utensils
- iii) Other products eg: Salt, Non-Ferrous Scrap Metal, Canned Tuna Fish, processed Natural Rubber, Crude Glycerine, Palm Oil, Palm Kernel Cake, Groundnut Paste, Canned Pineapple Slices, Canned Palmnut Cream Soup, Canned Garden Eggs, Conc Lime Juice, Distilled Lime Oil, Lime Waste, Body Cream, Anago Soap, Shea Butter, Alcoholic Beverages, Tobacco, Garments, Textile/Batik.

C. Handicraft:

Straw products, Cane Products, Wood Carvings, Ashanti Stool, Kente Cloth/Stoles and Stripes, Drums, Ceramic Products, Earthware Bowls/Pots, Joromi, Tye & Dye, Adinkra Cloth and Assorted Products.

- 2.13 Since Independence and before the ERP, Ghana had no clearly defined policy on the development and export of non-traditional products. The practice was to export whatever was known to be available and any surpluses which could not be consumed locally. There was no organized large-scale production which could sustain both supply and export of these products.
- 2.14 GOG has since 1983 paid increasing attention to the NTE sector and by the end of ERP I 1985, NTEs recorded a total of \$2.2 million which was the first time the sector had exceeded the \$2 million mark. There was a dramatic increase to \$23.8 million 1986 when the sector accounted for 3.2% of total exports.
- 2.15 Under ERP II (1986-89) the main objective was to sustain a minimum 5% share and to raise the level of contribution of NTE trade to 15% of national exports.
- 2.16 In order to achieve this target, the Government decided to focus attention on a few selected products at the enterprise level by providing assistance, and removing the related constraints such as:
- weak or inadequate production base
 - uncompetitive price due to high domestic production cost
 - non-availability of ready finance
 - poor marketing infrastructure

- inadequate export incentive
- lack of adequate knowledge of procedures related to exports
- weak institutional support for export development
- so as to improve upon their production and export performance.

- 2.17 In spite of the rapid growth in the number of exporters and in value terms, of Non-traditional exports from \$23.8 million in 1986 to \$68.4 million in 1992 ie. (187%) the NTE sector's share of total export earnings remained at (an average 5.7% per annum during that period). After the big leap from \$34.7 million to \$62.3 million ie. 79.5% in a single year (1989-90), growth slowed down to a mere 0.48% by increasing from \$62.3 million to \$62.6 million the following year ie. 1990 - 1991 and picked up a little by 9.2% to \$68.4 million the next year ie. 1992. For the year to September 1993 the sector recorded \$40.6 million which compared unfavourably with the \$47.5 million achieved for the corresponding period in the previous year.
- 2.18 The not too encouraging future facing the cocoa industry on the International market due to the large stocks of beans and the expectations for increased production from South East Asia, coupled with the worsening terms of trade arising from a falling primary commodity price forcefully brings to the fore the need for the non-traditional export sector to rapidly increase this share of the value of Ghana's export trade to over and above the planned 15% in real terms.
- 2.19 The traditional exports, ie. Cocoa 30.7% Minerals (Gold, Manganese, Diamond, Bauxite) 39.4% Timber 11.5%, which together in 1992 provided 81.6% of the country's export earnings, will not be capable of providing the export growth needed to meet Ghana's development needs and reduce its dependency on inflows from donor agencies; and hence the TIP.

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- 2.20 The NTE sector is very broad in scope and comprises the following:-
- i) participants, ie. policy makers, designers, producers, semi-processors, processors, exporters/marketers, equipment and machinery Suppliers, input suppliers, workers, financiers, lawyers, insurers, accountants, tax/customs- inspectors, freight storage/handlers and forwarders, transporters (land, air, sea), public export/investment support and promoting agencies.
 - ii) systems and practices, ie. the enabling environment
- 2.21 Women - owned firms/enterprise is defined by the study as firms/enterprises in which a woman or women have controlling interest or have the majority equity holding and run the business.
- 2.22 Women - owned export and potential export firms therefore comprise the following:
- i) producers

- ii) producers - exporters
- iii exporters ie. assemblers and marketers

and could be found in all the three sectors of the economy, mainly the primary eg. Agriculture, Fisheries and Forestry; Secondary eg. manufacture/industry; and Services eg. marketing.

- 2.23 In the Non-Traditional Export (NTE) sector, producers could further be categorised into:
- i) primary producers ie. fruits and vegetables
 - ii) intermediate producers/semi-processors ie. furniture parts
 - iii processors/manufacturers ie. Gari, Marmalade, Smoked/Dried Fish, garments, textiles, handicraft etc.

A Distinguishing Features

- 2.24 Most Women-owned firms in the NTE sector could be described as Micro and/or Small Enterprises (MSEs). A qualitative definition would describe such MSEs as, enterprises where the entrepreneurs perform all the managerial functions including raw material production/or procurement, production control, financing, personnel management and marketing/export, without a substantial degree of delegation.
- 2.25 For working purposes, Governments, Financial Institutions, and International Donor/Aid Agencies have to use quantitative definitions. These are usually based on parameters such as i) maximum number of people employed, ii) fixed assets or iii) turnover. Number of people employed, being the easiest and most reliable to measure, is by far the most commonly used definition.
- 2.26 Quantitative definition of a Micro-enterprise in the NTE sector is one which employs Zero to five employees ie. 0-5 , while a Small - scale firm is one which employs six to twenty employees ie. 6 - 20.
- 2.27 The majority of women-owned export firms are active in the Agricultural and Artisanal subsectors of the NTE sector. In the Agricultural subsector, they mostly deal in Assorted Food Items such as, Yams, Plantain, Okro, Garden Eggs, Pepper, Gari (Processed Cassava), Corn Husk, Smoked Fish (Assorted), Salted Tilapia (Kobi), Palm Oil, and some Horticultural produce eg. Pineapple and other fruits.
- 2.28 In the Artisanal subsector, women producer - exporters and/or exporters predominantly deal in Garments, Embroidery, African Prints, Batik, Tie and Dye and Assorted Handicraft eg. Bags, Shoes, Sandals, Bracelets, Earrings, Necklaces, All-Kente Costumes for men and women etc.

B Constraints to Development

- 2.29 Apart from the regulatory environment which governs the capacity of the NTE sector to expand, there are a number of constraints which directly limit the capacity of private sector firms ie. producers, producer - exporters and exporter/marketers, in

general and women exporters in particular to increase exports.

2.30 Of all the barriers affecting the capacity and development of women exporters, the most pervasive as seen by GOG agencies and policy makers, bankers/financiers and representatives of the private sector are as follows:

- inadequacies of exporters ie. management, organisation, technical
- lack of supply base ie. agricultural produce, garments, handicrafts etc. in terms of quantity, timeliness and quality.
- undeveloped business environment of the sector ie. lack of credit facilities, e.g. working capital, Export - credit, machinery and equipment etc.
- lack of career counselling, ie. potential exporters.
- weak institutions ie. export product associations
- lack of knowledge of export markets ie. information, eg. prices, processes, new product ideas, new market, standards and specifications, regulations etc.
- lack of/poor infrastructure ie. Roads (Feeder & Secondary), Irrigation, Cold Storage and Handling.

Markets for NTEs

2.31 The UK/EC continues to be Ghana's major trading partner, representing 40% (US \$40 million) of its non-traditional exports (NTE), followed by North America (USA/Canada).

2.32 In order to compete in the expanding market of EC and the North American Free Trade Zone (NAFTA) ie. single market of USA/Canada/Mexico, what is required of exporters in the NTE sector, is the availability of essential ingredients for international competitiveness:

- information for perceiving opportunities
- specific and realistic management goals,
- necessary policy and infrastructural support of state.
- availability of credit at reasonable rates of interest
- availability of quality products as per overseas specifications and
- ability to innovate and anticipate rather than react to situations.

2.33 In any case, upgrading of products, both primary and manufactured will be imperative. Removal of technical barriers will result in the need for upgrading of quality of Ghana's primary exports. Health, safety and pollution requirement will increasingly

have to be improved in order to gain access to EC and NAFTA markets.

- 2.34 This will particularly be important in respect of food, tobacco, and fish exports. So the most important strategy will be to study market requirements, compare them with products as manufactured currently and initiate modifications whenever appropriate.
- 2.35 Awareness and understanding of EC and North American Standards, testing and certification requirements is a must, if full use is to be made of the opportunities emanating/or to emanate from EC/NAFTA.

III. STUDY OBJECTIVES

The objectives of this study as stated in the scope of work are:

- (1) to provide a profile of women entrepreneurs currently exporting or poised to export.
- (2) to identify the constraints (financial, economic social) to export expansion and growth.
- (3) to make specific, actionable recommendations that can be used by USAID/Ghana to incorporate women entrepreneurs, particularly exporters or potential exporters into the TIP and other USAID - funded activities such as the PL 480 Title III Program.

IV STUDY APPROACH AND METHODOLOGY

Survey Instrument Design

- 4.1 The study is essentially to profile women exporters and those poised to export. Its intention is therefore to develop a base of survey-generated data on women-owned export enterprises and potential female exporters. A survey instrument was developed to collect data from women exporters and potential exporters identified from the membership lists of the export product associations and from GEPC's Exporters Directory.
- 4.2 The survey included questions regarding the general business climate and enabling environment, perceived resource constraints in specific areas like management, credit, land, labour, energy, transportation and communications. The Instrument also asked questions about the effectiveness of the support women exporters receive from the Export Product Associations. Womens' Organisations, AGI and from public institutions like GEPC and the Ghana Investment Centre (GIC).

Initial Draft Questionnaire

- 4.3 Consultants prepared and submitted an initial draft of the Survey Instrument to USAID/Ghana for comments and suggestions in the first week of the study. On receipt of these comments, the questionnaire was modified and a final version prepared.
- 4.4 Ghanexim staff who are experienced in Survey Instrument design assisted the study team to ensure that the language and format of the questionnaire were unambiguous and could be clearly understood by women entrepreneurs.

The questionnaire was properly structured and questions formatted to ease post-survey codification and data entry using pre-coded responses.

Training the Enumerators

- 4.5 Ghanexim recruited as enumerators for the survey, graduate teaching assistants from the Faculty of Social Sciences, and ISSER, University of Ghana who are experienced in survey implementation, having worked with Ghanexim on other studies. Prior to the conduct of the survey, the enumerators and the Research Team met to discuss every single question in what was essentially a classroom session. This was to ensure that the enumerators asked questions and interpreted answers in a consistent manner.

Pre-testing the Survey Instrument

- 4.6 Ghanexim pretested the Survey Instrument in a pilot survey with eight of the identified 52 women exporters and potential exporters. The pilot survey was conducted in the Accra/Tema area for practical reasons. Testing the questionnaire in the pilot provided the enumerators with the opportunity to

apply their interviewing skills. Minor modifications were made to the questionnaire following the pretest.

Analysis

Data Entry

- 4.7 The questionnaires were prenumbered and each one physically edited to remove incomplete and inconsistent ones. The data was coded and entered into a personal computer using the SPSS package.

Output

- 4.8 An initial output of frequencies was generated for all categorical data and where responses were integers the mean, median and standard deviations of each product group were calculated.

Export Product Association

- 4.9 In compliance with the consultant tasks specified under the Scope of Work, twelve export product associations were interviewed not only to determine the percentage membership contributed by women but also to determine the degree of participation of women in their organisation and management and their contributions in production of raw materials and processing.

Women's Business Organizations

- 4.10 Some Women business organizations were also interviewed with a view to establishing the extent to which women are poised to develop or expand their products into export markets and to ascertain the support these organisations give to women exporters.

Institutional Interviews

- 4.11 Government of Ghana agencies, bankers and private sector business associations were interviewed not only to cross check information obtained using the main Survey Instrument but also to examine the real or perceived constraints to women's exporters' progress.

Case Studies

- 4.12 Two case studies of women exporters were conducted to provide possible training materials to motivate other women entrepreneurs. The case studies were indepth analyses and concentrated on the degree of personal involvement of the owner, a description of the lines, their skill levels, landmarks e.t.c.

V.

SURVEY RESULTS

- 5.1. The survey covered a total of fifty-two(52) companies located in the Accra-Tema metropolis and Kumasi. The companies covered fell into two categories. There were those owned by women and those managed by them. Of course these were not exclusive. The respondents were very cooperative during the interviews and therefore made the work less difficult than anticipated. This is attributable to their desire to receive official assistance in carrying out their activities.

Major Export Commodities:

- 5.2. The main products exported by the respondents were food items and garments about 31% each. These with handicrafts 17.3%, accounted for almost 80% of the respondents. Salt and Kente each had 5.8% with less than 2% of the respondents dealing in the other products.

Table 1:Products exported by Respondents

Product	No.	Percentage
Food Items	16	30.8%
Garments	16	30.8%
Handicrafts	9	17.3%
Salt	3	5.8%
Kente	3	5.8%
Fresh Pineapples	2	3.8%
Wildlife	1	1.9%
Processed food	1	1.9%
Aluminium	1	1.9%

Staff Strength

- 5.3. The companies tended to have very low employment levels ranging between one and sixty (60). The average number of employees was nine(9) made up of about five females and 4 males however employee size of four turned out to be the mode. At the management level there was an average of two managers per company this was very adequate considering the size of the companies. Most of the companies had managers who had at least primary school level education. There was however a male bias in the composition of the management. For those who responded there was an average of one woman on the management team. About 20 out of the 52 companies sampled had managers who had University education, of which 14 were women and the remaining six were men.

Years in Business

- 5.4. Most of the companies, 55%, started business in the last five years. An even larger percentage (82%), went into the export business within the last five years. The results show that 1990 was the year with the highest number of new companies.

Table 2: Years of Export

No of Years in Business	Percentage	No of Years in Exporting	Percentage
More than 10 Years	23.5%	More than 10 years	4%
10 to 5 Years	21.6%	10 to 5 years	14%
Less Than 5 Years	54.9%	Less than 5 years	82%

- 5.5. About 63% of the goods produced is not exported, but sold on the local market. When questioned about how this proportion has varied over the years the respondents were split in their response. While half, said there has been some change the remaining half disagreed. For those who said there has been a change 83% said the change was positive, which is an increase in exports. A small number, 17%, said there has been a decrease.

Destination of Exports.

- 5.6. Below is a graph of the major countries to which the respondents exported. The United Kingdom had the highest which is understandable from the long standing relationship that the two countries have had. The most outstanding result is the number that said they exported to African countries. It showed a clear absence of



Figure 1

trading activities between the women in these countries. On a product by product basis the respondents showed some differences at least among the three major products. Whereas most garment producers exported to North America and other countries food item exports were mainly to the United Kingdom and EEC countries. All salt exports went to one country, which is Bourkina Fasso.

Table 3: Products and their Destination

	PRODUCT									TOTAL
	FOOD ITEMS/ DRIED FISH	FRESH PINEAP PLES	WILD LIFE	COMMON SALT	PROCES SED FOOD	ALUMIN IUM	KENTE	HANDIC RAFTS	GARMEN TS	
COUNTRIES EXPORTED TO										
Exports to UK	8 42.1%	2 66.7%	1 100.0%		1 50.0%	1 100.0%	1 16.7%	4 21.1%	6 22.2%	24 29.6%
Exports to EEC	6 31.6%						1 16.7%	5 26.3%	4 14.8%	16 19.8%
Exports to Middle East										
Exports to North America	4 21.1%						2 33.3%	4 21.1%	9 33.3%	19 23.5%
Exports to Togo									1 3.7%	1 1.2%
Exports to Nigeria								1 5.3%	1 3.7%	2 2.5%
Exports to Benin										
Exports to Cote D'Ivoire								1 5.3%		1 1.2%
Exports to Bourkina Fasso				3 100.0%				1 5.3%		4 4.9%
Exports to other countries	1 5.3%	1 33.3%			1 50.0%		2 33.3%	3 15.8%	6 22.2%	14 17.3%
TOTAL	19 17.3%	3 2.5%	1 1.2%	3 3.7%	2 1.2%	1 1.2%	6 3.7%	19 11.1%	27 18.5%	81 60.5%

BUSINESS ENVIRONMENT

Export Problems

- 5.7. The near absence of any exporters to neighbouring countries suggested that there could be problems with exporting to these countries. Predictably 20 percent of those interviewed said they had faced problems exporting to the neighbouring countries. These were half those who said they exported to these countries. Among the problems they faced the most important according to the respondents were border delays and unfair competition. Other problems reported were high tariffs and cumbersome procedures that could also result in border delays.

Export Finance

- 5.8. One major resource needed in the export sector is finance. The respondents were asked to indicate the source of their finance and the adequacy of the assistance from the various sources. By far the most important source of finance came from the companies own resources(equity)used by 73% of the respondents. This however was found inadequate. Even as this was found inadequate it was still the most preferred

source of funding by 45% of the respondents. This preference is due to the high cost of bank credit and the reliability. Another reason for this preference is the lack of collateral for bank finance. An important result of this study was the near absence of support from Women's World Banking(WWB). To be able to help these exporters it was important to find out the difficulties they faced with their preferred source of funding. The main difficulties according to the respondents were lack of collateral, high interest rates and cumbersome documentation procedures.

Impact of Banking Services

- 5.9. In export business ease of transactions and promptness is a key feature for success. Thus the survey attempted to find out how the banking sector has aided the women exporters. The table below is the assessment of bank services by the exporters.

Table 4: Rating of bank services

Service	Good(%)	Average(%)	Poor(%)
Transfers	29	55	16
L/C Establishment	25	50	25
Others	25	25	50

- 5.10. The results show that for the major bank services of transfers and letters of credit respondents were quite happy with the banks. It was only in the opening of accounts and other services that the banks got a poor rating. In the area of costs for the services rendered customers found them a bit more expensive than they would have preferred. None of the services was considered cheap. This is a disturbing outcome since the respondents had rated the services as mainly of average quality.
- 5.11. The respondents were almost split in their response to their ability to repay their loans .A good 48% said they had difficulty in repaying while the remaining 52% said they did not have any difficulty. For those who said they had difficulties in paying their loans their major reasons were the delays in receipt of proceeds. These were about, 23%. The other reasons given were high interest rates, 17%, repayment periods 10% and pricing on the international scale 11%.

REGULATORY ENVIRONMENT

Impact of government Policy

- 5.12. Government's role as a major facilitator in the external trade performance is very vital .The evolvment of good policies is bound to yield good returns for the country while the reverse will be the case for bad or inconsistent policies. The returns from the survey suggest that women' exporters are not apprehensive about government policies. The same percentage each ie 40.8% said government policy has had a positive or neutral effect on the export sector. The remaining 18% said the impact has been negative. This result however contrasted with the results on the specific government

policy instruments. In the survey we asked the respondents to show their opinion with the various government policy instruments. From Figure 3 below one can see that respondents were more satisfied than the earlier response would suggest.

Table 5: Crosstabulation of Commodities & Rankings

	PRODUCT									TOTAL
	FOOD ITEMS/ DRIED FISH	FRESH PINEAP PLES	WILD LIFE	COMMON SALT	PROCES SED FOOD	ALUMIN IUM	KENTE	HANDIC RAFTS	GARMEN TS	
Impact of Transfers										
Good	5 31.3%					1 100.0%		2 28.6%	4 36.4%	12 28.6%
Average	7 43.8%	1 50.0%	1 100.0%	1 100.0%	1 100.0%		2 100.0%	4 57.1%	6 54.5%	23 54.8%
Poor	4 25.0%	1 50.0%						1 14.3%	1 9.1%	7 16.7%
TOTAL	16 38.1%	2 4.8%	1 2.4%	1 2.4%	1 2.4%	1 2.4%	2 4.8%	7 16.7%	11 26.2%	42 100.0%
Impact of L/C establishmen t										
Good	3 30.0%					1 100.0%		1 33.3%	1 14.3%	6 25.0%
Average	5 50.0%	1 100.0%					1 100.0%	5 71.4%	5 50.0%	12 50.0%
Poor	2 20.0%			1 100.0%				2 66.7%	1 14.3%	6 25.0%
TOTAL	10 41.7%	1 4.2%		1 4.2%		1 4.2%	1 4.2%	3 12.5%	7 29.2%	24 100.0%
Impact of other services										
Good									1 50.0%	1 25.0%
Average									1 50.0%	1 25.0%
Poor		1 100.0%						1 100.0%		2 50.0%
TOTAL		1 25.0%						1 25.0%	2 50.0%	4 100.0%

5.13. Most Exporters of Handicraft thought that government policy has had a positive

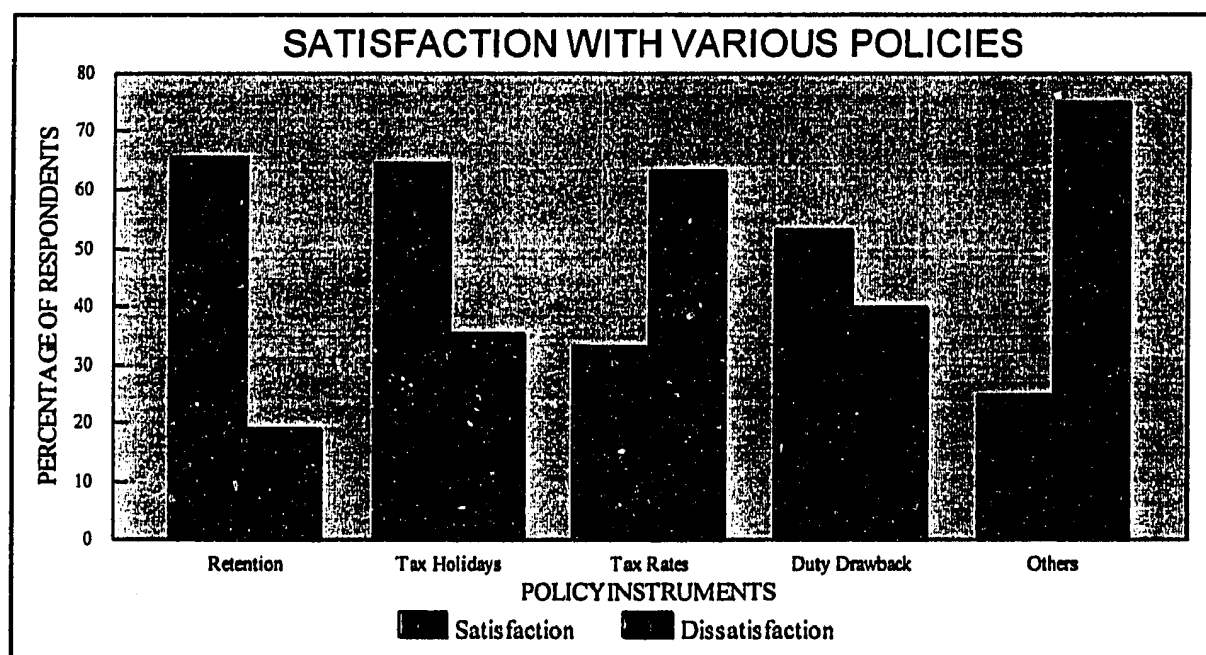


Figure 2

influence on their business, and a third of them thought there has been no impact. This contrasts with the responses given by those in the food and garments sectors. In both cases a little over a third thought the government policies had some positive influence on their business. This was 37.5% for food exporters and 35.7% for garment exporters. For food exporters a good 31% thought negatively of government policies.

Licences

- 5.14. One major complaint of exporters in this country is the unnecessary delay in trying to obtain licences. From the survey it was found out that it took an average five days to obtain a licence that to most of the respondents, 52% was acceptable.

SUPPORT SERVICES

The Role of the Various Institutions

- 5.15. In the export trade there are various governmental agencies providing various services. Generally the respondents found the activities of Export Promotion Council, Internal Revenue Service commendable while Customs Excise and Preventive Service was considered disruptive. Again, comparing these results to those on "the satisfaction with various government agencies," there is some conflicting response. This is because tax rates were the only policies that respondents found dissatisfying and yet the administering agency's activities were considered commendable. On reasons why they found the agencies disruptive the answers were very revealing. Some of the reasons assigned for the different organisations are set out in the table below.

Table 6: Reasons for Perceptions of various organisations

Organisation	Reasons
Export Promotion Council	Delays In Processing Poor Reception Sit on Market information
Customs Excise and Preventive Service	Delays Bribery Not knowing what to do Too expensive
Ministry of Trade and Industry	Delays
Standards Board	Not Truthful Does nothing worthwhile
Internal Revenue Service	High Taxes Poor Assessment

Competition

- 5.16. Ghana like most developing countries had until recently a very large government

sector that was involved in almost all aspects of national life. In such situations they have tended to enjoy some official support that does not extend to those in the private sector. Fortunately this was not so in this study. Almost all the respondents, 98%, said their only source of competition was from the private sector.

Impact of liberalisation

- 5.17. A major thrust of government policy since the launching of the ERP has been the liberalisation of the economic environment. This has led to more competition ;easier access to foreign exchange and a market oriented economy. These measures are likely to have an impact on the various players in the marketplace. Most of the respondents found the various liberalisation policies to have had a positive influence on their business, 72%, which was a very encouraging assessment. It also showed that these policies have not had any significant gender bias.

Infrastructure

- 5.18. To ease the operations of modern business and more importantly for the export sector

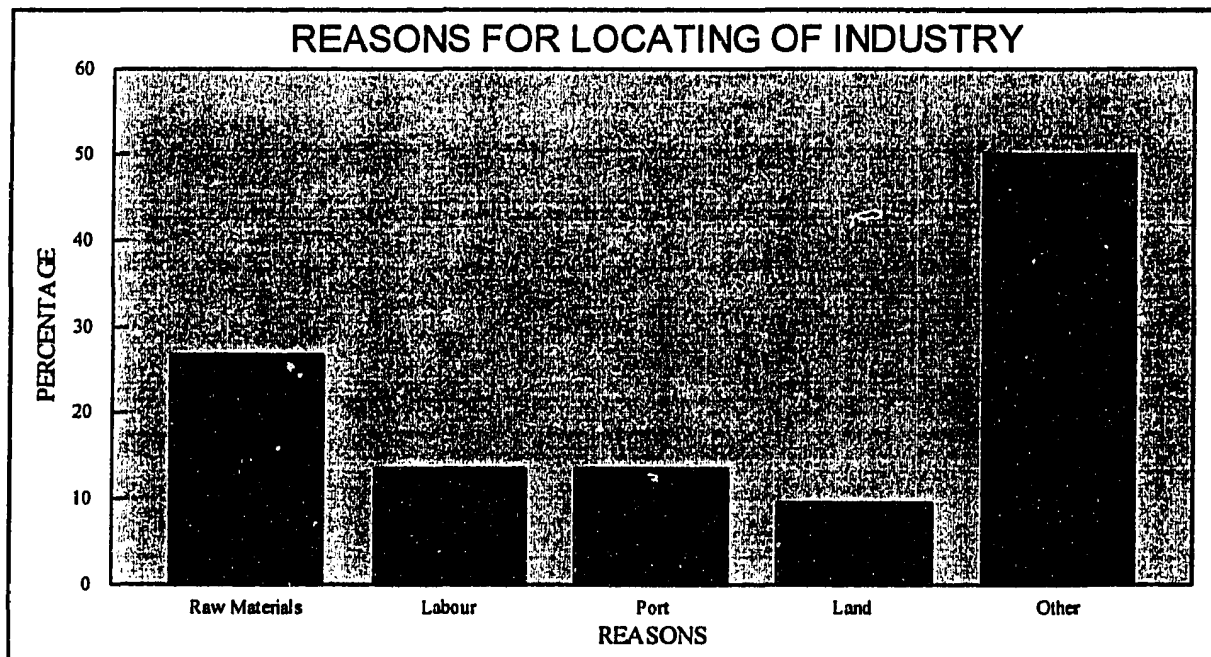


Figure 3

there is the need to have a good infrastructure. These infrastructures could include roads, telecommunications facilities, electricity and other utilities. The respondents were questioned in the survey, on the factors that affected their locating at the present positions, the various services available at their locations and their rating of these services. The results of these questions are provided below:

Location

- 5.19. The respondents were asked which factors contributed in the choice of their current

locations and the most important reason was proximity to raw materials

Rating of Services

- 5.20. According to the survey the respondents rated the various utility services provided at their locations as above average though they found the charges a bit on the high side.

Table 7: Rating of various services

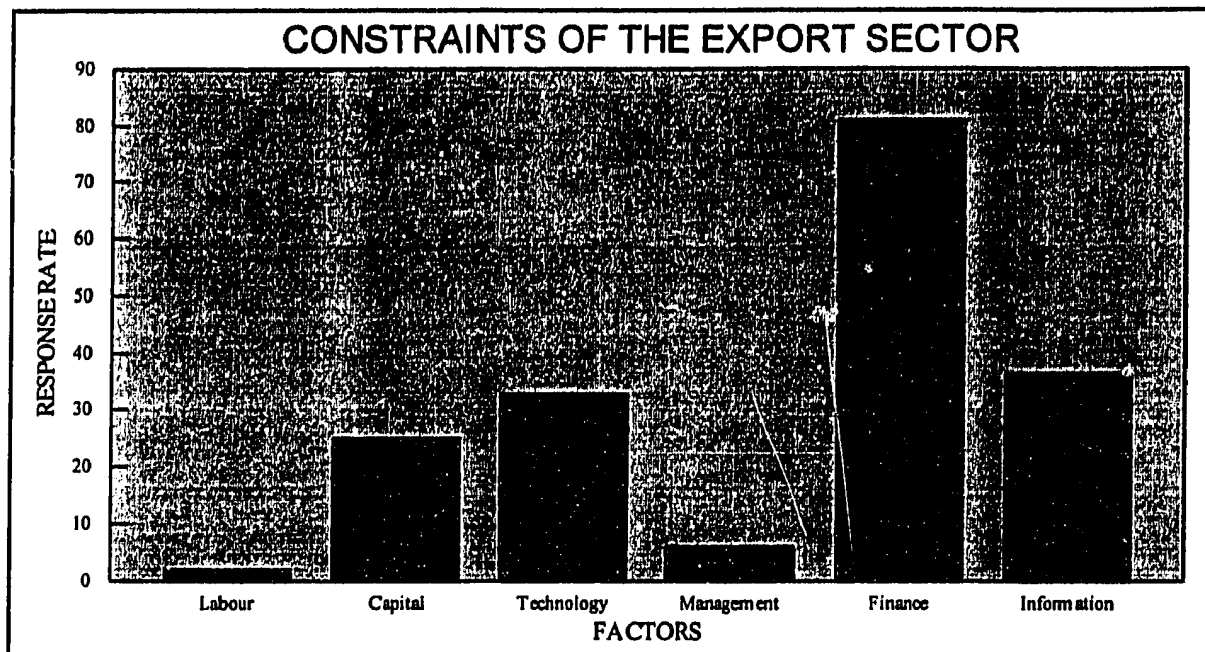
Services	Rating of Service			Cost of Service		
	Good	Average	Poor	Expensive	Moderate	Cheap
Telecommunications	96.0	4.0		91.8	8.2	
Roads/Local Transport	50.0	44.1	5.9	64.7	35.3	
Harbours/Port Duties	80.6	16.1	3.2	88.9	11.1	
Freight				97.9	2.5	
Other	100			50	50	

Market Information

- 5.21. One major determinant of success in the export sector is access to market information. The accuracy and timeliness of market information are very critical. Exporters should always be abreast with what is happening in the market. The survey assessed the respondents on how much access they have to such relevant information and the sources through which these are made available. Most of the respondents, 54%, said they had no access to official information. For those who had access to official information the main source was the Ghana Export Promotion Council(GEPC) 58%.
- 5.22. Other sources of information were the Women's World Banking, Ministry of Trade Foreign missions and trade associations like Association of Ghana Industries, Association of Foodstuff Exporters etc. A good number, 69%, said the information provided were worthwhile and detailed except that there was no information about their competitors. It is therefore important that the main providers of information expand their network to cover more exporters than they are currently doing.

Strengths and Constraints of the Export Sector

- 5.23. To be able to decide which areas these exporters needed assistance, they were asked in the survey to indicate the main strengths and constraints of the export sector. The major constraint as indicated in the graph above is that of finance.
- 5.24. This is consistent with the earlier response showing that a lot of them depended on their own financial resources to finance their activities. It is therefore important that any assistance provided should attempt to address this financial constraint.

**Figure 4**

Perception of Assistance

- 5.25. Various organisations have been trying to provide assistance to the export sector. While some of these have been doing theirs in the full glare of the public others have been doing so on the quiet the survey therefor tried to find out how effective these organisations have been. Most respondents found the Association of Ghana Industries, GEPC and their own associations supportive but found the Chamber of Commerce to be unsupportive of their activities.
- 5.26. The number of exporters and potential exporters interviewed was 52 but only four appeared on the GEPC "Exporter Performance" list for 1990. The total value of their exports was \$24,396.80. The range was between \$2,788 for a batik exporter to \$11,656 for scrap metal exporters.
- 5.27. For the year 1991, eight (8) female exporters, from the list of those interviewed, exported on the average \$35,682.06 worth of products. A total \$285,456 was exported in that year. The same scrap metal dealer exported nearly half the total at \$139,932. Two of the new firms on the list, exported less than \$500 worth of assorted foods.
- 5.28. For the year to December 1992, the drop in the value of exports by the scrap metal dealers and the absence of a pineapple exporter whose * appeared in 1991, led to a fall in exports value to \$172,514. However, the number of exporters interviewed appearing on the list increased to 10 and exports average \$17,251 for the period January to September 1993, the number of exporters increased to 14. 'New' on the exporters appearing on the list were mainly in assorted foods.

- 5.29. Almost half the total (\$150,318) of the \$311,722 earned from the exports was from the scrap metal exporters. While the pineapple farmer who was on the 1990 and 1991 lists appeared again in 1993 accounting for \$90,800 or 29.1%.
- 5.30. Based on the limited information available it can be deduced that, the number of female exporters registered with GEPC is steadily increasing. However, many exporters who are registered with the various export product associations remain "informal" exporters. In spite of the decrease in exports in 1992, the trend in terms of value of exports is a positive one.

Table 8: EXPORT PERFORMANCE

Item	1990	1991	1992	Jan-Sept 1993
Number of Exporters	4	8	10	14
Value of Exports (\$)	24,397	258,556	172,515	311,772
Average Value of Exports (\$)	6,099	35,682	17,252	22,269
Max. value \$	11,657	139,932	77,277	150,378
Min Value \$	2,788	358	48	152
No. of Products Groups	4	5	5	5

VI MAJOR CONSTRAINTS TO FULL PARTICIPATION

- 6.1 The major constraints to full participation in exports by women entrepreneurs may be classified as financial, economic, social and structural constraints.

A FINANCIAL CONSTRAINTS**Inadequacy of Finance**

- 6.2 Most women exporters rely on their own personal resources (i.e. equity finance) to finance their businesses but this is not enough to finance the volumes that they could conceivably export. Many shy away from bank credit because of the high cost of borrowing while those who wish to borrow are often unable to satisfy past performance criteria and possession of collateral security which the banks require

Lack of Access to Credit

- 6.3 This is perceived as the most pervasive constraint facing women exporters. Many believe they could do better if they had access to institutional credit not only for investment but also to finance their working capital requirements. Their capacity to obtain financing is limited by the very nature of their operations.

Lack of knowledge of the sector by the Banks

- 6.4 However, it has to be noted that the banks have for decades been involved in import financing and have developed a high level of expertise in that area. Export financing, particularly of non-traditional exports, is a fairly new area for the banks and they may lack the personnel and in-house expertise required to deal with the operators in this increasingly important sector of the economy - their lack of knowledge of the area may in addition to the problem mentioned in para. 4.3 above lead them to consider this a high risk area.

B ECONOMIC CONSTRAINTS**Budget Deficits**

- 6.5 It ought to be stated that the inability of the GOG to control its budget deficits has compelled the Government to finance this deficit by borrowing from the banking sector and the public through the issue of stocks securities and bills - Macro economic policies designed to control inflation and mobilise domestic savings have kept interest rates high - The Banks have found government paper profitable and an easy investment option - Thus making less money available to the private sector as a whole and squeezing out relatively new areas such as non-traditional exports.

C BUSINESS AND REGULATORY ENVIRONMENT**Cumbersome Export Procedures and Documentation**

- 6.6 Exporters have to deal with several government ministries and agencies in order to finalise documentation requirements necessary to export. Some of these documents require the same type of information. Furthermore, the documentation includes the presentation of an IRS tax clearance certificate, the acquisition of which involves expenses which new small firms such as those operated by women can hardly afford. This is a constraint particularly since IRS require company tax to be paid in advance before a tax clearance certificate is issued.

Difficulties in Exporting to Neighbouring Countries

- 6.7 Women exporters generally do not export to countries in the ECOWAS sub-region mainly because of unfair competition induced by high tariffs and cumbersome procedures. With respect to cross-border trade, delays at the borders and endemic corruption of officials on all sides have been cited among the major problems. Officials often make indecent demands - a situation a male exporter was unlikely to face. Furthermore, the importers in the Ecowas sub-region often require long credit periods which is costly.

D INFORMATION**Lack of Knowledge of export markets**

- 6.8 This is noted as an important constraining factor which makes it impossible or difficult for women to export. Many potential exporters and women exporters try to export to particular markets on the basis that others have done it before. Hence there is a great deal of reliance on personally - transmitted information (ie. by word -of mouth). Exporters in general, not just women exporters do not subscribe to trade journals or try to undertake any market research or consult with trade representatives of the countries they wish to export to. Access to market information so critical to success is therefore limited.

Poor Quality Standards

- 6.9 The survey reveals the high domestic market orientation of the women exporters. On the average they sell about two-thirds of their produce on the local market. Thus they produce or assemble essentially for the domestic market which has less stringent quality standards. Furthermore because of a lack of knowledge of the required standards in the primary markets of the EC and North America. They do not produce or market a "consistently good" product -Thus some products are either rejected or marked down in price - This may account for the high turnover in the numbers of women exporters - With limited capital, a rejected consignment could mean financial collapse for the exporter.

E STRUCTURAL**Structure and Management of Export Enterprises**

6.10 Many women exporters are simply business names, small owner operator enterprises and some are illiterates. As a result record keeping tends to be poor and proper accounts are hardly prepared. Where others are employed as managers, their flexibility in decision making is limited by the very structure of the enterprise they are supposed to manage. This constraint is not unrelated to their lack of access to institutional credit as most banks require audited accounts or at least a Statement of Affairs showing past performance

Long Lead Time in Preparing Exports

6.11 Many women exporters do not manufacture the products they sell but they collect and collate from producers of the products they wish to export. This is particularly true of straw baskets, other handicrafts, scrap metals etc. Control over production is weak or absent and often orders take too long a time to execute as the gathering process is dependent on the local craftsmen who are used to working at their own pace. Vital exports and markets have been lost because of this problem which is also very costly in terms of money because some of these craftsmen are pre-financed to some extent by the prospective exporter.

F INSTITUTIONAL**Weak Export Product Associations**

6.12 Twelve export product associations have been set up but they often revolve around a few active individuals and most of them do not have a permanent secretariat. There is nothing "professional" about the way they are structured and run. They meet when there is a problem

affecting their common interest and adhoc solutions found. Women exporters are generally not active in the management of these Associations with the exception of Assorted Foodstuffs where women predominate.

Export Finance Company

6.13 The Export Finance Company which was set up primarily to solve the financing problems of the non-traditional export sector is now on the brink of bankruptcy because it was not properly structured to enable it perform its assigned role.

F. SOCIAL**Systems of Inheritance**

6.14 In Ghana, two systems of inheritance exist - patrilineal and matrilineal - and these two systems are believed to be partly responsible for the varying roles

played by women in the economic life of different areas of the country.

- 6.15 In patrilineal societies, inheritance passes from parents to children - This is the system which prevails in Northern Ghana (mainly father to son) among the Ewes and Gas of the South and the Guans who inhabit parts of the Akwapim ridge and other areas of the country.
- 6.16 In matrilineal societies, inheritance passes from a man to his maternal siblings or nephews/nieces by his sisters'. A child is assumed to belong to the mothers family thus children may inherit their mother but not their father who belongs to another family. This is the system which exist among the Akans (ie. the Asante, Brong, Fante, non-Guan Akwuapim, Akim, Kwahu and Ahanta).
- 6.17 In the North where patrilinearity is the norm most on-farm and off-farm activities are carried out by the men. The role of women is secondary and often limited to cooking, fetching water, gathering firewood and head portorage of produce. The woman's duty is basically to support her husband - The men also market the produce and look after the family - The woman's independence of action is often limited by the flexibility of her partner.
- 6.18 In the Southern patrilineal societies, the men undertake production be it fish or crop - However they often sell their produce to their wives or other women who on-sell to the final consumer - The women are therefore the key players in the marketing of goods.
- 6.19 Among the Akans the women assume a greater responsibility for their children's future. Often a man will designate specified areas of land for his wife and children who work the land as their own - The man's own farm often passes on to his extended family - So among the Asante and Brongs, the women are very enterprising and are often engaged in production as well as marketing - So a business culture has developed among many Akan women who know that they and their children will not benefit from the toils of their father.
- 6.20 It has to be said that even though the Intestate Succession Law is supposed to protect a surviving spouse and children in many parts of the country, it is the traditional systems of inheritance which continue to prevail - Thus in the North, the role of women remains limited with the men playing a dominant role in the marketing of export crops like yam while in Ashanti and Brong Ahafo, the women take up a mere active economic role through their involvement in production as well as marketing.

Application of Business Profits

- 6.21 However, it is acknowledged that many women who earn income from their production and marketing activities use most of their profits (equity) to pay

domestic bills - to support their husbands. - Hence business profits are not ploughed back. This is thus a limit to expansion and growth of female owned businesses.

VII THE FINANCIAL MARKET**Supply Side**

- 7.1 The Financial Market in which Women Exporters can be active participants consists of a number of banks, non-bank financial institutions as well as non-formal lending organisations on the supply side. These institutions compete in the market place for the best customers who will not only borrow but will be able to generate sufficient funds through their operations to service their loans and pay back on time.
- 7.2 The Supply Side includes the fourteen (14) commercial/development/merchant banks in Ghana, the Export Finance Company and organisations like Women's World Banking and MASU, the Credit Unions Associations, the many market-based SUSU groups and international lending agencies.

Demand Side

- 7.3 On the demand side are the thousands of companies and individuals who need credit for investment as well as working capital requirements. They cut across industries and businesses, some are import substituting industries or merchants and others are exporters including women. All these businesses generally compete for the limited credit that is available and will get the financing that they may deserve.

The Market

- 7.4 Various types of credit or finance are available to those participants including long or short-term financing and different institutions offer different schemes. The cost of credit also differs with the export and agricultural sectors being given concessionary rates. The Bank of Ghana plays a critical role as the Bankers bank and regulates the financial institutions through the use of various instruments.
- 7.5 The lack of adequate finance for the development and promotion of exports has already been identified as one of the major constraints of the systematic development of the non-traditional export sector.

A. COMMERCIAL BANKS

- 7.6 The three leading primary banks are the Ghana Commercial Bank, the Standard Chartered Bank and Barclays Bank (Ghana) Limited. These three Banks do not have a clearly defined policy towards exporters or women entrepreneurs. (except for concessionary interest rates) for example, Thus these two groups are treated just as any other customers who may get credit on the basis of their ability to satisfy the requirements of the banks.
- 7.7 These three banks are also the oldest in the country and have for years developed expertise in providing mainly short-term financing for local commercial activities especially wholesale and retail trade, where they are

assured of quick returns. The Ghanaian economy has for many years been import dependent and thus these commercial banks are adept in the area of financing imports - They are familiar with all the required documentation and are in a position to offer sound advice to importers.

- 7.8 Apart from support from international multilateral and bilateral agencies, Ghana's ability to import depends primarily on her main exports ie. cocoa, gold and other minerals, logs and lumber - In this area also, it can be said that the commercial banks have been dealing with operators for a very long time and therefore have acquired expertise in providing necessary services to the traditional export sector.
- 7.9 However, in the case of non-traditional exports, the area is fairly new, and is therefore considered a high risk. - Furthermore, the banks have not developed the expertise in financing NTEs, because the NTE sector had until the mid 19980's not received any conscious official support.
- 7.10 These banks, and the Social Security Bank, however provide international trade facilities, documentary bills for collection, documentary letters of credit, suppliers' credit, bonded warehousing, pre-export advance, post-shipment finance and the operation of Foreign Exchange Accounts.
- 7.11 These commercial banks have branches dispersed all over the country and as such have difficulties in identifying at Head Office account holders or borrowers who are operating in specific sectors except in cases where the operations are of a large size. Small loans usually less than ₵5,000,000.00 are made at the local level by branch managers - and where there are no problems, they are hardly noticeable.
- 7.12 Interest rate policy is, however, different between the four banks. The rates apply to advances to exporters, not just non-traditional exporters. The Ghana Commercial Bank and the SSB offer the most attractive rate, 24%, while the two foreign-owned primary banks, Standard Chartered at 31% and Barclays, 28-33% offer the highest rates.

MERCHANT BANKS

- 7.13 The Merchant Banks like Merchant Bank (Gh) Ltd., Continental Acceptances Ltd., Meridien BIAO and Ecobank are structured to deal with limited liability companies and require relatively high minimum cash balances (₵5,000,000 - ₵10,000,000). Non-traditional export businesses including women owned or proprietor-operated firms are generally small and will ordinarily not qualify to deal with these banks thus these banks are unlikely to finance many NTE operators.

Merchant Bank (Gh) Limited

- 7.14 Merchant Bank (Gh) Limited deals with corporate bodies without sexual bias. They do have a number of exporters on their books but only one female led company, Standard Wood Processing Ltd. of Takoradi. Loans to exporters have averaged ₵100 million with a range between ₵10 million and ₵1 billion.
- 7.15 In assessing exporters' loan applications, an irrevocable letter of credit may be all that is required. Non-traditional forms of collateral such as good repayment record, business track record, continuous savings or lodgements, confirmed orders are considered. A charge over the company's assets or a mortgage may be applied if deemed necessary.
- 7.16 The bank in support of the export sector has adopted a system whereby exporters receive immediate payment if the "forfaiting" bank is in possession of an irrevocable letter of credit. In the case of bills for collection, waiting periods could vary from two weeks to three months. The default for the rate among exporters is about 10% which is less than the rate of default for the bank's total loan portfolio.

Meridien BIAO

- 7.17 Meridien BIAO adheres strictly to its lending policy irrespective of gender of ownership. There are only five exporters currently doing business with the Bank and there has been no default.
- 7.18 Every credit request has to be supported by the appropriate documentation but good repayment record enhances ones ability to secure further assistance.

Ecobank

- 7.19 Ecobank was established in Ghana purely as a merchant bank to cater for corporate clients only. Ecobank does not specify women exporters for support but has only one female exporter, who exports salt to La Cote d'Ivoire, as a customer - She has, however not approached the Bank for any assistance.
- 7.20 Ecobank has a loan portfolio close to ₵13 billion mainly to support production and/or distribution of non-perishable goods. Financing exports is completely outside their area of expertise and the Bank admits that for now they do not have a hands-on approach to the financing problems of non-traditional exporters.

Continental Acceptances Ltd.

- 7.21 Continental Acceptances Ltd. does not have any specific policy towards women exporters but entrepreneurs who require loans must satisfy the banks strict conditions.
- 7.22 Currently the Bank is providing support to two women exporters. One is engaged in the manufacturing of bags and is supported to the tune of US \$28,764 which is payable in six months while the other is involved in

shrimping and has been given a \$500,000 one-year facility. Both loans are secured by residential properties.

DEVELOPMENT BANKS

- 7.23 Development Banks like the National Investment Bank, (NIB) Agricultural Development Bank (ADB) and the Bank for Housing and Construction (BHC) have been set up to provide medium to long-term financing. However, because of the way they were initially capitalised they had to take on commercial bank functions through the opening and operation of branches in order to mobilise funds from depositors.
- 7.24 However, since depositors funds are payable on demand, they are essentially short-term funds. Thus the development banks have generally been unable to fulfill their primary role of providing funds for investment.

Agricultural Development Bank (ADB)

- 7.25 A.D.B. offers support to exporters in furtherance of its objective of linking production to marketing in the export sector.

Production

- 7.26 A.D.B. is the facilitating bank in the implementation of GEPC's Export Production Village (EPV) programme designed with UNDP support and finance. The EPV scheme is designed to harness the full export potential of rural production units.

Marketing

- 7.27 A.D.B. provides advice particularly to exporters of agricultural produce in the area of packaging, exchange risk management, credit rating of buyers, international prices etc. In preshipment finance, short-term financing is made available against confirmed order for procurement of packaging materials and payment of freight. A.D.B. negotiates export documents against documentary letters of credit.
- 7.28 A.D.B. does not specifically target women exporters. However two female-owned companies namely Cap Farms and Ahenkwant (Gh) Ltd. are noted customers of the bank.

National Investment Bank (N.I.B.)

- 7.29 The NIB is recognised its promotion of many private and public sector manufacturing concerns. This, it has achieved by the provision of medium to long-term financing to enable entrepreneurs set up and operate industries.
- 7.30 The Banks lending policy is completely asexual and loan applications are judged on the basis of the merits of the application.

Bank for Housing and Construction

- 7.31 The Bank for Housing and Construction is not active in the provision of finance for the non-traditional export sector. However, it is willing to assist Local Construction companies who secure International Contracts.

Export Finance Company

- 7.32 The Export Finance Company was established in August, 1990 to carry out business as a finance house and to issue and deal in commercial papers. To achieve this objective, the Export Finance Company operates financing schemes such as export credit guarantee scheme, export insurance scheme, export finance scheme and pre-and post - shipment credit schemes.
- 7.33 To be able to raise funds to operate the direct finance scheme, the company secures its working capital from the issue of Export Finance Bills (91 days) which are fully guaranteed by the Bank of Ghana. Proceeds from such bills provide funding for the company's activities.
- 7.34 However, it has to be noted that most exporters have a business cycle of between 180 and 360 days and hence the high rate of default.
- 7.35 However, the genesis of the EFC's weakness can be found in the fact that it was established without the necessary seed funds compelling the EFC to borrow through the issue of short-term bills. With a discount rate of 34%, (1993) the EFC sources funds from the Bank of Ghana at 36% for on-lending to customers at 38%.
- 7.36 EFC is faced with a situation whereby the Commercial Banks invest in government paper earning high interest rates because of the high discount rate resulting from government policy of mobilising domestic savings.- The EFC then borrows this money through the issue of its Export Finance Bills.
- 7.37 However, when the commercial banks lend to exporters they do so at rates between 24% - 33%. Technically, the EFC cannot compete unless they have less stringent conditionalities. Initially, management control was lax and conditions did not assure repayments of loans. This situation coupled with the short-term nature of its borrowing and lending cycles conspired to bring the EFC. to the brink of bankruptcy, - a situation which can only be prevented by continuous roll-over of its bills by the Bank of Ghana. Infact, EFC estimates that 60% of its loan portfolio may well be non-recoverable while 90% of the exporters are unable to pay before maturity.

7.38 Assistance to Women Exporters

Table 9: Assistance to Women Exporters

	1990	1991	1992
A. No. of Exporters Financed	73	148	283
B. No. of Women Exporters Financed	18	22	19
C. Total Amount Disbursed (¢ millions)	2517	6645	3687
D. Amount Disbursed to Women (¢ millions)	286	427	279
E. Ratio B:A	25%	14.3%	7%
F. Ratio D:C	11%	6.4%	7.5%

Source: EFC

The above table reveals that the relative numbers of women exporters benefiting from EFC assistance is decreasing with corresponding reductions in the levels of funding

7.39 EFC suggests that the decline in funding of women exporters is largely attributed to their inability to service their loans on time. Most of these business women operate like "international hawkers". Transactions in most cases are not backed by irrevocable letters of credit, but are done on "collection basis."

7.40 Most of the women exporters operating on the West Coast have little knowledge of the use of financial houses in effecting transfer of proceeds, some of them have an erroneous notion that institutional credits are not repayable, indeed their distinction between such credits and their profits is very thin. It must be emphasised that considering the high rate of default on EFC loans, it is obvious that EFC's perception is certainly of the entire NTE borrowers not just the women exporters.

7.41 EFC in its operations has to rely on the active collaboration of the banks for disbursement of funds and

receipt of export proceeds. However, EFC has in the past had problems with some of the banks particularly regarding monitoring and repayment of loans. EFC's customers operate normal accounts with their respective commercial banks. Cheques issued by EFC to customers are thus paid into their bank accounts from where withdrawals for purchases of export commodities are made and proceeds also received.

WOMEN'S WORLD BANKING GHANA LTD.(WWBG)

7.42 WWBG is an affiliate of Women's World Banking International whose objective is to address the problem of lack of access to credit and technical assistance, identified by

women world wide as the biggest constraining factor to their development.

7.43 WWBG seeks to raise the living standards of the woman and her family through.

- (1) redirecting financial resources to entrepreneurial women who have not generally had access to organised credit by linking them with already established financial institutions.
- (2) providing training in business management and technical skills to entrepreneurial women and representatives of women's groups.
- (3) promoting employment for women including school leavers.
- (4) integrating more women into the economic mainstream of Ghana.

7.44 WWBG has been registered as a private company with a six-member all-female Board of Directors. There are offices in Accra, Kumasi and Cape Coast.

WWBG - MASU

7.45 In May, 1991, a subsidiary company Women's World Banking (Ghana) Mutual Assistance SUSU Limited was set up as a Saving and Loans Company with the primary objective of providing financial services to micro/small scale women entrepreneurs through savings mobilization, and lending to account holders.

7.46 MASU began its lending operations in October 1992 and the loan recovery rate has been in excess of 90%

7.47 The WWBG - Masu administered its loans scheme only in Accra and at Liberian refugee camp at Budumburam where the women are receiving a lot of financial support. The portfolios are broken down by WWBG as follows:

Table 10. MASU - Loan Portfolio

	Accra	Budumburam	Total
Total No. of Clients	639	362	1001
Total No. of Loans	64	257	321
Total Amount Disbursed (¢ millions)	15.48	32.89	48.37
Average loan size (¢ thousands)	200	96	
Outstanding Portfolio No./(¢ millions)	41/(9.82)	242/(30.15)	41/(39.83)

- 7.48 Individuals applying for a loan would have paid a registration fee of ₵500, saved for a continuous period of six months without withdrawal and have two other members of MASU as guarantors. The total amount of the loan must not exceed twice the amount contributed. There are two main groups of clientele, the market women and those providing services such as seamstresses and hairdressers. The traders' loan attracts an interest rate of 25% while service providers pay an interest rate of 20%.
- 7.49 Some exporters are saving with MASU but no loan requests have been made. The limitation to borrowing by exporters and potential exporters is their level of savings.

CREDIT UNIONS ASSOCIATION

- 7.50 The Credit Unions Association started as a movement in the Upper West Region in 1955, and later became a National Association in 1968.

Set Up

- 7.51 There are unions in all the regions, and every region has a field officer. In the districts there are associations that come together to form the regional unions. These unions have bye-laws enacted by the National Union to govern them.

Membership

- 7.52 Membership to these unions is based on trust and group interest, for example people from one church, one workplace or community come together to form the union.

Role of CUA

1. Acts as a mouthpiece, represents the Credit Union at National and International levels.
 2. Exerts supervisory roles:
 - i Auditing
 - ii Accounting
 - iii Project for women
 - iv Central finance
 - v Risk management
- 7.53 The primary societies or unions finance the CUA through the dues they pay

CREDIT FOR WOMEN PROJECT

- 7.54 The inability of many small scale entrepreneurs especially women to gain access to institutional credit due to stringent conditions imposed by local financial institutions has been identified as one of the constraining factors affecting women exporters.
- 7.55 The Ghana Co-operative Credit Unions Association (CUA) deemed it incumbent in 1988 to contract a loan facility with the Canadian Co-operative Association for re-lending to accredited female members who wished to go into small scale income

generating activities. The women beneficiaries were to pay back the loan to their respective primary societies together with a minimal interest for onward payment to the National Association, CUA. Hence the establishment of the Women in Development department of the C.U.A.

- 7.56 This project started in 5 pilot regions because of limitation of funding. These regions are Greater Accra and Central, making up the coastal belt, Brong Ahafo and Ashanti making up the middle belt and the Northern sector.

Size and Objective of Credit line

- 7.57 The amount of the revolving loan fund which is hoped to increase by 100% in the second phase is currently ₵44,000,000 cedis - \$220,000 canadian.

Projects to be funded Under the Fund

- 7.58 Considering that the revolving loan fund is inadequate, funding is concentrated in the following areas, Agriculture, Manufacturing and commerce.
- 7.59 The women financed are involved in the production of Non-Traditional Exports, but since the money is not enough and also the women lack marketing skills, these goods or items produced are sold to the exporters. So the CUA. assists in the process which leads to exports even though its members are not currently exporting.

VIII WOMEN'S BUSINESS ORGANIZATIONS

There are many organisations which seek to promote the development of Ghanaian women not only in business but in the society as a whole. The most important one is the National Council on Women and Development which is essentially an umbrella organisation. Others such as the Federation of Ghana Business and Professional Women (FGBPW) provides a forum for professionals and businesswomen. While many others like the market based product associations have narrower interests.

National Council on Women and Development

- 8.1 The National Council on Women and Development (NCWD) was set up in 1975 by the Government of Ghana as the official national machinery for promoting the advancement of women in Ghana.

Objectives

- 8.2 NCWD's stated objectives are as follows:

- To advise the government generally on all matters relating to the full integration of women in national development at all levels.
- To serve as the official national body for co-operating and liaising with national and international organizations on matters relating to the status of women.
- To examine and evaluate the contribution of women in the economic, social and cultural fields, and to advise Government as to the specific areas where participation by women may be strengthened or initiated;
- To analyse national and international policies and conventions as they relate to women with the view to recommending appropriate action;
- To study the effects of customary beliefs, prejudices and practices on the advancement of women in education, social, political and economic fields and to report to government from time to time.
- To collect and disseminate information relating to gender in development including the publication of reports, pamphlets, booklets, films and journals and any other publications and to undertake and encourage educational work in connection with gender issues.
- To analyse, co-ordinate all plans, programmes and budgets for participative development.
- To co-ordinate donor funding for gender specific projects;
- To provide for the registration and regulation of the operations of women's groups and NGO's;
- To maintain the necessary machinery to ensure that funds meant for the advancement of women are properly utilized by government agencies, women's groups and NGOs engaged in advancing the status of women.

Services/Role of Organisation

- 8.3 Currently, the council has six units. These are the Projects, Research, Information, Counselling, Administration and Accounts units. These units are engaged in various types of activities with emphasis on women.
- 8.4 These six units acting in concert have been able to embark on 'income generating programmes and projects, dissemination of information to small businesses and the application of appropriate technologies to the rural and urban poor women, public education and information activities, research programmes which draw attention to the conditions and situation of women and which also form a basis for policy directions and planning.'
- 8.5 'Training programmes have been carried out to equip drop-outs and school leavers with skills to stem rural - urban migration and to increase productivity. Training in gender and discussions on new government policies have been carried out by NCWD in collaboration with other departments and agencies for various categories of personnel involved in WID related issues'

**Federation of Ghana Business
and Professional Women
(FGBPW)****Objectives:**

- 8.6 Founded in 1979 to bring together women in business and professional practice, the organization aims at:
- Promoting the interest of business and professional women
 - Working for high standards of service in business and profession.
 - Stimulating and encouraging the realization and acceptance of their responsibility to the local, national and international communities.
 - Encouraging education, occupational training and advanced learning.
 - Working for equal opportunities and status of women in the economic, civil and political life in the country and to remove all forms of discrimination.
 - Serving as a vehicle to Women's World Banking by helping to mobilize women to contribute to the capital required for its establishment.
 - Bridging the gap between the fortunate and the less fortunate women in the country.

Membership Composition

- 8.7 Membership is open to all women in business and the professions irrespective of educational status or size of business. The association therefore accepts individuals as well as group membership. Presently, there are five branches/clubs in the following regions - Accra, Eastern, Western, Central and Western regions.

Category of Products

- 8.8 The activities of the association cover seven (7) areas viz
- Block Farming
 - Food Processing
 - Salt Weaning
 - Poultry
 - Carting of Food Stuffs
 - Animal husbandry

Services Offered

- 8.9 Unlike other associations which are normally credit/finance bias, the FGBPW assumes a more concrete or functional role in the general activities of women. Although it operates a credit scheme which allows members to apply for loans not exceeding ₵25,000 for six (6) months at 25% interest rate, the greater part of its assistance/operations is in the field of services to members.
- 8.10 Currently the association has a tractor which it has used to help/itinerant assist some 300 women to establish rice farms in the Volta Region. To solve the transportation problems of women traders, the association has also acquired a truck which transports women to and from urban centres and rural market centres on market days.
- 8.11 The association also succeeded in the implementation of the integrated agricultural project in Appolonia and Tema, and also Women Fish Smokers Co-operatives in Tema.
- 8.12 This project has introduced new methods of fish smoking among the fish mongers in the area.
- 8.13 In the field of health and education, the group has been able to put up a health centre and is running special courses in designing for girls in Begoro Vocational School in the Eastern Region. For the businesswomen, training courses in management are organized to enhance their appreciation of basic skills needed for the successful management of their enterprises.

Strengths:

- 8.14 The strength of the association lies in its very orientation ie. services to women. This NGO has made valuable and affective contribution to development of women and in

the fight against hunger by assisting in activities such as ploughing harrowing, supply of fertilizers and insecticides to women.

- 8.15 Nearly 70% of the population of Ghana are domiciled in the rural areas. The policy of the association is to concentrate more on rural based activities like farming, food processing (Fish, Sheabutter, Pito brewing etc). A lot more rural women therefore benefit from the activities of FGBPW.
- 8.16 As a result of FGBPW's emphasis on agriculture, Government, international organizations (UNIFEM) and some financial institutions are supporting the association carry its programmes through.
- 8.17 Perhaps one other strength is that the association is by manned by some of the most experienced women such as some of the pioneers of small scale agrobased industries in Ghana.

Weaknesses

- 8.18 Like all other development oriented programmes, monitoring is very crucial. The FGBPW has had problems monitoring their programmes not so much because of absence of able personnel but logistics. Presently, the group does not have a vehicle that can be used to tour projects for the necessary project assessment and recommendation.
- 8.19 This is probably due to the fact that the group has relied mainly on the good will/charity of individuals and organisations for support. For instance, the association's registration and dues to the International Federation for two years was financed by an individual. UNIFEM donated a truck for their fish smoking project and the GOG had to intervene on their behalf to get ADB to grant them assistance. Conference bills are footed by sister clubs overseas like the Oxford club which financed the group's delegation to the Hague for the 8th International Women's Congress.

**Ghana Association of
Women Entrepreneurs (G.A.W.E.)**

- 8.20 GAWE came into being in 1991 and has matured into a full grown women's business organisation. It is an affiliate of the Federation of African Women Entrepreneurs.

Objectives:

- 8.21 The primary objective of GAWE is the facilitation of co-operation between women entrepreneurs in Ghana in particular and in Africa as a whole.
- 8.22 To this end, the association seeks to:
- Influence government policy by collaborating with other organizations to promote conducive private entrepreneurial environment for women.
 - Develop and provide fora for exchange of views and information in order to deal with common concerns of members.
 - Prepare projects which will interest women in each region in Ghana; and mobilize funds for the furtherance of this objective.
 - Facilitate trade by participating in local and international Trade Fairs and establish common service centres for women entrepreneurs.
 - Organise local, regional and continental training and information programmes and fora".

Membership

- 8.23 GAWE has a clearly defined membership requirement. Members must be involved in one of the following economic activities viz:
- Manufacturing
 - Provision of services
 - Other Value Added Ventures.

Currently, the association has:

- 50 members in Accra
 - 30 members in Cape Coast
 - 15 members in Takoradi
 - A representative each in Kumasi and Tamale.
- 8.24 These members comprise women entrepreneurs who have established businesses (manufacturing) and are exporting poised to export without neglecting the needs of the domestic market for their products.

Dues

- 8.25 To become a member of GAWE, a registration fee of ₵5,000 is paid, Additionally, an annual subscription fee of ₵25,000 is also paid. To enable the executive organise seminars and workshops, occasional levies are imposed to cover expenses.

Structure/Organization

- 8.26 GAWE is headed by an executive president who is advised by various committees and sub committees among which are:
- Design and Quality Control
 - Textile, Batik and Accessories
 - Garment & Clothing
 - Handicrafts
 - Foods and Beverages
 - Rattan and Wood
 - Protocol
- 8.27 The president is aided by an association secretary. The offices of the association are housed in the premises of its current President and hold meetings on Tuesdays at Adeshie Hotel, Accra.

Role of Organisation

- 8.28 GAWE is a young association but has laid down firm programmes which will benefit its members if implemented.
- 8.29 In June, 1993, GAWE hosted the inauguration ceremony of the Federation of African Women Entrepreneurs (F.A.W.E.) and plan to organise an all African and North American Women Trade Fair in Accra from May - June 1995.
- 8.30 In February 1994, USAID sponsored a four-member GAWE fact funding mission which explored export possibilities on the American market with particular reference to product design and quality requirements. The GAWE team explored socio-economic and cultural aspects of American life and also took part in an exhibition in Washington.
- 8.31 The Association intends to embark on a research project in October-November 1994 to investigate export market possibilities in East and Southern African.

Strengths

- 8.32 One strong area of GAWÉ is that it is a business association. GAWÉ clearly distinguishes social from economic activities thus making it unique as opposed to other women groups which combine the two.
- 8.33 With a president who has been a council member of AGI since 1989 and the immediate past president of FGBPW, organizational efficiency is very high. This is evidently clear in the programme line up of the association and the way seminars are organised.
- 8.34 Seminars organised by GAWÉ have taken a more aggressive form. These seminars are "hands-on" seminars which have sought to impart technical know-how to entrepreneurs. In a recently organised seminar "Marketing strategy and product improvement" participants were given practical instructions on how to increase production while at the same time ensuring that quality standards are maintained.

Weaknesses

- 8.35 The Association deliberately discourages traders who constitute the bulk of exporters and who may provide a vital link to export markets for manufacturers.
- 8.36 An amount of ₦30,000/year as dues may discourage many micro enterprises. Rural based entrepreneurs with very little capital, are unlikely to become members of GAWÉ. This means that the policy which seeks to establish forward and backward linkages may be difficult to implement.
- 8.37 It is consultants judgement that GAWÉ has had little publicity. Many women entrepreneurs do not know about this association. Perhaps it is only popular among women manufacturers and not the large army of female entrepreneurs throughout the country.

Women's World Banking**Objectives:**

- 8.38 WWB is a limited liability company which aims at addressing the problems of women particularly in the areas of credit accessibility and technical assistance.
- 8.39 The objectives of the company can therefore be summed up as follows:
- re-directing financial resources to entrepreneurial women who have to generally had access to credit by linking them to already established financial institutions.
 - provide training in business management and technical skills to entrepreneurial women and representatives of women groups.

- promote employment for women including school leavers.
- integrate more women into the economic mainstream of Ghana.

Membership

- 8.40 Membership of the company is open to all Ghanaian women.

Products category

- 8.41 The group does not specify any product lines. It does therefore promote woman generally irrespective of area of operation.

SERVICES

MASU

- 8.42 Basically, the company provides savings, credit facilities and technical assistance to Ghanaians with a gender bias for women. To achieve this goal, a subsidiary have been formed. This is the Mutual Assistance (Susu) Ltd ie. WWBG -MASU for short. This company operates and savings and loan scheme for small scale savers and borrowers.

Training

- 8.43 The company also engages in the training of women in financial management and also organises workshops in the rural areas where the fundamentals of business administration are taught. Perhaps, the most important of all the activities of the company is the advisory services it offers to members. Clients are given free advice on training, financial problems and how to link up with relevant organisation thus ensuring information dissemination. This is augmented by the publication of its new letter quarterly.
- 8.44 Outside these services, the company undertakes physical projects in many parts of the country through local initiatives. The company has offices in Accra, Kumasi and Cape Coast to co-ordinate such projects which are invariably female oriented. It thus, creates employment while at the same time training others to undertake such ventures in future.

Strengths

- 8.45 Women's World Banking (Gh) Ltd is a limited liability company. However, it is an affiliate of an international non-profit making organization. This means that the company came into being as a result of a genuine desire to assist women who are poised to venture into the productive sector of society.
- 8.46 Another strength is the fact that the company's set up is such that efficiency in administration is almost guaranteed. With a very high powered Board of Directors comprising professionals like lawyers, educationists and management specialists, the

administration is almost impeccable if it comes to the formulation of policy or supervising implementation. The day to day administration is also in the hands of a manager assisted by Training Officers, Project Officers, Credit Officers, an Accountant, field officers and other supporting staff. In short, the association is well set-up.

- 8.47 In terms of funding, the company does not depend solely on grants but also on shares bought by women and women's groups. There therefore somewhat ready funds to back the activities of the company save that the funds so available are often limited due to the very way they are mobilized.

Weakness

- 8.48 W.W.B.G. is a women's organization. Short coming is the lack of specialization in terms of what group of women to support. A more precise definition of women in Ghana which the company would want to support would have been more appropriate. By living its area of operation widely opened, it has succeeded in swelling the membership but not the volume and value of work. A good example is the susu groups which are found in almost every corner of Ghana but hardly raise any substantial funds to support their members. In some cases the whole idea degenerated into a sort of game or part-time for the women rather than any serious business.

Ghana Co-Operative Credit Unions Association [CUA] Ltd: Credit for Women Project

- 8.48 The Ghana Cooperative Credit Unions Association "seeks to promote the mobilization of peoples' marginal savings and make credit easily available for productive as well as provident purposes...."

The association has the following objectives:

- To increase women access to credit.
- To increase female membership of credit unions.
- Offer leadership training capabilities and opportunities for women to play leading role in savings and credit co-operatives
- To provide gender sensitization training for all levels of credit union members.
- Establish gender disaggregation data base at CUA head office and pilot regions.
- Provide technical support to equip credit union women with requisite skills for business and financial management

Membership Composition

- 8.49 Individuals, Groups and Societies who engage in any productive and provident ventures may apply for membership at the primary level of the Association which is often in the regions. About 60% of the members of such a society shall be women

Category of Products

- 8.50 Broadly, Agriculture, Manufacturing and Commerce Constitute the areas of concentration of the association.

- 8.51 Activities specified under these three broad heading include:

Agriculture

- Farming
- Live stock
- Poultry
- Fishing

Manufacturing

- Food Processing
- Meat Processing
- Cotton Processing
- Rubber Processing
- Leather
- Handicrafts

Commerce

- Petty Trading
eg. Food Stuffs
general goods etc

- 8.52 The above line of activities does not specify the export sector but it is also abundantly clear that the society indirectly supports the sector by supporting the production base of exportable items.

Services

- 8.53 In order to make credit available to female members, the association contracted a loan from the Canadian Co-operative Association for relending to accredited female members who were or wished to go into small scale income activities. These loans were to be paid back to their respective primary societies at relatively very low interest rates.

- 8.54 The package deal which the association offers has been modelled so as to ensure that:

- loans meet borrowers needs and ability;
- there is guaranteed repayment without undue risks;
- there is prompt repayment;
- delinquency is discouraged

- 8.55 A critical examination of the loan model reveals what it intends to achieve as the preparation of members in the ethics of credit acquisition from more advanced sources. The WID dept. of the CUA also offers counselling to women.

Strengths

- 8.56 Perhaps the only advantage of the association's scheme lies in fact that the scheme has been reduced to the level of the small scale operators who cannot satisfy the requirements of the formal sector. Application procedures, conditions binding loans, approval, interest rates, duration of loans and recovery methods for delinquents and defaults have been reduced to basics. This is the more reason why micro firms are not deterred in any way from acquiring credit from the society as opposed to the banks.

Social Problems

- 8.57 There are social problems which have roots inherent in traditional concepts of debt. Many women fear to contract debts and would therefore not want to borrow. Others are not allowed by their husbands to borrow for fear of passing the indebtedness to the man in the long run.
- 8.58 In the rural areas where the activities of such societies are prominent, most of their members are illiterates and therefore cannot keep track of their savings or keep simple records on their daily economic activities. The WID department of the CUA therefore has a lot of work to do in this regard.
- 8.59 The woman in a typical African family hardly has time to do other things until she is done with the household chores which sometime can last 8-hours a day. The picture worsens when one comes to terms with the fact that almost 80% of female income is expended on household.

Dues/Fees

- 8.60 The only fees of any significance are the 1% charged as commitment/processing fee before loans are disbursed and the 1% charged on defaulters. Other dues that are paid are strictly treated as savings which would determine credit status in the society.

Export Product Associations

Membership

- 8.61 Women Exporters are members of various export product associations but their membership is significant only in the Assorted Foodstuffs Exporters Association where there are 58 members out of a total 120 registered members i.e. 45.3%. About a third (13) of the 40 registered members in the handicrafts Association are female. The Yam Exporters Association have 9 women out of 77 members while there are 11 (9.16%) of 120 members registered by the Salt Exporters Association. In the case of the other

export product associations, female membership is less than five percent. It has to be noted that there is a high turnover of women exporters, many of whom may be regarded as informal exporters (doing a one-off export)

Management

- 8.62 With respect to the management of these associations, they generally reflect the membership of the associations. Most of them include women on their executives as a token gesture. However, women dominate the Executive of the Assorted Foodstuffs Association with women as President, treasurer and executive members (2), i.e. 4 out of total number of seven (7).

Table 11
**PERCENTAGE OF WOMEN REGISTERED IN
EXPORT PRODUCT ASSOCIATION**

NAME OF EXPORT PRODUCT ASSOCIATION	TOTAL NUMBER OF MEMBERS	TOTAL WOMEN FORMALLY REG	PERCENTAGE OF WOMEN
GHANA FURNITURE PRODUCER EXPORT ASSOCIATION	230	2	0.86
GHANA YAM EXPORTERS ASSOCIATION	77	9	11.7
HORTICULTURIST ASSOCIATION OF GHANA	101	4	3.9
NATIONAL ASSOCIATION OF COLA NUT DEALER	39	1	2.9
SALT EXPORTER ASSOCIATION	120	11	9.16
SCRAP METAL EXPORTERS ASSOCIATION		1	
VEGETABLE EXPORTERS ASSOCIATION			
GHANA ASSORTED FOODSTUFFS EXPORTERS ASSOCIATION	120	58	45.3
HANDICRAFTS EXPORTERS ASSOCIATION OF GHANA	40	13	32.5
FEDERATION OF GHANA JEWELLERS	(50)*	5	1.0
SEAFOOD PRODUCTION EXPORTERS ASSOCIATION			
NATIONAL MARINE FISHERIES ASSOCIATION			

() * Active registered Members

Table 12

**PERCENTAGE OF WOMEN ON THE EXECUTIVE OF
EXPORT PRODUCT ASSOCIATIONS**

NAME OF EXPORT PRODUCT ASSOCIATION	TOTAL NUMBER OF EXEC MEMBERS	TOTAL NUMBER OF WOMEN ON EXECUTIVE	PERCENTAG E % OF WOMEN
GHANA FURNITURE PRODUCER EXPORT ASSOCIATION	14	0	0
GHANA YAM EXPORTERS ASSOCIATION	7	1	14.2
HORTICULTURIST ASSOCIATION OF GHANA	7	0	0
NATIONAL ASSOCIATION OF COLA NUT DEALER	11	0	0
SALT EXPORTER ASSOCIATION	10	1	10
SCRAP METAL EXPORTERS ASSOCIATION	7	1	14.3
VEGETABLE EXPORTERS ASSOCIATION			
GHANA ASSORTER FOODSTUFFS EXPORTERS ASSOCIATION	7	4	57.2
HANDICRAFTS EXPORTERS ASSOCIATION OF GHANA	6	3	50.0
FEDERATION OF GHANA JEWELLERS	6	0	0
SEAFOOD PRODUCTION EXPORTERS ASSOCIATION	N/A		
NATIONAL MARINE FISHERIES ASSOCIATION	N/A		

N/A - Not Available

8.63 in the case of the Six-member executive of the Handicrafts Association, three, i.e. The

Vice President, Treasurer and Public Relation Officer are women.

- 8.64 There is one woman each on the executive of the Ghana Yam exporters Association, the Salt Exporters Association and the Scrap Metals Exporters Association. There is no woman on the executive of the Ghana Furniture and Exporters Association but of the two female registered members of the Association, one was the immediate past president.
- 8.65 It must be emphasized that the most powerful position on the Executive is that of the Executive Secretary, who is responsible for the administration of the Association. In each Association the Executive Secretary is a man.
- 8.66 There are also other associations mainly market based such as:
- Yam Sellers Association
 - Yam Producers and Marketing Association
 - Vegetable Sellers Association
 - National Association of Farmers and Fishermen
 - Canoes fishermen Association etc.
- 8.57 Others exist for the various commodities and these are very powerful associations in the distribution process. The presidents of these associations who are popularly referred to as Queen Mothers determine price, regulate quantity in the market at any particular time and even determine who sells and who buys. Such associations have umbrella units where-ever there is a market, be it periodic, rotational or permanent.
- 8.68 However, the irony of the situation is that no attempt has been made by any of the recognised associations to co-opt these latent exporters into the formal export sector. Their techniques of marketing, such as handling, packaging, pricing and regulations are therefore designed for the local market conditions. This does not augur well for the export market. The "Queen Mother" of yams in Salaga, Ketekrachi or Kpandai, for example, does not know that her produce may end up on the market in another country. Thus she does not take measures to ensure that the produce has a longer shelf life.

IX WOMEN IN RAW MATERIAL PRODUCTION AND PROCESSING

- 9.01 Ghana is primarily a raw material production/exporting country. For this reason very few exports are shipped with added value. Apart from handicrafts and wood products (Furniture) and also some processed food items like smoked game and fish, most other non-traditional exports leave the shores of Ghana in their fresh state. The activities of women, often overlooked in the production, processing and control of a whole range of commodities are very crucial for the success of the NTE sector.

Furniture (Wood Products)

- 9.02 Women play an important role in the sale of sawn timber. About 30% of those engaged in the retail of sawn timber in noted timber markets like Anloga in Kumasi and the timber market in Accra are women.
- 9.03 There are isolated cases of women who actually have timber concessions and operate portable forest mills as "Kwankyen" Contractors or Wayside Lumber Producers. However, the very nature of the timber trade seems to be an impediment to the growth of such female owned enterprises due to frustrations and the huge capital requirements. There are also women who are engaged in the production of furniture but on a relatively small scale for the local market.

Horticulture

- 9.04 According to the Ghana Export Promotion Council Classification, Horticultural products include the ff:
- Pineapples
 - Mangoes/Avocadoes
 - Water Melon/Pawpaw
 - Lemon and Lime
 - Banana and Plantain
 - Coconut
 - Assorted Vegetables
 - Onions and Shallots
 - Cucumber
 - Okro
 - Garden Eggs
 - Pepper
 - Ginger
 - Yam/Cocoyam
 - Sweet Potatoes
 - Lettuce/Courgettes
- 9.05 Apart from pineapples and yam, which could be aptly described as having some commercial levels of production, all the other crops are not produced on a large scale but by peasant families mainly for subsistence. A few exceptions can be made for

bananas and some vegetables (eg. tomatoes) but this does not negate the fact that the producers of such commodities do not produce primarily for export.

- 9.06 Peasantry is synonymous with the rural farm family and the role of women in the farm family is beyond doubt very crucial. Apart from the more tasking jobs of bush clearing which is the preserve of the male partner, planting, weeding, harvesting, assembling and sale are all activities which are undertaken by the female partner. Evidence exist to suggest that about 70% of the work on the farms are done by women.
- 9.07 On the farms women are often used as farm hands in headloading, assembling, sorting and sometimes packaging. A good example could be found on the cola nuts plantations where women do the picking, peeling, washing, bagging and sewing for the men to load on to the trucks.
- 9.08 In the case of pineapples, the leading horticultural export, women predominate in certain activities on many farms - These activities include harvesting, gathering, sorting and packing.
- 9.09 There are very few instances where women are owners of such farms. More often than not, the farms are owned by men but many activities on the farms are undertaken by employed women.

ASSORTED FOODSTUFFS

- 9.10 Perhaps, women constitute the building blocks on which the production of assorted food is based. The role of women is purely intermediary but nevertheless very crucial. However, some cases could be singled out with regard to assorted food stuffs because in this area, women tend to exercise a high degree of control from the time the product leaves the farm until it is in the hands of the consumer.
- 9.11 Processing of game and fish (Fresh water & sea), particularly fish smoking, is strictly the preserve of women. The role of men in this area ends at the point where the meat or fish in their fresh state is delivered to the women traders. In most cases, some women own canoes or own shot guns which are given to men folk with some kind of financial arrangement in place. The processing of oranges, lime and lemon into marmalade/jam on a micro-scale was started by a woman industrialist in Ghana (Nkulenu).

HANDICRAFTS

- 9.12 This group of non-traditional exports leaves the shores of Ghana with some added value irrespective of their nature. These take the form of:
- Clay Pots
 - Wood Carvings
 - Calabash
 - Wooden Bowls
 - Stools
 - Cane Chairs
 - Masks
 - Beads
 - Musical Instruments
 - Artifacts
- 9.13 The raw material for handicrafts exported from Ghana is found locally and then processed into one of the forms listed above.
- 9.14 The processing of timber into various artifacts is the preserve of men. Women often assist in putting touches to the final product and are involved in polishing and packaging.
- 9.15 Women work alongside men in the processing of clay into pots, straw into baskets, cotton into yarn and cloth. They however predominate in the comersion of stones and mod into beads.
- 9.16 Even though, many women are involved in the marketing of handicrafts are dominasnt both for domestic and export markets.

NON-FERROUS SCRAP METALS

- 9.17 Production and processing of scrap metal do not seem to be an area for women. Very few women are engaged in this trade as exporters but many women are scale attendants for weighing the material. The gathering of non-ferrous scrap metal is completely dominated by men.

JEWELS

- 9.18 The raw material is gold. Mining of gold both on commercial and small scale basis has very little or no female participation. However, some women trade in gold and thus form part of the marketing chain. In the processing of gold into jewels, there are a few women engaged in the trade ie. women jewellers and 90% of the gold smiths are males.

SALT

- 9.19 The raw material for salt is sea water. It implies that a conscious effort has to be made in the acquisition of the raw material through the building of tunnels and ponds to trap the sea water.

- 9.20 Processing of salt on a large scale is complex and in most commercial salt producing areas, earth moving machines are critical inputs. However, female hands are usually employed to do the less tasking jobs of gathering bagging and sealing of the sacks.
- 9.21 Small scale salt production has women as the predominant producers. However, the small quantities of salt produced by such winners are meant for sale on the local market. The role of women in the production and processing of salt for export is therefore minimal, but there are a number of women traders who are currently exporting salt from Ghana to neighbouring countries especially Bourkina Faso. All salt exporters buy from the two big salt procedures in Ghana, Panbros Salt Industries Ltd and Vacuum Salt.

X OTHER DONORS.**Trade and Investment Program (TIP)**

- 10.01 The USAID/GOG Trade and Investment Program (TIP) is the main program to provide support to the non-traditional sector. The TIP includes a grant of \$60.00 million to improve the enabling environment constraints for production and export. TIP's project component of \$20.00 million is to strengthen the main public sector institutions engaged in investment and export promotion.
- 10.02 As a result of the institution of the TIP, the GOG has taken firm action to satisfy TIP conditionalities. These actions are intended to improve the environment in which non-traditional exporters operate. The following are the main actions taken.
- 1) In July 1993, the GOG abolished the prepayment of foreign exchange surrender requirement.
 - 2) The Bank of Ghana, by its notice BG/FO/93 of 1st September, 1993, permitted non-traditional exporters to retain up to 100% of export earnings in their foreign accounts in Ghana and exchange them into cedis at negotiated rates with their banks.
 - 3) GEPC has also distributed free of charge to export trade associations, for the benefit of their members, the pamphlet "Checklist - Export Procedures".
 - 4) C.E.P.S. is now inviting exporters to apply for payment of earned duty drawback.
- 10.03 There are, however, other donor activities which complement the TIP. Among these donors are the World Bank, UNDP, EC, CIDA, UNIFEM and UNFPA.

Private Enterprise and Export Development Project (PEED)

- 10.04 The World Bank is sponsoring a 5-year Private Enterprise and Export Development Project (PEED) with a \$ 41.00 million IDA facility. The project commences in February, 1994.
- 10.05 The PEED which will be administered by the Export Finance Office (EFO) at the Bank of Ghana has three main objectives:
- (i) To provide funds for short-term credit to the Non-traditional Export Sector.
 - (ii) To assist the private sector through the project provision of helping to resuscitate firms listed with NPART.

- (iii) To improve the capacity of the banking sector to support the non-traditional export sector.

Application of Funds

- 10.06 The \$41.00 million IDA facility is made up of \$7.00 million for institutional development and \$34 million seed fund to directly support lending to NTE firms.

Training

- 10.07 PEED recognises the need to provide training to the banks on how to assess NTEs, and how to cater for their special needs, arrangements for financing and minimizing risks in export financing etc. GEPC's will be supported under PEED to run courses at the Ghana Export school for bankers to sensitize them on the needs of the non-traditional export sector. Courses will also be available to operators in the sector.

Support Schemes to NTES

- 10.08 The EFO will administer two schemes under PEED.

- (1) Refinance Scheme - Under this scheme, any authorised bank can lend directly to an NTE customer and seek a refund from the PEED office to cover the advance made to the exporter. - Alternatively, where the bank is not in a position to lend to an applicant, it may request the PEED office to provide the funds. The credit ceiling is \$500,000.
- (2) Guarantee Scheme - Under this scheme, the GOG will provide \$1.00 million into a Special Fund and in addition repayments from the refinance scheme will be paid into the Fund until a minimum total figure of \$5.00 million is attained. PEED will guarantee up to 66.^{2/3}% of reshipment costs up to \$125,000 (max.). The guarantee scheme is strictly to cover preshipment risks only.

Repayments and Interest Rate

- 10.09 Repayments have to be made within 360 days at a reference interest rate (RIR) which is essentially an average of a basket of various interest rates charged by the banking system for 180-day lending.

Qualification

Banks

- 10.10 All commercial, merchant and development banks who have satisfied the requirements of the Banking Act can participate in PEED. Currently, only the BCCI (now only operating locally) and Ghana Cooperative Bank (which is being restructured) are excluded. The Export Finance Company will be permitted to participate, perhaps, as an Export Bank if the Bank of Ghana certifies that they have overcome their operational difficulties.

Exporters

- 10.11 Export firms who are to benefit must be privately - owned or privately controlled - Companies with major public sector shareholding cannot participate in PEED. The beneficiaries must be able to provide at least 15% of the value of the required facility and be in possession of an irrevocable letter of credit or verifiable confirmed order.

Risk

- 10.12 The Banks are to bear the credit risks except the portion supported by guarantee which will be borne by the Bank of Ghana. When the loan is taken in cedis, the Bank of Ghana bears the exchange risk and the interest rate will be determined by the authorised banks. Where the facility is granted in foreign currency the customer bears the exchange risk and the interest rate will be computed at LIBOR + 2.625%.
- 10.13 PEED has to be seen as complementing TIP because TIP makes it possible for PEED to be successful. Whereby TIP provides the framework for improving the enabling environment and strengthening public sector institutions in NTE sector, PEED is to provide direct support to the Exporters and other important participants like the banks.

"Enhancing opportunities for Women in Development"

- 10.14 The UNDP with assistance from UNICEF, USAID, CIDA, EEC and UNFPA has financed a project titled "Enhancing opportunities for women in development". The project is part of the Programme of Actions to Mitigate the Social Costs of Adjustment (pamscad). It supports women's capacity to improve their income earning abilities through the provision of credit, training and small scale food processing equipment. So far 3,600 low-income women in the Volta, Western and Brong-Ahafo regions have received a second cycle loan. The repayment rate has been 97% The loan size to each woman is ₵40,000, repayable over eight months on a weekly basis. The total amount available for the project from donor sources is over US \$ 2.5 million of which UNDP is contributing \$813,697, the Ghana Government is also contributing ₵139.8 million towards the project. Community development workers and personnel of NBSSI have been trained to work with women groups.

"Export Trade, Planning and Promotion"

- 10.15 A second project was initiated in 1988 by UNDP titled "Export Trade Planning and Promotion" project, the project was designed to provide support to the Export sector management, production and marketing. Government of Ghana inputs totalled \$903 million while UNDP contributed \$ 2.3 million.
- 10.16 A sub-component of the project covered 200 women manufacturing straw baskets for the export market. Financial assistance of ₵5 million was given to the women to who were also trained to meet quality standards by United Nations Volunteers.
- 10.17 Four key exporters were identified under this project and were assisted to market their produce of the 200 women. These key exporters were GETRADE, ALL ROUND MARKETING AFRICAN BAGG and GNTC.

Exports under this scheme have steadily increased over the four-year period from 1989 to 1992.

Table 13: Value of Exports 1989 to 1992

YEAR	VALUE OF EXPORTS US (\$)
1989	\$ 9,863.85
1990	\$ 33,187.07
1991	\$153,895.32
1992	\$161,572.73

Mushroom Production Project

- 10.18 A mushroom production project attempting to develop mushroom cultivation for export has been supported by the UNDP. The project is now under the auspices of the GEPC. Its performance has been highly encouraging. Of the four hundred farmers trained, five percent were women.

Technical Assistance

- 10.19 The European Economic Community (EEC) has a project to provide technical assistance to the Furniture Industry to expand exports. Only three female led companies, namely Akuaba company Ltd, Shaddai Ltd. and Standard Wood Processing Ltd. can be said to be prominent in this industry.

Training and Market Research

- 10.20 The Commonwealth Secretariat supports training in costing, pricing and market research for the garment and textile firms. The GEPC with donor help, selected twelve designers and trained them in production techniques suited to the exportation of garments and textiles.
- 10.21 This project was essentially an institution building project designed to provide support for public sector institutions whose work is critical to the development of the NTE sector. Capacity for planning, policy formulation and analysis, and effective servicing of the NTE sector by the Ministry of Trade and Tourism (MOTT) and the Ghana Export Promotion Council were principal objects of the project.
- 10.22 The training needs of the export trade in Ghana were identified and about 1,000 persons from export enterprises, and facilitating institutions like banks and CEPS have benefited from foundation courses in product specific topics and International Marketing. The training also turned out 22 trainers who have assisted the Faculty of the Ghana Export School in their work.

Export Production Villages

- 10.23 A component of the project involved the establishment of ten Export Production Villages (EPV's) one in each of the ten regions of the country. These were:

10.24 Rural based companies and cooperatives have been formed as participative economic enterprises of local producers. International and local experts in product development have offered expertise in product development and marketing and many women have been beneficiaries. Of the 900 rural producers involved as at the beginning of 1993, 240 (26.7%) were women. Credit assistance was administered through a Revolving Credit Scheme

Table 14: Production Centres of Various products

PRODUCT	TOWN	REGION
1. Straw Baskets	Bolgatanga	Upper East
2. Cashew Nuts	Sampa & Other areas	B/Ahafo
3. Woodcraft	Aburi	Eastern
4. Yam	Amantin	B/Ahafo
5. Yam	Awutu-Jaakoa	Central
6. Artisanal Fisheries	Elmina	Central
7. Traditional Textiles	Keta	Volta
8. Kente	Bonwire	Ashanti
9. Black Pepper	Sefwi Wiawso	Western
10. Cashew Nuts	Tamale	Northern

XI CASE STUDIES**11.01 Description of Enterprise**

A.B Enterprises Ltd. is a small scale enterprise owned by A.B. a middle - aged woman.

11.02 Type of Business/Firm

The enterprise has been registered as a limited liability company. The shareholders of the company are:

- | | | |
|-----|------------|-----|
| i) | Madam A.B. | 70% |
| ii) | Mr. C.B. | 30% |

Madam A.B., however, stated that she has contributed everything to the company and she solely managed the enterprise. Her brother was just given the shares.

11.03 Location

The enterprise has its office located at the Kantamanto Market and there is a warehouse at the entrepreneur's house at Dansoman, near the Wesley Grammar Secondary School.

11.04 Products/services

A.B Enterprise Ltd. exports non-Ferrous Scrap Metals. In addition, the enterprise distributes Catholic Relief Services products and retails hardware mainly bolts, nuts and building materials.

THE ENTREPRENEUR**11.05 Background of Entrepreneur**

A.B. Enterprises Ltd. is managed by a fifty five-year old woman called A.B. She is a divorced woman with three grown-up children.

11.06 Madam A.B. holds a Cert. "A" Teacher's Certificate. She has not undertaken any training course to equip her to manage and develop her enterprise. She is also not aware of any training programmes that will help her to develop her enterprise further. She is a leading member of the Scrap Metal Exporters Association.

11.07 Reasons for going into business

Madam A.B. started life as a teacher. In addition to teaching, she used to trade in order to supplement her income. With the support of her ex-husband, she opened a retail shop for hardware such as bolts and nuts at the Kantamanto market in 1975. The shop was quite successful. However, in 1977, she left with her children to stay in America. She left the shop in the care of a friend.

11.08 When she came back in the early eighties, her friend had mismanaged the shop. Madam A.B. therefore decided to enter into another line of business. Through her association with the Catholic Relief Services, she was contracted to supply goods to needy communities. So long as there were scarcities in the country, Madam A.B. said

her business was flourishing. However, when the economy started picking up she realised that contracts given to her were few and far between. She therefore decided to diversify to ensure continuity of income.

- 11.09 She started to look out for business opportunities. Through her search, Madam A.B. found out that there was a good opportunity to export non-ferrous scrap metal and realised that some people were exporting scrap metals and making substantial profits. In 1985, Madam A.B. contacted Scanship for possible markets for exporting scrap metal. Scanship put her through to a company in London called Philip and Lyons. She contacted the company and flew to London to negotiate with the company to supply them with non-ferrous scrap metal. She started exporting to the company in mid 1985.

11.10 Unit of Decision Making

Madam A.B. is the owner manager of the enterprise. She is solely responsible for the day to day management of the enterprise. She is responsible for procurement, scheduling of work and the financial management of the company. She is also responsible for marketing management. She says business is about taking decisions, and that if one is not decisive it can be costly to the enterprise.

ENTERPRISE OPERATIONS

11.11 Products and Services

A.B. also operates a hardware shop at Kantamanto market where she sells bolts and nuts and related products. In addition she distributes Catholic Relief Services products and exports non-ferrous scrap metal.

11.12 Exports

All the scrap metal, the enterprise procures is exported. Presently 90 percent of the income generated by the enterprise is from exports. Most of the activities of the enterprise is therefore directed at exporting.

11.13 Volume of Exports

In 1985, when A.B. started exporting, she managed to export 20 tons initially and this volume steadily increased until 1990 when with the assistance of the E.F.C, she was able to export 155 tons to the U.K. In 1991, she could only export 19 tons (ie. 12% of the previous years total). It is significant that in that year, she was unable to secure E.F.C. support because of non-payment of a previous facility - Meanwhile the company she dealt with had gone bankrupt and she was in the process of negotiating with another firm - With the slow down of her export business, she started building a house in Accra - In 1992, she more than trebled her exports recording 59.2 tons. and for the first nine months of 1993, she had almost doubled her exports to about 115 tons. Her target is to reach a level of 210 tons over the next two years - a target which she felt was attainable provided she had more working capital. Given the rate of improvement over the last three years, this target should be within reach.

11.14 Value of Export

The data available shows that in 1990, the value of Company A.B's exports was US \$142,435. With the drop in exports in 1991, there was a corresponding decrease in the value of exports to US \$22,228. However, with a more than three fold increase in export volume, export sales value went up proportionately. For the first nine months of 1993, the export sales were valued at \$150,318, the highest ever achieved by the company even though volume was only 74% of the 1990 level.

11.15 GEPC RANKING

Company A.B. for 1993 was ranked second out of the nine firms who had exported non-ferrous scrap metals up to September. Considering that she had ranked only 8th out of eighteen exporting firms in 1992, this was a considerable improvement.

11.16 Markets

Madam A.B. presently exports to M C Metals in Britain. She switched over from Phillips and Lyons to M C metals after Philip and Lyons went bankrupt. A marketing manager of the bankrupt company recommended M.C Metals, M.C Metals, she says have proved very reliable and she has no complaints dealing with them. She has made contacts with several other suppliers, but has found that prices offered by them are not as good as what MC Metals offers. However, she stated that although M.C Metals is reliable and is prepared to buy as much as she can supply she finds the need to look for other suppliers. She feels she should not put all her eggs into one basket.

11.17 Prices

Madam A.B stated that she has no control in determining prices. Prices are fixed by the company she exports to.

11.18 Promotion

In creating avenues for potential customers, Madam A.B stated that she used to advertise in a magazine called Metal Bulletin. She stopped advertising because of the cost involved. She stated that she gets requests from buyers from time to time. She, however, does not respond because she finds it difficult verifying the buyers credibility, especially when other exporters of scrap metal have not had any dealings with the company. Exporters of non-ferrous metals from Ghana network with each other to ascertain the credibility of buyers. Most often GEPC are not able to assist because they lack knowledge in this particular area.

11.19 Record Keeping

Records of transactions of the enterprises are kept by A.B.. She sends the records to her auditors/accountants at the end of the year, for her auditors/accountants to prepare a financial statement.

11.20 Procurement

The non-ferrous scrap metal exported is obtained from suppliers at the Kantamanto Market. Madam A.B. commissions people to supply her with the scrap metal. She ensures that what is supplied is not mixed up with any other substance. If she finds out that the consignment does not meet her requirements, she either rejects it outright or pays a lower price for the consignment.

Madam A.B. stated that she has been given permission to buy scrap aluminum from Valco. She has not yet procured the scrap because she is hard pushed for working capital.

11.21 Finance

Madam A.B. stated that the enterprise has been financed from her own resources. She tried to plough back some of her profits into the enterprise. She says she needs more money to finance her exports but she is finding it difficult to raise a loan from the bank. The Export Finance Company supported her in 1990 but because of loan repayments default, she did not receive further assistance. Our information is that she started building a house in 1990 and completed it in 1992 during which period her exports depressed dramatically. She stated that she has offered her building as collateral. However, the building is unacceptable because she is having problems with obtaining title to the land.

11.22 Staffing

The enterprise employs three drivers and five other permanent staff. In addition to the five permanent staff the entrepreneur employs contract workers any time there is a shipment. The contract workers see to the sorting, weighing and loading of the scrap into containers for shipment.

PROBLEMS ENCOUNTERED**11.23 Inadequate Working Capital**

The main problems facing the entrepreneur is inadequate working capital. The entrepreneur stated that because she does not have enough working capital. She has to wait for payments for each exported consignment before sending another consignment. As a result she is only able to ship one container load each month although she has requests for over 100 tons a month.

11.24 Inadequate Information

The entrepreneur said that she does not have adequate knowledge about prices being offered for scrap metal by other buyers and therefore cannot make informed decisions.

11.25 She finds it difficult to ascertain the credibility of buyers. She therefore prefers not to deal with new buyers for fear of being duped.

11.26 Harbour Permit

Madam A.B. says that she does not have any problems with officials at the harbour. However, she would like the Ghana Ports and Harbour Authorities to provide exporters with yearly permit. She stated that sometimes one stays out in a queue for a long time before being given a permit to enter. By the time one enters, it would be too late to process export documents.

11.27 Future Plans

Madam A.B. would want to buy an articulated truck in future. She would cut down on her transportation costs. She stated that when the truck is not being used by her, it could be hired out.

11.28 Again Madam A.B. would want to build a bigger warehouse to store her products.

11.29 Networking

The entrepreneur networks with other exporters of non ferrous scrap metal. They exchange information on foreign buyers, that is information on the credibility of buyers. Again when an exporter is offered scrap metal to buy and he or she has not got enough money to buy the consignment, the exporter passes on the message to other exporters. By attending meetings of the association of scrap metal exporters, members discuss problems being encountered and how to overcome them. They also discuss other matters of interest to the association.

B. CASE STUDY 2**11.30 Description of Enterprise**

D.E. Enterprise is a micro scale enterprise being run by a female entrepreneur called Madam D.E.. Madam D.E. went into business in 1986 transporting salt to Bawku in the Upper East Region to sell. In 1987, she registered her enterprise as a sole proprietorship and started exporting salt to Bourkina Faso. Presently, D.E. operates her business from home.

THE ENTREPRENEUR**11.31 Background of entrepreneur**

D.E. is thirty four years old, married with two teenage children, a boy aged seventeen and a girl thirteen. She has had no formal education. She, however, said she does not see this as a handicap and that she gets along fine. Asked whether her husband is involved in her business, she replied in the negative saying that her husband does not offer her any support. D.E. says she is the only woman exporting to Bourkina Faso and probably the only Ghanaian since all the others are Bourkinabes. This is incorrect as there are many other Ghanaian exporting salt to Bourkina Faso. The entrepreneur speaks fluent Hausa and therefore finds communication with her clients quite easy.

11.32 Reasons For Going Into Business

She stated that she decided to go into the distribution of salt to the Upper West Region because she observed that there was a potential to make money by doing so as the product was not easily available there. However after a year of doing business she realised it was not as lucrative as she thought. Her buyers were not paying her as promptly as she would have liked and her working capital was always tied up. She therefore decided to look for other buyers. During the course of her search she met a prospective buyer who wanted to import salt to Bourkina Faso. She agreed to supply this buyer; she therefore bought an articulator load of salt weighing 25 tons and personally delivered the consignment to him in Bourkina Faso. She stopped selling in the Upper East Region and has since been exporting to Bourkina Faso.

BUSINESS OPERATIONS**11.33 Products**

D.E. is now exporting salt only to Bourkina Faso, but she had in 1990 exported to Mali as well. She explained that she buys salt from Panbros and Vacuum Salt Industries and hires articulated trucks to transport the salt to Bourkina Faso.

11.34 D.E. stated that for each shipment she exports one hundred and fifty tons of salt. She said that it takes an average of between two to three months for her to be paid. D.E. explained that one hundred and fifty tons of salt fills up six articulated trucks. She however hires three trucks so each driver makes two trips. It therefore takes about 1^{1/2} month to get the whole consignment to the buyer who in turn takes two weeks to pay for the consignment.

11.35 She explained that when she ascertains that the buyers has taken delivery of the consignment (through a phone call) and get a feed back from the driver of the articulated truck, she personally goes to Bourkina Faso to collect her payment.

Export Volume and Value

11.36 Over the last three years, D.E. Enterprise's Exports have increased from the 1990 level of 470 tons to a peak of 680 tons in 1991 and reduced to 675 tons. Export values have however shown a steady rise of \$35,593 (1990) to US \$47,300 (1991) and to US \$53,200 for the nine months to September 1993, D.E. Enterprise was however able to export 300 tons of salt worth \$16,500.

11.37 Staff

D.E. works alone although she uses the services of her brother from time to time. Occasionally, when she cannot personally go to Bourkina Faso to collect her money she sends her brother.

11.38 Record Keeping

D.E. does not keep proper records of her business transactions. She does not keep receipts of payments made for salt purchases. She explained that the

reason why she does not have records of her purchases is that she attaches the receipt to the exporters A2 form which is sent with the consignment to Bourkina Faso. She stated that she however takes a mental note of all expenditure and receipts of her transactions.

11.39 Management

The management of the enterprise is entirely in the hands of D.E.. She makes all the decisions relating to the running of the enterprise.

11.40 Finance

The Export Finance Company stated that D.E. is one of their best customers. She pays up her indebtedness on time. Because of the way she operates her accounts she was recommended to the Agric Bank who also find her a good customer.

11.41 Financial

D.E. operates an account with the Agricultural Development Bank. She explained that she has an overdraft facility with the bank. Asked whether she found interest rates high she replied that she found it reasonable. She explained that she pays into her account all the monies, she receives from her sales and what is left after the banks charges is still quite substantial.

11.42 D.E. pointed out that the overdraft facility given to her is not adequate and would want more from the bank to expand her business. The bank however says it does not have enough money to give her.

11.43 Asked why she does not deal with her bank in transacting business with her buyer, the entrepreneur stated that doing so would take too much time. She explained that she feels more comfortable going to Bourkina Faso. Asked whether she does not see it as risky transporting large amount of cash from Bourkina Faso to Accra she stated that she declares the money at customs check point and keeps it in a secure place.

11.44 Business Development

D.E. started her business with less than one million cedis, transporting salt to Bawku to sell. A year later she went into export by exporting one articulated truck load containing 25 tons of salt to Bourkina Faso. Now she says she exports around thirty truck loads of salt per annum. The entrepreneur says she can export more if she had more working capital since she presently cannot even meet the demand of her buyer.

11.45 Pricing

The entrepreneur uses the cost plus approach to fixing the price of her goods. She explained that she takes into account the cost of the salt transportation and other expenses. In addition she takes into account the exchange rate of the cedi to the C.F.A. to arrive at her price. Asked whether she takes into account prices of competitors she said she does not know how much other suppliers are selling their produce.

11.46 The Buyer

The entrepreneur supplies her goods to a Bourkinabe salt merchant in Ouagadugu. She explained that initially she was supplying to another Bourkinabe who she met in Ghana. However, the person took too long in paying her so after a few consignments she switched over to her buyer's friend. This person has proved to be very trustworthy and reliable and has been doing business with him for the last five years. D.E. explained that what she supplies to her buyer is not enough so the supplier also comes down himself to buy from Panbros.

- 11.47 Asked why she exports to only one salt merchant, the entrepreneur explained that she occasionally gets orders from other traders in Bourkina Faso but the prices offered are not acceptable. In addition she is not sure about their credibility.

11.48 Problems

D.E. stated that she is content with the operations of her enterprise and that she is facing no real problems. All that she wishes for is to be able to raise more money to expand her operations.

11.49 Professional Help

D.E. is illiterate and seeks assistance from the Export Finance Company, her bankers and letter writers among others. The Export Finance Company and her commercial bank help her in the processing of her documents. Her children read and write some of her letters for. Sometimes she goes to commission letter writers to have her letters written.

11.50 LESSONS LEARNED

A.B. Enterprise Ltd. provides some useful lessons for other female entrepreneurs or potential exporters

11.51 Responsiveness to Business Environment

First, it is important to recognise that to be successful, an entrepreneur has to be able to respond to changes in her business environment. In the period before the institution of the ERP, shortages put those who had access to basic food items in an economically strong position. Thus she took advantage of her position as a distributor of basic items on behalf of the Catholic Relief Services, and accumulated some capital.

- 11.52 However as supplies from C.R.S. dwindled with the improvement in macro-economic environment, the abundance of basic items made it unattractive to continue to depend on her position as a distributor, she therefore had to look elsewhere for her sustenance.

Take Calculated Risks

- 11.53 Success also depends on risk taking which involves preparedness to invest money and time in order to make a business successful. Having secured a valuable contact, she decided to travel to the U.K. to pursue the contact. As a result she secured a contract

for the supply of non-ferrous scrap metals. There probably would have been no contract and no business if she had not spent her money and time to meet her potential customer.

11.54 Take Decisive Action

Having secured the contract, A.B. took decisions which ensured that her business will take off. Decision taking is important for successful operations. Decisions involved what to buy and how much, given, her financial circumstances. Decisions also involve quality control. If the product is not of an acceptable quality, she returned it or reduced the offer price.

11.55 Networking is Important

It is important to talk to others who are engaged in the same line of business. The Scrap Metals Association meet and they talk about their buyers and the export markets - Reliability of the buyer is crucially important for dealers.

11.56 Advertising in Trade Journals

This was seen as expensive by A.B. but she gets inquiries from potential customers who have seen her name advertised.

11.57 Market Diversification

Even though she still supplies to only one customer, her previous customer has become bankrupt and this could have led to dislocations in her export business, had she not had a trade reference from her previous customer. It is important to look for other potential customers.

11.58 Keep Proper Records

The need to keep proper records of all transactions is the only way to know how well your company is doing and whether there are some danger signs. It is important to at least keep records of all receipts and payments so that books can be properly written up and accounts prepared and audited. A.B. uses the services of an Accounting Firm.

11.59 In the second case study. The proprietor, D.E. is an illiterate and she does not keep a record of her transactions. The reason given for her failure to keep records is not tenable as she could photocopy all receipts prior to forwarding them along with each consignment to Bourkina Faso.

Use the Banking System

11.60 She makes up for this defect by paying all monies accruing from her business into her Bank Account with A.D.B. Thus her bankers, who consider her a good customer, can monitor her operations. She is considered reliable and trustworthy and the EFC, which provides her credit consider her to be one of their best customers.

Be sure the Price is Right

11.61 E.D. exports to one customer in Bourkina Faso, but she has had several offers from potential customers but their offer prices have been relatively low. The lesson here

is do not rush to export simply because you have an order. Be sure the price is right and that you can make a profit. That is what business is about.

Don't Take Unnecessary Risks

- 11.62 D.E. collects cash from her customer in Bourkina Faso and travels down to Accra to make lodgements in her account. This is risky. While time saving could reduce some extra cost, lost money could mean everything is lost. If in doubt, consult your bankers about transfer of proceeds - don't take unnecessary risks.
- 11.63 However, it has to be noted that D.E. considers carrying cash a worth while risk because it can take up to twelve weeks for proceeds transferred from Bourkina Faso to reach her bankers in Accra. - Besides she doesn't have to pay the transfer charges, of 1^{1/2}% - 5%.

APPENDIX A**ASSESSMENT OF WOMEN EXPORTERS IN GHANA
SCOPE OF WORK****I. BACKGROUND**

Economic growth in Ghana since the recovery began in 1984 has provided new opportunities for women in economic participation, production and income generation despite pervasive social and economic obstacles to their advancement. Many of these women have begun increasing and diversifying their products to take advantage of the emerging export market and are poised themselves to move for greater expansion and marketing opportunities.

USAID/Ghana and the Government of Ghana (GOG) signed the \$80 million Trade and Investment Program (TIP) in September 1992 which is designed to improve the enabling environment for private sector growth and to, specifically, target non-traditional export growth. the TIP project component provides technical assistance and training to business associations and to individual entrepreneurs to improve their productivity, product line, and marketing and financial planning.

II. OBJECTIVE

The study to result from this scope of work is to provide a profile, of women entrepreneurs currently exporting or poised to export, the constraints (financial, economic, social) to export expansion and growth, and specific, actionable recommendations that can be used by USAID/Ghana to incorporate women entrepreneurs, particularly exporters or potential exporters, into the TIP and other USAID-funded activities, such as the P.L. 480 Title III Program. The results of the study will be shared with public and private sector policymakers in an effort to help ensure that women's participation in national economic development is fully utilized.

The activities defined below constitute a first step in a program to ensure that Ghanaian businesswomen are able to contribute to increasing non-traditional exports in coming years, in concert with the efforts supported by USAID/Ghana.

III. TASKS

The contractor will carry out an assessment of women entrepreneurs in Ghana who are exporting or have the potential to export. The assessment will provide an analysis of the exact or perceived constraints to export expansion or export development. Specific activities to be carried out by the contractor include:

1. Carry out interviews with each one of the export trade associations to determine the degree of participation of businesswomen in the management of the associations, and their contribution to the volume of exports. Examples of

these associations are the Yam Producers and Exporters Association and the Kola Nut Exporters Association. Ascertain the percentage of membership contributed by women entrepreneurs, and the contributions of women in production of raw materials and processing. Additionally, the contractor will interview representatives of womens' business associations and organizations to determine the extent to which women are poised to develop or expand their products into export markets.

2. Prepare two case studies--outside of handicrafts and assorted foods--of business women in enterprises involved in the export trade. The case studies will include a description of their lines of activity, size of enterprise, number of employees, skill levels of employees; recent - evolution in the enterprise and major milestones; description of the personal involvement by the case study subject; linkages of firms with the traditional export sector, identification of attributes contributing to success, and current constraints to expansion of the business. These case studies are conceived as possible training tools to motivate other women entrepreneurs and to provide valuable information on how to ensure that women are included in the benefits of growth.
3. Conduct interviews with GOG agencies and policy makers, bankers and representatives of the private sector to get another perspective on exact or perceived constraints to women exporters' advancement.
4. Identify those segments of the export market where women play a more predominant role, and indicate weakness/strengths of those segments and constraints and recommendations. For example, are women traders relatively more active in the cross-border trade with neighbouring countries than in ocean-bound exports to Europe? What are womens' involvement in finished vs. unfinished goods?
5. Using the databases at the Ghana Export Promotion Centre of exporters registrations and company profiles, identify distinguishing features of women-owned export firms, such as size of enterprise and type of product exported.
6. Make estimates of the generation of employment for women workers among various product categories in the non-traditional export sector. Identify those sectors where women workers are commonly present or not present, such as in handicrafts, fisheries, or textiles.
7. Identify current and potential sources of services and information available to business women interested in export/import trade. Design briefs describing those services that could be used for distribution to women entrepreneurs.
8. Identify current and potential sources (private and public sector) of financing available to business women for promoting export trade, including general purpose funding sources as well as those specifically oriented to women entrepreneurs, and specific financial instruments available and those that need

to be made available.

9. Explore the potential uses of informal financial mechanisms--such as credit unions, Women's World Banking, and women's savings clubs--to generate potential funds available for sponsoring export ventures, and the role of women's business organizations such as Ghana Federation of Business and Professional Women, Ghana Association of Women Entrepreneurs, etc.
10. Explore the possible establishment of an objective self-imposed credit rating system for women entrepreneurs, to strengthen the likelihood of business women getting credit from the regular banking sector.
11. Explore the need for setting up a sustainable service to help women entrepreneurs prepare business plans, credit applications, and export documentation.
12. Explore with women exporters the possible establishment of a regular forum for women exporters to network with one another, exchange information, provide mutual support, establish dialog with public officials, organise lobbying conducting an assessment of the existing women's business organizations and their effectiveness in promoting the above issues.
13. Provide and assessment of other donors activities involved with women entrepreneurs in general, and exporters in particular.

IV. REPORTS AND DELIVERABLES

The contractor will be expected to provide an initial draft report and final report for USAID/Ghana review and approval. Five copies of each will be submitted to USAID/Ghana's Project Development Officer who will ensure USAID internal review of the draft and prepare comments to be incorporated into the final report.

The report should include the following format described below:

- Executive Summary
- Table of Contents
- Findings and Recommendations
- Characteristics of Women Exporters
- Major Constraints to Full Participation
- Women Exporters and the Financial Market
- Assessment of Women's Business Organizations
- Assessment of Women's Participation and Inclusion in Non-Women Managed Organizations
- Other Donors
- Case Studies

V. LOGISTICS

The contractor is required to provide all logistical support including transportation, secretarial support, and other costs associated with the conduct of the study.

VI. PAYMENT

The Contractor will be authorized mobilization costs of 50 percent; 25 percent upon submission of the draft report; and 25 percent upon submission of the final report.

VII. PERSONNEL

The above activities will require the participation of various professionals working in close collaboration with trade associations, business women groups, and the organizations involved in promoting non-traditional exports from Ghana. The principals in this effort need to include among them expertise in various disciplines: (1) business management, (2) product marketing, (3) international trade including cross border trade, business and export finance, (4) women in development, (5) non-banking financial services, and (6) institutional knowledge of both national public agencies and international donor agencies activities in trade promotion (AID, World Bank).

VIII. LEVEL OF EFFORT

Fulfilment of this scope of work is estimated to require a total of 3 person-months of effort.

Beginning Date: Tentatively September, 1993

Completion Date: December 31, 1993

IX. EVALUATION CRITERIA

Proposals will be evaluated and scored according to the following criteria.

20%	COST
80%	TECHNICAL
20	Previous experience conducting a study of this nature
15	Knowledge of women business organizations and practices, and traditional social organizations.
10	Knowledge of non-traditional export sector.
15	Methodology
20	Personnel

APPENDIX B: SURVEY INSTRUMENT**ASSESSMENT OF WOMEN EXPORTERS IN GHANA****1. COMPANY PROFILE**

- 1.1. NAME OF COMPANY
- 1.2. Location of Company
- 1.3. Main Export Commodity
- | | |
|---|-----|
| 1.3.1. Tuna | 0% |
| 1.3.2. Seafood | 0% |
| 1.3.3. Dried/Smoked Fish | 23% |
| 1.3.4. Aquarium Fish | 0% |
| 1.3.5. Fresh Pineapples | 8% |
| 1.3.6. Assorted Horticultural Products | 0% |
| 1.3.7. Kola Nuts | 2% |
| 1.3.8. Wildlife | 2% |
| 1.3.9. Food Items | 33% |
| 1.3.10. Common Salt | 4% |
| 1.3.11. Tobacco/Oil Seed/Cotton | 0% |
| 1.3.12. Processed Food | 6% |
| 1.3.13. Aluminium/Scrap Metal | 2% |
| 1.3.14. Furniture and Other Wood Products | 0% |
| 1.3.15. Cosmetics/Soap/Fat | 0% |
| 1.3.16. Petroleum Products | 0% |
| 1.3.17. Kente | 8% |
| 1.3.18. Handicrafts | 21% |
| 1.3.19. Medicinal Plants | 0% |
| 1.3.20. Others | 40% |

1.4. Staff Strength (mean)

- | | |
|--|-----|
| 1.4.1. How many people do you employ? | 9 |
| 1.4.2. How many are women? | 5 |
| 1.4.3. What is your management staff strength? | 2 |
| 1.4.4. How many of your managers are women? | 1.4 |

1.5. Please indicate the educational levels of your management staff: (mean and (count))

Institution	Males	Females
University/Tertiary	1(6)	1(14)
Secondary/Technical/Voca	2(12)	1(37)
Primary	5(1)	2(6)
None	1(1)	1(2)

- | | | |
|----------|---|-------|
| 1.6. | In what year did you start your business?(mode) | 1990 |
| 1.7. | When did you start exporting? (mode) | 1990 |
| 1.8. | What is your average annual production? | |
| 1.9. | What percentage do you sell locally? | 63% |
| 1.10. | What percentage do you export? | 37% |
| 1.11. | Has this percentage changed over the years?(mean) | |
| | 1. Yes | 95% |
| | 2. No | 5% |
| 1.12. | If yes, how has these changed? | |
| | 1. Increased | 83% |
| | 2. Decreased | 17% |
| 1.13. | To which countries do you export? | |
| 1.13.1. | U.K | 24 |
| 1.13.2. | E.E.C countries | 16 |
| 1.13.3. | Middle East | -- |
| 1.13.4. | North America | 19 |
| 1.13.5. | Togo | 1 |
| 1.13.6. | Nigeria | 2 |
| 1.13.7. | Benin | -- |
| 1.13.8. | Cote D'Ivoire | 1 |
| 1.13.9. | Bourkina Fasso | 4 |
| 1.13.10. | Others | 14 |
| 1.14. | If you export to any neighbouring country do you face any peculiar problems from these countries? | |
| | 1. Yes | 50% |
| | 2. No | 50% |
| 1.15. | If Yes, what are some of these problems? | |
| 1.15.1. | High Tariffs | 30% |
| 1.15.2. | Cumbersome procedures | 20% |
| 1.15.3. | Unfair competition | 10% |
| 1.15.4. | Border delays | 50% |
| 1.15.5. | Others | 40% |

2. EXPORT FINANCE

2.1. Where do you get financial support for your business, and how adequate is it?(tick as many as possible::1 Adequate,2-Not adequate)

	Adequate	Not Adequate
2.1.1. Commercial Banks		100%
2.1.2. Export Finance Company	30%	70%
2.1.3. Women's World Banking		
2.1.4. Susu Group		
2.1.5. Own Resources	5%	95%
2.1.6. Customer Pre-financing	13%	87%
2.1.7. Private Financiers	33%	67%
2.1.8. Others		100%

2.2. If not adequate what would be your preferred financial source?

2.2.1. Commercial Banks	53%
2.2.2. Export Finance Company	18.4%
2.2.3. Women's World Banking	16.3%
2.2.4. Susu Group	-----
2.2.5. Own Resources	-----
2.2.6. Customer Pre-financing	8.2%
2.2.7. Private Financiers	
2.2.8. Others	2%

2.3. Give reasons for your preferred choice

(a)	High Interest rate	6%
(b)	Reliability	70%
(c)	Give finance & Promotion	17%
(d)	Other	7%

2.4. What difficulty do you have obtaining credit from these sources?

(1)	No collateral	40%
(2)	High Interest Rates	56%
(3)	Documentation	14%
(4)	Cumbersome procedures	27%
(5)	No interest in export	2%
(6)	Other	12%

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

	Good	Average	Poor
2.5.1. Transfers	29%	55%	16%
2.5.2. L/C Establishment	25%	50%	25%
2.5.3. Others	25%	25%	50%

2.6. How will they rate the cost/charges for these services on the export sector?

	Expensive	Moderate	Cheap
2.6.1. Transfers	60%	40%	
2.6.2. L/C Establishment	53%	47%	
2.6.3. Others	75%	25%	
2.7. Do you have difficulty in repaying borrowed money?			
(a) Yes	48%		
(b) No	52%		

2.8. In what area do you have this difficulty?

1.	Repayment Periods	10%
2.	Delays in receipt of export proceeds	23%
3.	High Interest rates	17%
4.	Inability to supply goods on time.	2%
5.	Pricing on the international market	12%

3. IMPACT OF GOVT. POLICY

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

	Reasons for Choice
Positive	41%
Neutral	41%
Negative	18%

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

	Satisfied	Not Satisfied	Reasons For Choice
Export Retention	77%	23%	Access to foreign exchange
Tax Holidays	65%	35%	
Tax Rates	33%	67%	
Duty Draw back	53%	47%	
Others	25%	75%	

3.3. How long does it take to obtain an export licence? 5. days

3.4. Do you consider this acceptable? 1. Yes 59%
2. No 41%

3.5. If no, what should be done to reduce the time?

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

Organisation	Commendable	Disruptive	Don't Know	Reasons if disruptive
Export Promotion Council	57%	11%	32%	
Customs Excise & Preventive Service	35%	50%	15%	
Ministry of Trade	36%	3%	61%	
Standards Board	20%	10%	70%	
Internal Revenue Service	68%	16%	16%	
Other	67%		33%	

3.7. In which sector are your main competitors?

(a) Private 98%
(b) Government
(c) Both 2%

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

1. Yes 50%
2. No 50%

3.9. If Yes, what are these?(count)

(a) Subsidy 0
(b) Easy access to credit 2
(c) Less cumbersome procedures 0
(d) Undue interference 0
(e) Others 0

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

(i) Yes 72%
(ii) No 28%

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

(a) Seek protection for local industries 100%

4.. INFRASTRUCTURE

4.1. Why are you located here?

- | | | |
|-----|-----------------------------------|-----|
| (a) | Proximity to raw materials supply | 27% |
| (b) | Proximity to labour market | 14% |
| (c) | Proximity to port | 14% |
| (d) | Cost of the Land | 10% |
| (e) | Others | 50% |

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

	Expensive	Moderate	Cheap
4.2.1. Telecommunications	96%	4%	
4.2.2. Roads	50%	44%	6%
4.2.3. Ports/harbours	81%	16%	3%
4.2.4. Others

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

	Expensive	Moderate	Cheap
4.3.1 Telecommunications	92%	8%	
4.3.2 Local Transport	65%	35%	
4.3.3 Port duties	89%	11%	
4.3.4 Freight Abroad	98%	3%	
4.3.5 Others	50%	50%	

5. MARKET INFORMATION

5.1. Do you have any official source of export information?

- | | | |
|-----|-----|-----|
| (a) | Yes | 46% |
| (b) | No | 54% |

5.2. If Yes, name the source

Source	Percentage %
GEPC	63%
Women's World Banking	8%
Ministry of Trade	4%
Export Association	17%
Foreign Mission	4%
AGI	4%

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

- | | |
|---------|-----|
| (a) Yes | 69% |
| (b) NO | 31% |

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

- | | |
|---------|-----|
| (a) Yes | 42% |
| (b) No | 58% |

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

- | | |
|--------------------------------|-----|
| 5.5.1 Own resources | 62% |
| 5.5.2 Official Bulletins | 4% |
| 5.5.3 Foreign Missions | 10% |
| 5.5.4 Women's Organisation | 8% |
| 5.5.5 G.E.P.C | 25% |
| 5.5.6 Export Trade Association | 19% |
| 5.5.6 Other | 35% |

6. RESOURCES CONSTRAINTS

6.1 What in your view are the main resources constraints affecting your ability to export.

- | | |
|---------------------------|-----|
| 6.1.1 Labour | 2% |
| 6.1.2 Capital | 25% |
| 6.1.3 Obsolete technology | 33% |
| 6.1.4 Management | 6% |
| 6.1.5 Finance | 81% |
| 6.1.6 Information | 37% |

6.2 What in your view are the main strengths of the export sector?

- | | |
|---------------------------------------|-----|
| 6.2.1 Labour | 31% |
| 6.2.2 Finance | 19% |
| 6.2.3 Technology | 17% |
| 6.2.4 Land (availability and quality) | 31% |
| 6.2.5 Market Intelligence Information | 14% |

6.3 Give reasons for your choice.....
.....

7. PERCEPTION OF ASSISTANCE**7.1 How supportive have the following organisations been to the export sector?**

	VERY SUPPORTIVE	QUITE SUPPORTIVE	NOT SUPPORTIVE	REASONS FOR ANSWER
A G I	21%	43%	36%	
C O C			100%	
G E P C	11%	66%	24%	
Export Associations	50%	46%	4%	

APPENDIX C

LIST OF FIRMS INTERVIEWED

No.	FIRM	PRODUCT
1.	Ama Konama Cresent Road Labone P. O. box 8158 Airport	Pineapples Water Melon
2.	Zoweh SOns Enterprises P. O. Box 1130 H/No 20A/N3/C2 Tema	Kente Handicraft
3.	Jack & Jill Wear House P. O. Box 167 Accra Tel 773237	Kente Various
4.	Wiredu Tracil Ltd Swame Magazine P. O. Box 2774 Kumasi	Traditional Cloths School Uniforms (Garments)
5.	Aggrey Bead Production Amokom Abrotes Hno A.A.51 P. O. BOX 537 UST Kumasi	Beads(Handicrafts)
6.	Dora Fashions Store No. 5 Bantama Market Kumasi	Traditional CLoths (Garmments)
7.	Akua Yeboah Ent P. O. Box 272 Ash Town Kumasi H/No 74 {Pampaso St. Manhyia, Kumasi	Assorted foods
8.	Lamine Designer Boutique P. O. Box M 1769 Kumasi	Traditional Cloths
9.	Henrietta Osei-Tutu 28, Block 2 Yenyawoso, Kumasi	Traditional Cloths
10.	Fausted Confectionery & Trading S. D. 10 Kwadaso Unilever Estates	Assorted foods

No.	FIRM	PRODUCT
11.	African Smile Jewellery Industry Barclays Bank Block Aboabo Station Kumasi	Jewellery
12.	Kate Elegba P. O. Box 5873 Accra Kantamanto	Scrap Metal Salt
13.	Joyce Arts Trade Fair Centre La, Accra	Handicrafts
14.	A2 Design Ltd Accra/Tema	Handicrafts
15.	Processing Food & Spices Ltd N.S.C2 Plot G8 Comm. 2 Tema P. O. Box 186 Tema	Processed Food (Assorted foods)
16.	Ansyld Ltd Maamobi, Accra	Kente
17.	Juliana Akpabulu ENterprise P. O. Box 562 Nima - Accra	Salt
18.	Chriwab Enterprise Newtown - Accra	Assorted foods
19.	Ahenkwart (Gh) Ltd P. O. Box 15778 Labone ARN	Pineapples (Assorted foods)
20.	Nana Fashions Ringway Estates	Garment
21.	AB Tropical Foods Odorkor, P. O. Box 13336 Accra - North	Assorted foods
22.	Afro Manansa P. O. Box 9352 Airport Accra	Handicrafts/Garments
23.	B. A. Agyeman Enterprise Arts Centre Accra	Hnadicrafts Kente
24.	Margaret Mensah Enterprise New Achimota	Assorted Foods
25.	A. K. Nyonyo Ent. Tema Comm. 4	Kente Garments
26.	Thesabob Ent. Kaneshie	Yam/Holticulture

No.	FIRM	PRODUCTS
27.	African Bagg Ltd. Industrail Area Accra	Handicrafts
28.	Gawasu Enterprise Madina Accra	Salt
29.	Tutel Business Systems P. O. Box 7406 Accra Tel:774907	Garment
30.	Dodo's Enterprise Accra	Assorted Foods
31.	Vidacom Ltd. Dansoman	Assorted Foods
32.	Glod Enterprise Accra Asylum Down	Handicrafts
33.	Trene's Enterprise Accra	Handicrafts
34.	Fresh Franco Ltd Kojo Thompson Road P. O. Box 3195 Accra	Assorted
35.	Eurinos ENterprise H/No 16, 1st Loop South Tesano	Assorted Foods
36.	Festus Industries Asofoatse Netey Road Accra Central	Garment
37.	Cessa Agencies Ltd. Industrial Area P. O. Box C143 Accra Tel:224600	Garment, Kente,Batik Assorted Handicrafts
38.	Margeshabele Enterprise Industrial Area	Garment
39.	Tackiesco Enterprise Industrial Area North Kaneshie Accra	(Garment) Pillows, Bedsheets,Cushions
40.	Gaballe Imports & Exports Newtown, Accra	Assorted Foods
41.	Colourgrace Trading North Kaneshie Accra	Assorted Foods
42.	Ginatu Exclusuve North Kaneshie Accra	Garment

No.	FIRM	PRODUCT
43.	Theresot Trading Enterprise Okaishie Accra	Assorted Foods
44.	Darksha Trading Enterprise Accra	Assorted Foods
45.	Evelyn Akuffo Enterprise Kaneshie Market Accra	Assorted Foods
46.	Magdinah's Ent. Kaneshie	Assorted Foods
47.	Indulating Building Products Ltd. P. O.Box 0240 Osu Tel:775833 Accra	Assorted Foods
48.	Christine Oppong TUC P. O. Box 8344 Kumasi H/No 42 Block Y Fankyenebra	Traditional Cloth
49.	Otemens Ent P. O. Box 1630 Asafo B4 51 Asafo	Assorted Foods Handicrafts
50.	Ginies Fabrics and Accessories P. O. Box 1198 Cantonments Accra	Assorted Foods Handicrafts
51.	Antow Enterprise P. O. Box 6468 Accra-North No.16 3RD Ringway Estate Osu-Accra ,Tel 229659	Handicraft
52.	Joyce Ababio P. O. Box C1172 Accra Tel: 228013/773760	Garment

APPENDIX D: FINANCIAL INSTITUTIONS INTERVIEWED

FINANCIAL INSTITUTION	OFFICIAL	POSITION	ADDRESS OF INSTITUTION
1. Continental Acceptances Ltd.	Mr. S.L. Adetola Mr. Gilbert Liebel	Manager, Credit & Marketing	Pegasus House 47 Independence Avenue P. O. Box 14596 Accra - Ghana Tel: 221056.
2. Merchant Bank (Gh) Ltd.	Mr. Kwame Poku Mr. Mike Afful	Account Manager, Manager, Credit & Marketing.	Kwame Nkrumah Avenue P. O. Box 401 Accra, Ghana, Tel: 666331/2.
3. Ecobank Ltd.	Mrs Hornsby Quartey	Manager, Foreign Operations Ecobank	19th Avenue, Ridge Accra. Tel: 221103/225498
4. S.S.B. Ltd.	Mr. Nsiah	Head of Credit	S.S.B Pension House Tel: 667147
5. Export Finance Co. Ltd.	Mr. Owusu Adjei	General Manager	Kojo Thompson Road Accra Tel: 228985/221333
6. Women World Banking (Gh) Ltd.	Anna Knox SIC Bentum Lora Baker	Programme Officer Accountant Training Officer	Tel: 667748
7. Meridian BIAO	Mr. Obeng Kumi	Credit & Marketing	Kojo Thompson P. O. Box 1862 Accra Tel: 665562/229847
8. National Investment Bank	Mr. Atuahene	Foreign Operations Officer	IDC Building Liberty Avenue, Accra Tel: 669301/6
9. Agricultural Development Bank	Mr. Weibeck Mr. Owusu-Ansah	Credit & Marketing	P.O. Box 4191, Accra
10. Bank of Ghana	Mr. S. P .D. Kotey	head of PEED	P.O. Box 2674, Accra
11. Credit Union Association	Mr. Stan Saatoh	General Manager	Tel: 666902/666921

APPENDIX E: EXPORT PERFORMANCE

JAN - DEC 1990

No.	NAME	VALUE IN DOLLARS	ITEM
1	AMA KONAMA FARMS	\$4,816.00	Pineapples & Melon
2	CERMA FASHIONS	\$1,708.00	Bath, Beachwear dresses
3	JULIANA AKPABLI	\$6,255.03	Common Salt
4	KATE ELEGBA ENT.	\$11,666.93	Scrap Metal
	TOTAL	\$23,446.00	

JAN - DEC 1991

No.	NAME	VALUE IN DOLLARS	ITEM
1	AMA KONAMA FARMS	\$7,118.00	Pineapples & Melon
2	AMENKWART FARMS	\$14,117.13	Cocunut
3	AB FOODS	\$1,278.00	Cocunut
4	AKUA YEBOAH ENT.	\$170.45	Assorted Foods
5	OTEMENS	\$385.40	Assorted Foods
6	JULIANA AKPABLI	\$47,300.00	Salt
7	KATE ELEGBA ENT	\$129,933.30	Scrap Metal
8	CERMA AGENCIES	\$6,300.13	Assorted Handicrafts
	TOTAL	\$285,464.47	
	AVERAGE	\$25,492.04	

JAN - DEC 1992

No.	EXPORTER	QTY(TONS)	VALUE IN \$	PRODUCT
1	AMA KONAMA	60.810	\$24,007.31	Pineapples
2	OTEMENS ENT.	6.812	\$294.50	Assorted foods
3	B & T TROPICAL FOODS	15.175 *226 PC CS	\$7,633.49	Assorted Foods
4	AKUA YEBOAH ENT.	1944	\$1,519.75	Assorted Foods
5	MARGARET MENSAH ENT	3.813	\$271.85	Assorted Foods
6	THERESOT TRADING ENT.	8.39	\$47.89	Assorted Foods
7	JULIANA AKPABLI ENT.	673.0	\$23,300.00	Salt
8	KATE ELEGBA	89.0	\$77,277.37	Scrap Metal
9	CERMA AGENCIES	2030 PCS	\$6,353.39	Handicraft
10	JACK & JILL WAREHOUSE	50 PCS	\$1,000.00	Kente
	TOTAL		\$172,504.85	
	AVERAGE		\$17,250.46	

JAN - DEC 1993

No.	NAME	VALUE IN DOLLARS	ITEM
1	AMA KONAMA FARMS	\$20,800.00	Pineapples & Melon
2	MARGARET MENSAH ENT	\$1,803.10	Assorted Foods
3	EVELYN AKUPPO ENT	\$9,243.91	Assorted Foods
4	DARKSHA TRADING ENT.	\$10,657.00	Assorted Foods
5	OTEMENS	\$1,328.64	Assorted Foods
6	JULIANA AKPABLI	\$16,000.00	Salt
7	KATE ELEGBA ENT	\$150,318.33	Scrap Metal
8	CERMA AGENCIES	\$3,750.00	Kente Products
9	VIDA COM	\$12,750.33	Assorted Foods
10	AB TROPICAL FOODS	\$4,704.39	Assorted Foods
11	THERESOT	\$243.39	Melon Seeds (Agushie)
12	AKUA YEBOAH ENT	\$1,370.71	Assorted Foods
13	KUMIROB ENT.	\$183.46	Assorted Foods
14	PELTUS INDUSTRIES	7,010.25	Kente Products
	TOTAL	\$311,772.38	
	AVERAGE	\$22,269.46	

APPENDIX F: CASE STUDY I**EXPORTER: KATE ELEGBA ENTERPRISE****EXPORTER'S REG. NO. 262009****ADDRESS: P. O. BOX 5873****ACCRA-NORTH****EXPORT PERFORMANCE: SCRAP METAL (COPPER/BRASS)**

YEAR (JAN-DEC)	POSITION (In Dollar Terms)	QUANTITY/VOL METRIC TONS	V A L U E	
			US DOLLARS	CEDIS
1990	5 (out of 19)	155.850	142,435.54	47,152,639.10
1991	6 (out of 21)	19.160	22,228.19	8,022,333.35
1992	8 (out of 18)	59.2	77,277.37	38,228,492.40
1993	2 (out of 9)	114.490	150,318.33	91,638,131.44

APPENDIX G: CASE STUDY II**EXPORTER'S REG. NO. 252043****ADDRESS: P. O. BOX 562****NIMA-ACCRA****EXPORT PERFORMANCE: SALT**

YEAR (JAN-DEC)	POSITION (In Dollar Terms)	QUANTITY (METRIC TONS)	V A L U E	
			US DOLLARS	CEDIS
1990	33 (out of 152)	470	35,593.05	11,505,091.20 (B/Faso 62% Niger 38%)
1991	14 (out of 252)	680	47,300	17,313.000.00
1992	16 (out of 207)	675	53,200	21,310,000.00
1993 (JAN-SEPT)	31 (out of 131)	300	16,500	10,855.000.00

APPENDIX H LIST OF EXPORT PRODUCT ASSOCIATIONS

ADDRESSES	NAME OF CONTACT PERSON	POSITION
1. Ghana Furniture Producers Association P. O. Box 32 Trade Fair Site Accra Tel: 776824, 774251 775311.	Mr. Frank Enos Mr. E.A. Sackey	President Accountant
2. Salt Exporters Association Volga House, P. O. Box 16239, Accra. Tel; 225542.	Alhaji Salia	President
3. Non-Ferrous Scrap metal Exporters Association, P. O. Box 116888 Accra-North, Tel: 226648, 221045, 221349.	Alhaji Sabary Mr. Kwabena Nti	President Member
4. Horticulturist Association of Ghana P. O. Box 5233, Accra-North Tel: 773795, 775311, 773860.	Mr. Kofi Bentum Eshun	Secretary
5. Ghana Yam Exporters Association P. O. Box 9075 or c/o GEPC Airport-Accra Tel: 775311 Ext. 1482/304 Fax: 776712, Telex: 2053.	Mr. Owusu Afiyie Mr. Osei-Kwame Mr. Owusu-Banahene	President Vice President Secretary
6. National Association of Colanuts Dealers, C'opland House, Adabraka. P. O. Box 16793, Accra-North Tel: 221155	Alhaji Alumed Baba Sqed	Secretary
7. Ghana Assorted Foodstuffs Exporters Association P. O. Box 16073 Airport-Accra, Ghana Tel: 220746, Fax: 223663.	Mrs Cecilia Asiamah-Aseidu Mr. Fred Buadu	President Secretary
8. Handicrafts Exporters Association of Ghana P. O. Box 47, Trade Fair Site, Accra. Tel: 225630/772018 Telex: 3027.	R. K. Adjasoo Kofi Elis	President Secretary
9. Federation of Ghana Jewellers P. O. Box 2738, Accra Tel: 664099, Fax: 668957	Kwame A. F. Kwamuar	President
10. Seafood Production & Exporters Association, P. O. Box 1, Accra.		
11. National Marine Fisheries Association P. O. Box 1, Accra.		

APPENDIX I ACRONYMS AND ABBREVIATIONS

ADB	-	Agricultural Development Bank
AGI	-	Association of Ghana Industries
CUA	-	Credit Unions Association
EC,EEC	-	European Economic Community
ECOWAS	-	Economic Community of West African States
EFC	-	Export Finance Company
EFO	-	Export Finance Office, Bank of Ghana
EPV	-	Export Production Villages
ERP	-	Economic Recovery Program
FGBPW	-	Federation of Ghana Business & Professional Women
GAWE	-	Ghana Association of Women Exporters
GEPC	-	Ghana Export Promotion Council
GIC	-	Ghana Investment Centre
GOG	-	Government of Ghana
IRS	-	Internal Revenue Service
ISSER	-	Institute of Social, Statistical & Economic Research
MASU	-	Mutual Assistance Susu Limited
NIB	-	National Investment Bank
NTE's	-	Non Traditional Exports
PAMSCAD	-	Program of Actions to Mitigate the Social Costs of Adjustment
PEED	-	Private Enterprise & Export Development Project
TIP	-	Ghana Trade and Investment Program
UNDP	-	United Nations Development Program
UNFPA	-	United Nations Fund for Population Activities
UNIFEM	-	United Nations Fund for Women
USAID	-	United States Agency of International Development
WWB	-	Womens's World Banking