

# GHANA

## **Strengthening Business Development Services Provision in Ghana**

Draft Report

Report on BDS in Ghana: Background and Recommend New  
Services

July 2010

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Marlborough House, Pall Mall  
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SASD/EAS/GHA/043

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## Executive Summary

This report is the first specified output of the SME Business Development Services project of the Commonwealth Secretariat. The report summarises the current BDS situation in Ghana and proposes 5 specific inputs that could address some of the current weaknesses in the delivery of business development services.

The methodology used in conducting the research relied initially on desk research supplemented by several qualitative research activities consisting of:

- interviews with a selection of established businesses
- small group meetings with two groups of businesses, women entrepreneurs and a business forum group of Empretec.
- interviews with a wide range of BDS providers
- interviews with a range of business associations
- Workshops held with Empretec and NBSSI staff to explore the current situation in their organisation and strategies and services to improve the delivery of business development services
- Workshop with Ghanaian consultancy practices to discuss the consultancy needs of SMEs and their business needs in organising to deliver commercial and subsidised services to SMEs
- A quantitative survey of private consultancy practices in Ghana

Utilising the outputs of the above research the report summarises the current provision of BDS in Ghana and the specific situation facing the two main target institutions Empretec and NBSSI. The key conclusions are:

- that there is a strong focus on supporting the launch of informal micro businesses but little targeted on helping them grow or become established
- there are few services focused on helping small established businesses to grow or restructuring for the next stage of growth.
- There are no services helping businesses facing decline to restructure their businesses
- NBSSI main focus is new start micro informal businesses but they can be helped to also support services to micro businesses with potential to employ staff and eventually grow.
- Empretec used to operate a range of services that can be seen as a “movement” to reinforce business growth. There is a need to re-link and re-launch the key parts of this “movement” and this should be a central focus of Empretec.
- Within this focus Empretec can be helped to develop a range of services for SMEs that will support growth and development.

Based on the above analysis 5 key initiatives are proposed to assist the development of BDS in Ghana. These are:

- diagnostic tool and training programme to support NBSSI to identify informal micro businesses with potential to establish themselves and develop into growth businesses and provide initial training to this group.
- ICT in business training module or a revised Empretec 6-day course to include use of ICT

to grow businesses.

- 5-day course on managing profitable small consultancy practices
- Manual on the management of small consultancy practices which will also be relevant to Empretec's future management
- Specification for a detailed information service to be developed by Empretec.

Work will be conducted over the summer in developing training material and manuals for the above 5 inputs with delivery planned in September.

## Methodology

This section of the report describes the methodology that has guided the assignment to date. Research under phase 2 (below) will continue over the summer as the material required for phase 3 is finalised ready for piloting in Ghana in September.

### Phase 1 - launch

The project was launched at an initial meeting held at the commonwealth Secretariat in London. This initial meeting was supplemented by two on-line telephone conferences between ComSec, Ghanaian beneficiaries and the consultant. The objectives and activities of this launch phase were:

Objectives of this Phase	
<ul style="list-style-type: none"> <li>➤ To deepen the detailed workplan for the project;</li> <li>➤ To establish an operational base for the team;</li> <li>➤ To establish the research tools for the next phase</li> </ul>	
Input	Output
➤ Peter Milford	➤ Project operational and implementation started
Approach and Description of activities	
<p>The initial briefing meeting held with the Commonwealth Secretariat. This meeting:</p> <ul style="list-style-type: none"> <li>• Reviewed the technical proposal;</li> <li>• Agreed the dates for launching the next phase and dates of key review meetings;</li> <li>• Identified key stakeholders to involve;</li> <li>• Identified key documents to review.</li> </ul> <p>From the review of the technical proposal it was clear that greater weight should be given to the role Empretec and NBSSI could play in the delivery of future BDS in Ghana. The workplan was adjusted accordingly, with greater time being allocated to an analysis of the two organisations and in generating new services that they can deliver.</p> <p>Unfortunately, there were few key documents identified. A short period of internet research identified a number of background reports and numerous websites on Ghana and BDS in the country. These were reviewed prior to the first trip. A revised workplan was produced to reflect the later launch date and research check lists and questionnaires were finalised for the next active research phase.</p> <p>Logistical arrangements and a local operational base were finalised.</p>	

An informal launch event was organised in Ghana to finalise this phase of activity. The event included relevant Ministries, SME organisations and other stakeholders. A short presentation was given and subsequent interviews and meetings arranged.

## Phase 2

Following this launch event phase II of the assignment began. This is described briefly below:

**Time frame:** 20 weeks

**Location:** Ghana and International

### Description of the Work Package:

Objectives	
<ul style="list-style-type: none"> <li>➤ Establish the current situation of BDOs and their BDS in Ghana</li> <li>➤ Identify gaps in provision that new sustainable BDS can fill.</li> </ul>	
Input	Output
<ul style="list-style-type: none"> <li>➤ Peter Milford and Eric Osiakwan</li> <li>➤ Other resources: Funds for carrying out Interviews, workshops, meetings, travel to different cities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Report Status of BDS Provision in Ghana</li> </ul>
<h3>Approach</h3> <p>The development of sustainable new BDS service models depends on four key factors:</p> <ul style="list-style-type: none"> <li>➤ The skills and motivation of publicly funded or subsidised services.</li> <li>➤ The skills and business models of commercial BDS providers in Ghana</li> <li>➤ Potential new business models in the changing global and national economy</li> <li>➤ Flexibility of public and private service delivery in creating new services to respond to the changing business models and opportunities of the private sector</li> </ul> <h3>Description of activities</h3> <p>Each of these four key issues were investigated to establish the current BDS availability, the quality of the services being provided and the potential to change and create new sustainable service mixes to meet future needs of SMEs. All four strands in the research were carried out simultaneously in Ghana. In addition to research carried out in Accra a week was spent in Takoradi to explore the situation outside of the Capital. Particular weight was given to an organisational review of Empretec and NBSSI in Accra and in their regional Takoradi offices. The sample of established SMEs to be consulted was drawn from Empretec's list of past clients</p>	

and from businesses active in two of their business forums.

The research activities will consist of:

- Interviews with Business Associations to explore their services to members, their opinions of current BDS providers and the likely future needs of their members that could be assisted with new services, of theirs or other BDOs. It proved particularly difficult to contact business associations. Many did not appear to have staff, their telephones and emails went unanswered or were cut off and websites appeared not to be up to date. The conclusion in many cases was that the organisations at national level were very weak and unable to provide many services. The key exceptions to this were the Association of Ghanaian Industry and the national chamber of commerce.
- Interviews with current publicly financed and subsidised BDOs to explore their current services, types and numbers of clients, skills of their staff and future development plans. These also proved difficult to arrange in several cases as major components of the staff of well funded organisations were out of the country. Nevertheless, often with help from key funders, meeting could be organised.
- Interviews with commercial BDS providers. Research was undertaken to identify the range of services being provided (from accountancy to website design) and a sample interviewed to explore their current service mix, views on their clients overall needs and their own development plans.
- Survey of BDS professionals: In addition to the small sample interviewed over 800 identified BDS professional service providers (Commercial and subsidised) were invited to complete a short on-line quantitative questionnaire covering their current services, charges and development plans.
- Desk research and a review of Empretec training material was undertaken to evaluate training material being used in short courses for existing and new SMEs.
- We had planned to observe one or more short courses being delivered by BDOs, but this proved to be impossible.
- It proved to be very difficult to arrange interviews with Women's Empowerment Groups (i.e. Ghana Association of Women Entrepreneurs) to discuss the specific role of women in the start-up and management of SMEs in Ghana and the specific development needs of women entrepreneurs that should be addressed in future BDS provision. We were able to interview the officers of the Empretec women in business forum and to attend a meeting with 12 of their member firms to discuss these issues.
- Workshop with private consultancy companies was held to explore the initial research findings and what this might mean for future development of sustainable BDS services in Ghana.

- Workshops were held with Empretec and NBSSI national staff to explore the initial research findings and what this might mean for future development of their services.

At the end of the first visit to Ghana this report on the existing situation of BDS in Ghana has been produced. Feedback on this and further research will continue to deepen our understanding of the potential of new business models and their relevant sectors as part of designing new business development services over the summer. The broad outline of these new initiatives are described at the end of this report.

## Country Background

Ghana is the first country in sub-Saharan Africa to gain independence in 1957. It covers a total area of 239,460 Km<sup>2</sup> and is surrounded by Cote d'Ivoire, Togo, Burkina Faso and the Atlantic Ocean. It has a population of 23 million people<sup>1</sup> of which about 4 million can be found in the capital, Accra.

Ghana is well endowed with natural resources with a GDP per capita in 2008 of \$630<sup>2</sup>. The domestic economy still revolves around subsistence agriculture which accounts for about 34% of the country's GDP and 70% of the workforce. Gold continues to be a major product and is now joined by oil with the first offshore oilfield producing its first oil deliveries in 2010.

Ghana is still heavily dependent on international donors for financial and technical assistance and has benefited from the international debt relief measures in 2002 and 2005. Ghana has also benefited from the Millennium Challenge Corporations (MCC) funding that is focused on transforming Ghana's agricultural export sector and other sectors. It has been allocated some \$500 million to help in this regard.

## Infrastructure

Ghana has made very significant progress in infrastructure in recent years, performing better than the sub-region but remaining below second level African countries. Household access to services in Ghana is much ahead of its low income peer group including mobile telephones (67% versus 15% average), power (56% versus 15%), or utility water (40% versus 26%). The recent improved internet connectivity with the additional international cables with greatly improve broadband access and should reduce prices further.

The service coverage of basic infrastructure is not confined to urban areas. The country has an improving performance in both rural water and electricity coverage, and increasingly GSM signal extension. The road sector is also well developed with 95% of the paved and 81% of the unpaved networks classified as in good or fair condition. Institutional reforms have been successfully adopted in the ICT, ports, roads and water supply sectors. The Port of Tema is increasingly becoming a transit gateway to the landlocked hinterland.

While investment is improving the situation there are many challenges to overcome. A 2007 survey found that firms experienced a power outage on average almost 10 times a month for an average duration of 12.59 hours. There were similar problems in water supply and obtaining a mainline telephone connection took an average of 184 days (see <http://www.enterprisesurveys.org/ExploreEconomies/?economyid=76&year=2007>)

Probably Ghana's most pressing challenge lies in the power sector, where the country is both economically and financially exposed to hydrological variations with drought conditions forcing reliance on much higher cost oil fuel generation. Current policy is to diversify the generation portfolio towards gas-fired plant that can deliver cheaper back-up thermal power.

Ghana already spends around 1.1 billion per year on infrastructure, equivalent to about 10 percent of GDP, with power subsidies accounting for a further \$1 billion a year. It is fairly clear that the anticipated rising oil revenues will in part be used to raise this infrastructure investment considerably as a necessary step in achieving the second level economy status objective of the government. This level of investment is likely to have a significant impact on economic growth, as

1 See *Ghana People 2010*, CIA World Factbook

2 World Bank estimate see <http://data.worldbank.org/indicator/NY.GNP.PCAP.CD/countries/latest?display=default>

will improved transportation, power, phone and internet access, crating a range of new opportunities for business growth.

## **SMEs in Ghana**

There are a number of definitions of SMEs used in Ghana. The National Board for Small Scale Industries (NBSSI) defines a small-scale enterprise as a firm with not more than 9 workers, and has plant and machinery (excluding land, buildings and vehicles) not exceeding 10 million Ghanaian Cedis in value. In its Industrial Statistics, the Ghana Statistical Service (GSS) considers firms with fewer than 10 employees as small-scale enterprises and their counterparts with more than 10 employees as medium and large-sized enterprises. Ironically, the GSS in its national accounts considered companies with up to 9 employees as SMEs

Whatever definition is used it is clear that SMEs and particularly micro businesses constitute the vast majority of businesses in Ghana. For example 85% of manufacturing enterprises are in the category 0-9 employees and a further 11% in the category 10-29 employees. Another perspective is that 68% of the labour force consists of self-employed with no employees and 5% self-employed with employees. In addition the informal private sector is estimated to employ 80% of the total workforce. Therefore most jobs and most businesses are in the informal sector primarily in one-person self-employed businesses with no employees. This structure puts severe constraint on the growth prospects of the economy since it is highly unlikely that many growth oriented businesses will emerge from these informal one-person businesses, mainly concentrated in sectors such as farming, distributive trades and small scale manufacturing. A better target may be to increase the growth and development prospects of the 5% of self-employed with employees.

A high proportion SMEs are female-owned businesses<sup>3</sup>, which more often than not are home-based compared to those owned by males and are even more unlikely to be formally registered than male owned businesses. Informal status of the vast majority of businesses clearly affects their chances of gaining access to financing schemes, as does the difficulty in providing collateral. The prime sources of funds used by informal businesses are informal sources of family and friends plus the micro-credit schemes operating in the country.

The problems of access finance of informal businesses are also reflected in the difficulties faced in raising finance by small registered businesses. Current interest rates start at 28% and are normally for 1-2 year periods. In the absence of credit reference agencies banks are normally requiring collateral of 2 to 3 times the money borrowed.

A number of surveys have indicated that many registered SMEs suffer from very low levels of management capacity in planning, strategy, human resource development, financial management, international awareness, quality standards and the ability to compete for public contracts<sup>4</sup>. It is also difficult to build the basic infrastructure for a developing business because of problems in accessing suitable land, affordable premises (many require pre-payment of substantial amounts to cover several years rent), reliable electricity supply, telecommunications and internet connections, appropriate machinery, suitably trained and qualified labour, sources of information, know-how, R&D etc. There are also constraints due to the dominance of the distribution channels by a few large players and the prevalence of corruption and red tape within the trade related infrastructure. Many of the above problems appear to be worse outside of Accra with many basic services a small

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3 44.01% of firms surveyed by the World Bank in 2007 were female-owned business see <http://www.enterprisesurveys.org/ExploreEconomies/?economyid=76&year=2007>

4 See <http://www.enterprisesurveys.org/ExploreEconomies/?economyid=76&year=2007>

company has to rely on i.e. equipment maintenance, not available locally and has to come from Accra at considerable cost.

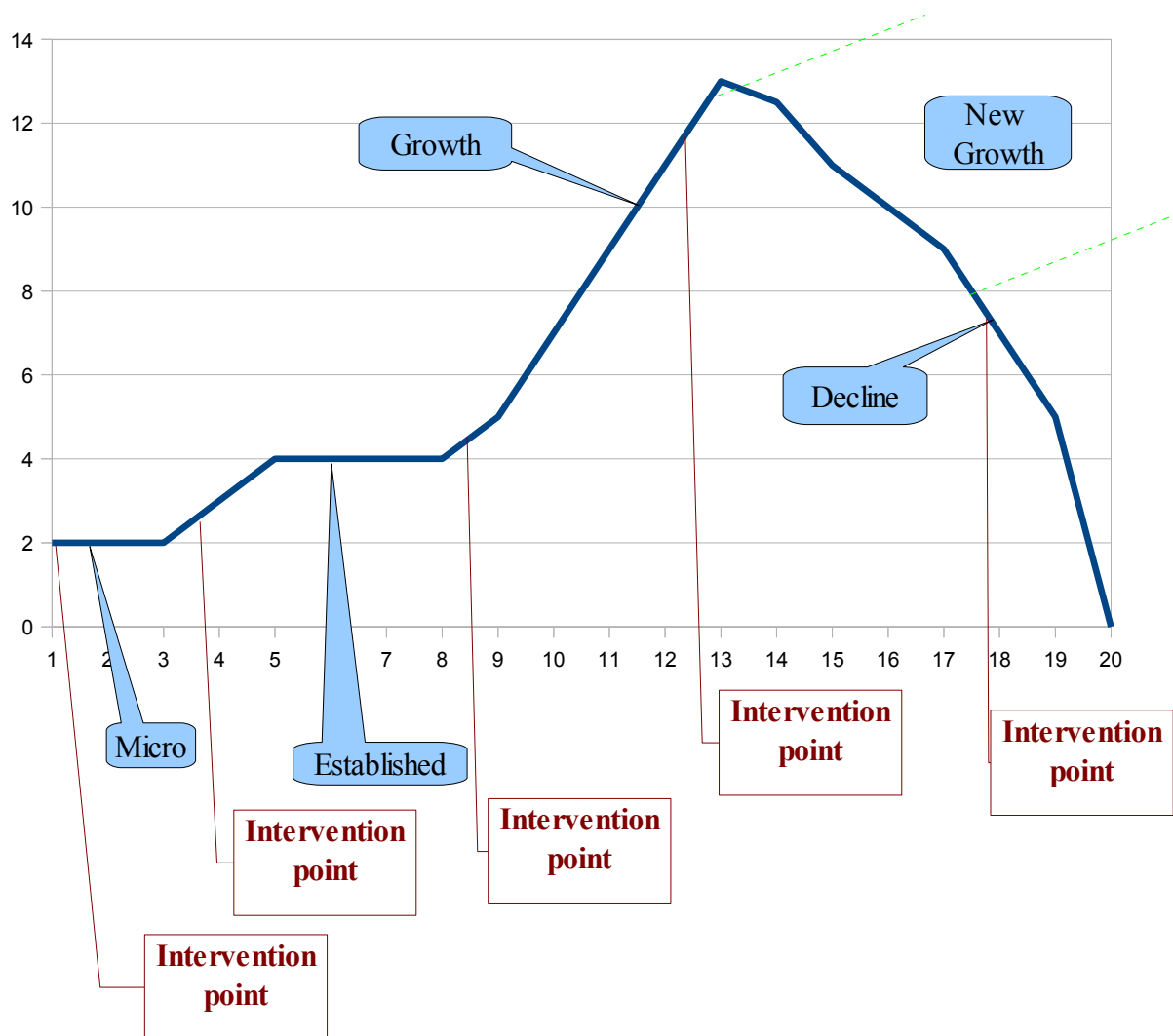
## Profile of SMEs

This profile is based on desk research, a qualitative survey of SMEs in Takoradi and Accra and small workshops run with two groups of SMEs<sup>5</sup>. SMEs were selected from the database of past clients of Empretec who had been trading in excess of 6 years. The minimum 6 year period was adopted to test some of the ideas about growth profiles that were identified from the desk research.

## Growth Profile and intervention points

Based on the literature and a small qualitative sample the following business growth model is proposed as the typical growth model for micro and small enterprises in Ghana, suggesting where external intervention is most likely to positively impact on the sustainability and growth.

**Life cycle of a business – intervention points**



<sup>5</sup> Both workshops were held in Accra with business forum groups linked to Empretec, including one group of women entrepreneurs

## ***small informal businesses***

Most new businesses in Ghana are micro, essentially informal survival businesses launched with family and/or micro credit facilities (50-200 Cedi) lending for periods of up to 6 months with minimum 35%p.a. interest rates<sup>6</sup>. The very small turnover and capital of these businesses means in many cases that they help generate small additional household income for very poor families.

Experience suggests that the intervention provided by micro credit institutions and other authorities makes a great deal of difference to the survival rates of these businesses. The training and advice provided at this first intervention point<sup>7</sup> helps develop basic money management skills and inculcates an appreciation of saving and forward planning that helps manage the inevitable problems such poor households face. Intervention at the point such initiatives are first launched is designed to assist the potential entrepreneur to build sufficient understanding to establish an informal but stable income source for the future<sup>8</sup>.

While micro credit is an important initiative for poverty alleviation in many cases the small businesses are not able to progress beyond this survival income generation position. The main exception to this are businesses formed by groups of people to produce common goods and services that may generate sufficient income to allow for a slow capital accumulation and growth.

Informal micro businesses demonstrating this growth potential creates the second intervention point, focusing support on those informal businesses starting to employ small groups of people. Given the small sums available under micro credit and the restricted commercial borrowing availability<sup>9</sup> it is likely that many such businesses are likely to grow only through reinvested profit and wider family support. There is a great danger of over trading as this restricted capital is required to finance the cash flow problems often associated with growth spurts.

Training and advice intervention at this point is often needed to help the entrepreneur develop an understanding of how to grow the business will coping with the capital shortage. From our understanding of the situation there are very few services focusing on this group of businesses<sup>10</sup>.

## ***established businesses***

Once the business has been able to consolidate its organisation and build up some capital through re-investment a base has been created for sustained growth. Given the low initial capital base for many new businesses it is likely to take some years to get to the point where the business is able to take a long term view needed to plan and invest in growth.

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6 35% p.a. Is Empretec's rate, which is the minimum identified in the research. Many funds have around 50% and highest identified was 75% In many cases the micro credit institution is mixing grant funds with borrowed commercial funds and then needs to cover high administrative costs by the spread between borrowed and charged interest.

7 Such support programmes are well established in Ghana with many institutions providing training and support to groups launching micro credit schemes with a focus on new business formation.

8 From discussion with micro credit officers and the type of training & advice delivered this is very much the impression formed of the level and type of help being made available

9 A 2007 survey found that only 16% of registered companies had loans from banks and provided an average of 138.25% collateral for a loan. 66% of firms sited access to finance as a major constraint. See <http://www.enterprisesurveys.org/ExploreEconomies/?economyid=76&year=2007>

10 Initial micro credit group and individual support seems to decline once a borrowing track record is established. None of the advisers contacted or the documents consulted seem to have any particular models for how to assist this group.

There appears to be very little now available to assist entrepreneurs who have reached this point. Most of the support services available, which is very little, seemed focused on supporting SMEs who have successfully managed growth for several years.

It is clear that the Empretec 6-day franchised course is particularly relevant for this group. Several of the businesses interviewed were clearly at this point in their businesses development and felt that the course plus subsequent advice helped put them on the growth path.

### ***growth businesses***

Following the training and support received from Empretec the businesses supported entered a period of rapid growth, building unique selling points with a clear strategy that the support had helped them develop. Growth was often rapid with the businesses needing to raise finance to invest in maintaining growth. Several businesses interviewed were still in this growth period but were suffering from difficulties in raising sufficient investment.

New sources of investment funds are clearly needed in order to maintain the growth momentum being experienced. Small venture capital and grant funds are available in Ghana that could meet the needs of this group but the management systems and forward planning requirements are high. The businesses interviewed would all need substantial support in order to develop the systems needed to maintain their growth.

Currently, it appears that there are few sources of advice available to support such groups beyond a few Accra based consultancy practices.

### ***failing businesses***

Many of the businesses interviewed had already reached the end of their growth spurt and were suffering from a range of problems likely to have been caused by earlier success. In many cases the entrepreneur's management skills were clearly now inadequate for the current size of the business they had built. A range of managerial problems were clearly based in insufficient skills and systems for a business of the size reached. As a result the business was clearly failing as the inefficiencies built and profits fell. The entrepreneur would clearly benefit from further training and consultancy advice on the restructuring of their business but there does not appear to be any sources of training or advice tailored to this group of companies.

A further related category of businesses interviewed were clearly experiencing the negative consequences of changed market conditions. Partly reflecting the global downturn the problems were also clearly rooted in local conditions. As a result the previous business model was clearly failing in the new circumstances. If the business was to avoid closure then a restructuring was clearly necessary to create a business model more in tune with the current market conditions. While an external intervention would often be of great assistance in overcoming these problems no current service appeared to be available on the market.

### ***Succession business***

Several businesses interviewed also had difficulties relating to the desire of the entrepreneur to retire and hand over management of the business to the next generation of the family. Such businesses were at different points of the life cycle discussed above with their problems complicated by the need to try and plan a succession. The need for specific help in training the next generation and in developing appropriate systems of management were widely recognised but do not currently appear to be available.

## Public BDS service provision

There are a wide range of Government and donor programmes providing different types of Business Development Services in Ghana. In addition to the different support programmes there are a range of regulatory authorities supervising areas of the economy that have direct relevance to SMEs. Some authorities have both regulatory and support functions.

### **Regulatory Authorities**

Ghana ranks 92 in 2010 for the World Bank's "cost of doing business" report. Significant problems are experienced in dealing with regulatory authorities that place a high burden on business, helping explain the high levels of informal trading that exist.

The main regulatory authorities which impact on the work of SMEs are set out below. In addition to these there are a number of authorities who's work primarily affects large companies. The main regulatory agencies for SMEs are:

Authority	Function	Website
Bank of Ghana	Supervises all matters relating to banking and non-banking financial businesses	<a href="http://www.bog.gov.gh/">http://www.bog.gov.gh/</a>
Customs, Excise and Preventive Services (CEPS)	Collection of VAT taxes and duties and prevention of smuggling	<a href="Http://www.ghanacustoms.gov.gh">Http://www.ghanacustoms.gov.gh</a>
Environmental Protection Agency	Inspecting and regulating the environmental impact of business	<a href="Http://www.epa.gov.gh">Http://www.epa.gov.gh</a>
Food and Drugs Board	Regulates the manufacture, import, export, distribution and advertising of food, drugs, cosmetics, medical devices and household chemicals	<a href="Http://www.fdbghana.gov.gh">Http://www.fdbghana.gov.gh</a>
Ghana Cocoa Board	Provides farming inputs, supports prices, research and export of cocoa products	<a href="Http://www.cocobod.gh">Http://www.cocobod.gh</a>
Ghana Energy Commission	Legal, regulatory and supervisory framework for energy production and delivery	<a href="Http://energycom.gov.gh">Http://energycom.gov.gh</a>
Ghana Free Zones Board	Assists investors to implement investment with minimal bureaucracy in the free trade areas	<a href="Http://www.gfzb.com">Http://www.gfzb.com</a>
Ghana Investment Promotion Centre	Facilitates local and especially inward investment by provision of exemption of import taxes on capital goods. Links Ghanaian and international investors	<a href="Http://gipc.org.gh">Http://gipc.org.gh</a>
Ghana Ports and Harbour	Owns 2 main ports Takoradi and	<a href="Http://www.ghanaports.gov.gh">Http://www.ghanaports.gov.gh</a>

Authority	Tema. In process of being transformed into landlord with private sector taking over management. Supervises all businesses providing water transport services and goods handling	
Ghana Standards Board	Responsible for standards development, providing standards information, testing (2 labs) and certification	<a href="http://www.ghanastandards.org">Http://www.ghanastandards.org</a>
Ghana Stock Exchange	Framework for public sale of bonds, stocks, shares and other securities.	<a href="http://www.gse.com.gh">Http://www.gse.com.gh</a>
Ghana Tourist Board	Regulation, promotion and marketing of sustainable tourism industry	<a href="http://www.touringghana.com">http://www.touringghana.com</a>
Internal Revenue Service	With regional and district offices SMEs need to visit regularly to arrange tax payments <sup>11</sup>	<a href="http://www.irs.gov.gh">Http://www.irs.gov.gh</a>
Ministry of Trade and Industry Private sector development	Ministry runs a major world bank programme (see below) and is responsible for granting a range of exemptions from levys' and in providing support for export development	<a href="http://moti.gov.gh/">http://moti.gov.gh/</a>
National Accreditation board	Determines in co-operation with appropriate bodies the organisation and programme of bodies authorised to issue diplomas certificates and other qualifications	<a href="http://www.nabsec@nab.gov.gh">Http://www.nabsec@nab.gov.gh</a>
National Communication Authority	Regulates communications to ensure the orderly development and operation of communication services in Ghana. Issues all necessary licences to provide communication services	<a href="http://www.nca.org.gh">Http://www.nca.org.gh</a>
Public Procurement Authority	The authority oversees all public procurement, following laid down procedures to ensure fair opportunities to tender for all enterprises	<a href="http://ppbghana.org">Http://ppbghana.org</a>
Register General's Department	All matters relating to registering businesses, names, trade marks etc. All matters requires visit to Accra office but NBSSI operates a service to assist new business registrations	<a href="http://registrargeneralgh.com">Http://registrargeneralgh.com</a>

<sup>11</sup> According to the world Bank cost of doing business survey a business has an average of 4.3 meetings a year with tax authorities – see <http://www.enterprisesurveys.org/ExploreEconomies/?economyid=76&year=2007>

	via its regional offices	
Revenue Agencies Governing Board	Supervises and co-ordinates the revenue collection functions of 3 revenue agencies	<a href="http://www.ragb.gov.gh">Http://www.ragb.gov.gh</a>
VAT service	Administers the VAT system within oversight of CEPS (see above)	<a href="http://www.vats.gov.gh/">http://www.vats.gov.gh/</a>

In addition to the government regulatory bodies there are a large number of government and donor supported programmes designed to assist the development of SMEs. The main programmes identified are:

Name	Activity	Website
E-Ghana Project	Ministry of Communication led programme to develop ICT led development strategy. Main components are: <ol style="list-style-type: none"> <li>1. Enabling environment – improving regulatory framework</li> <li>2. Business Process Outsourcing and local ICT businesses. Promotion BPO, encouraging development local ICT businesses and establishing 5 ITES training centres</li> <li>3. E-government applications building PPP to modernise and improve government services</li> </ol>	<a href="http://www.moc.gov.gh">Http://www.moc.gov.gh</a>
Exinguaranty Company	Provides credit guarantees via lending financial institution for business loans up to 75% of a bank loan for a pa fee of 2.5 to 3%	<a href="http://www.eximghana.com">Http://www.eximghana.com</a>
Export Development and Investment Fund	Provides financial resources to encourage private sector export development. A facility supports groups in development and promotion of export products and services to the export sector. A credit facility provides 2.5% interest loans to intermediaries for on lending to exporters <sup>12</sup>	<a href="http://www.edifghana.org">Http://www.edifghana.org</a>
Ghana Export Promotion Council	Provides a range of export support services including: <ul style="list-style-type: none"> <li>• promotion</li> <li>• assisting with costs for exhibition and travel</li> <li>• information and advisory services for export markets</li> <li>• Helps exporters streamline procedures with customs and other bodies</li> <li>• Manages an export incentives scheme</li> <li>• Pre and post shipment credit scheme via “Export Finance Company”</li> <li>• Register of exporters and those seeking partnerships</li> <li>• Provide exporter training</li> </ul>	<a href="http://www.gepcghana.com">Http://www.gepcghana.com</a>
Ghana Venture	Promotes venture capital in country. Operates a scheme for	<a href="http://venturecapita">Http://venturecapita</a>

<sup>12</sup> Empretec is a borrower from this fund, lending to 22 companies at 12.5%

Capital Trust Fund	equity investment of \$25,000 to \$200,000 via 5 venture capital funds. Provides TA to enterprises receiving investment. Seeking to develop new sources of investment funds	<a href="http://lghana.com">lghana.com</a>
Gratis Foundation	Originally Ghana Regional Appropriate Technology Service it provides modern apprenticeships and provides technology design services to SMEs, including the repair and manufacture of equipment	<a href="http://www.gratisghana.com/aboutus.htm">http://www.gratisghana.com/aboutus.htm</a>
ITES Secretariat	Information Technology Enabled Service Secretariat is responsible for implementing the e-Ghana project. It should act as a one-stop-shop for all needs of an information technology company and manage incubators and an ICT park	<a href="Http://www.ites.gov.gh">Http://www.ites.gov.gh</a>
MASLOC	Micro-finance and small loan centre is a \$50m facility of the government as seed funds for grass roots operations to support micro business via micro credit. Beneficiaries are groups that can access GH Cedi 250,000 to 150m. Also now operating the NBSSI credit facilities	No obvious website
Micro Small and Medium Enterprise Project	A range of initiatives are planned to support businesses access to credit, development services (BDS fund), information (planned databases), industrial parks and linkages programmes.	<a href="http://www.msmemoti.org/components/AboutMSME.htm">http://www.msmemoti.org/components/AboutMSME.htm</a>
NBSSI	See chapter below	<a href="http://nbssi.explainercdc.info/Default.aspx">http://nbssi.explainercdc.info/Default.aspx</a>
SPEED Ghana	Support Programme for Enterprise Empowerment and Development. Operates 3 components: <ol style="list-style-type: none"> <li>1. BDS – focused on value chains in tourism and wood products.</li> <li>2. TA to micro-finance institutions</li> <li>3. Financing facility - loan programme to non banking financial institutions</li> </ol> After September 2010 components 1 & 2 will close	<a href="Http://www.speedghana.org">Http://www.speedghana.org</a>
USADF	United States African Development Foundations gives grants of up to \$250,000 to SMEs and non-governmental organisations in 2 tranches, initially a TA grant helps improve management systems and plan equipment improvement with a 2 <sup>nd</sup> grant for equipment and expanded operations	<a href="Http://www.usadf.gov">Http://www.usadf.gov</a>
BUSAC Fund	Fund gives grants for business advocacy projects. Includes support to associations to develop income generation activities to support advocacy and for advocacy focusing on sources of finance and other issues, not just government	<a href="Http://www.busac.org">Http://www.busac.org</a>

In addition to the above sources of business advice there is a dense network of business associations at national, regional and local levels providing training and advice to members. Many are very

small organisations with limited or no staffing and often dependent on public funds for their activities. The list is very extensive but as an example a recent day conference in Accra for business development was attended by:

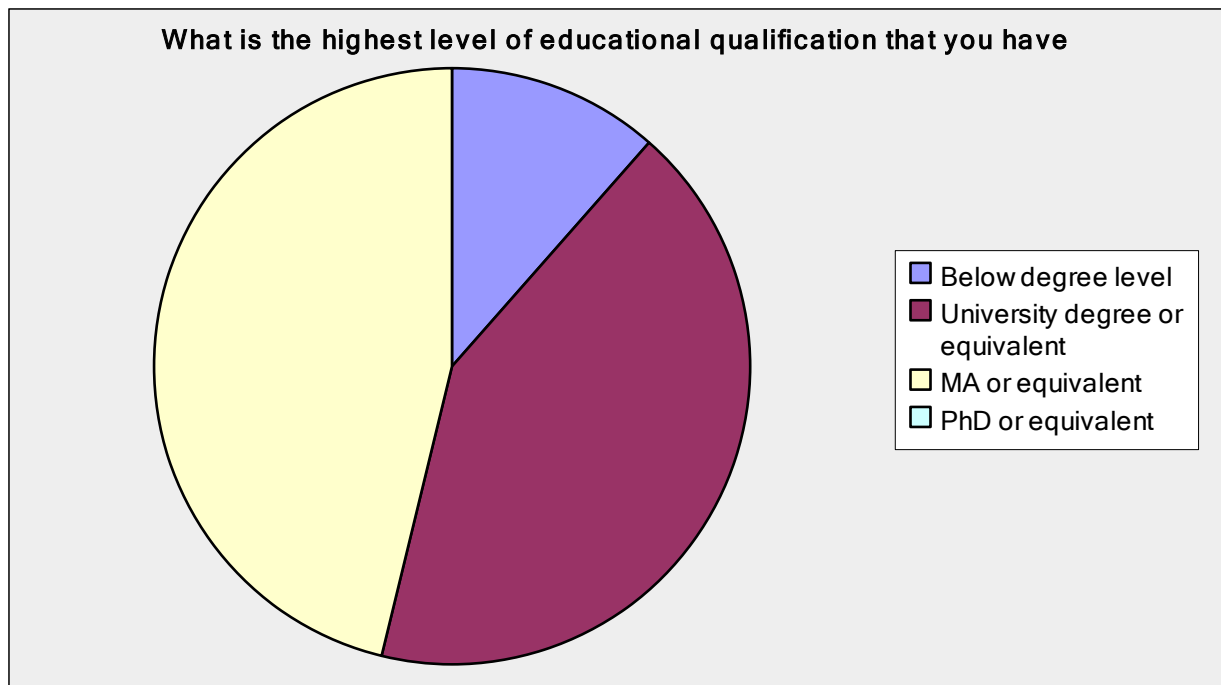
- 1. GHANA INSTITUTE OF FREIGHT FORWARDERS**
- 2. ASSOCIATION OF GHANA INDUSTRIES**
- 3. GHANA NATIONAL CHAMBER OF COMMERCE AND INDUSTRY**
- 4. GHANA INSTITUTE OF ENGINEERS**
- 5. GHANA INSTITUTE OF FREIGHT FORWARDERS**
- 6. ASSOCIATION OF BUILDING & CIVIL ENGINEERING CONTRACTORS OF GHANA, GREATER ACCRA**
- 7. ASSOCIATION OF ROAD CONTRACTORS**
- 8. ASSOCIATION OF CAR RENTALS**
- 9. GHANA ELECTRICAL CONTRACTORS ASSOCIATION GT ACCRA**
- 10. ASSOCIATION OF SMALL SCALE INDUSTRIES (ASSI)**
- 11. GHANA ASSOCIATION OF CONSULTANTS (GAC)**
- 12. GHANA ASSOCIATION OF SOFTWARE & INFORMATION TECHNOLOGY SERVICES COMPANIES (GASSCOM)**
- 13. GHANA ASSOCIATION OF WOMEN ENTREPRENEURS**
- 14. GHANA ELECTRONIC SERVICES AND TECHNICIANS ASSOCIATION (GESTA)**
- 15. GHANA HOTELS ASSOCIATION**
- 16. GHANA INSTITUTE OF ARCHITECTS**
- 17. GHANA INSTITUTION OF SURVEYORS(ACCRA)**
- 18. GHANA INTERNET SERVICE PROVIDERS ASSOCIATION (GISPA)**
- 19. GHANA ASSOCIATION OF LEASING COMPANIES**
- 20. GHANA PLUMBERS ASSOCIATION**
- 21. GHANA UNION OF TRADERS' ASSOCIATION**
- 22. GHANA REAL ESTATES DEVELOPERS ASSOCIATION (GREDA)**
- 23. ABOSSEY OKAI SPARE DEALERS ASSOCIATION**
- 24. GHANA TOURISM FEDERATION (GHATOF)**
- 25. GHANA CHEFS ASSOCIATION**

## Private sector consultancy provision

This section of the report is based on an online survey of consulting companies. Over 800 companies were identified in different areas of strategic and technical consulting and invited to take part (see annex for list). Participation is limited to one person per server. As at 20<sup>th</sup> June 28 companies have taken part. The survey will remain open through to September 2010 and we expect many more private sector consultants to take part. As such the situation below should be seen as provisional and will be supplemented by a more detailed report provided in September.

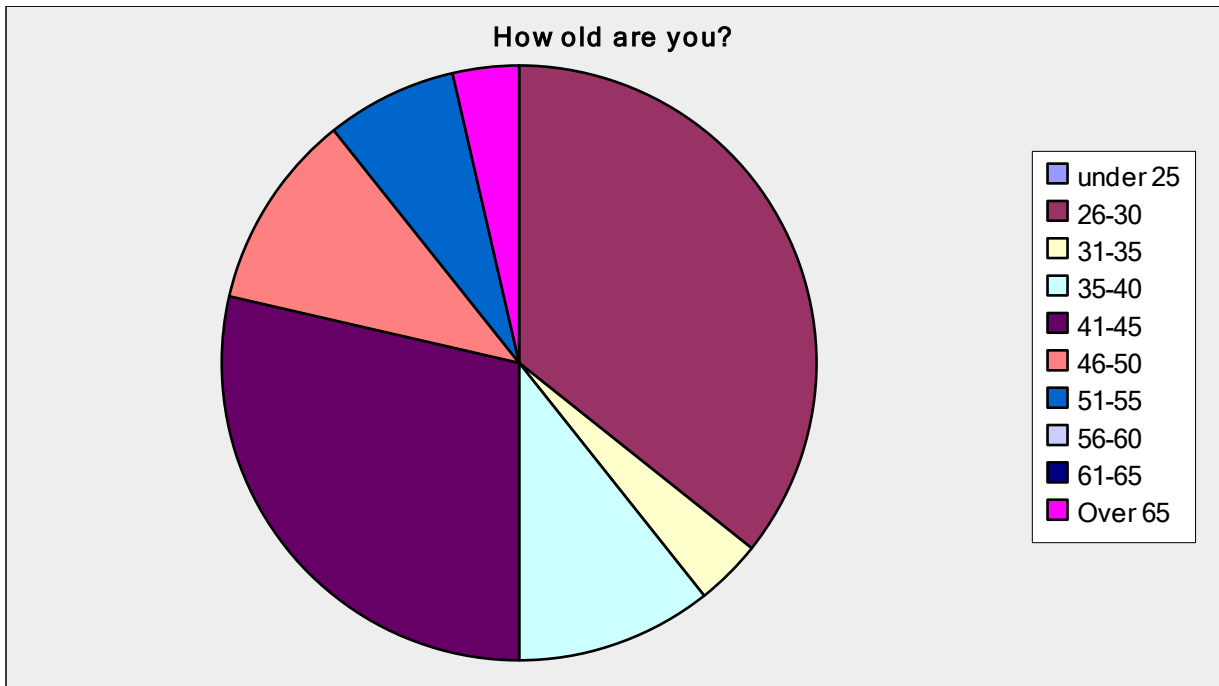
### **Professional qualifications**

It is clear that the vast majority of consultants hold degree level or higher qualifications but none of those participating have achieved PhD status



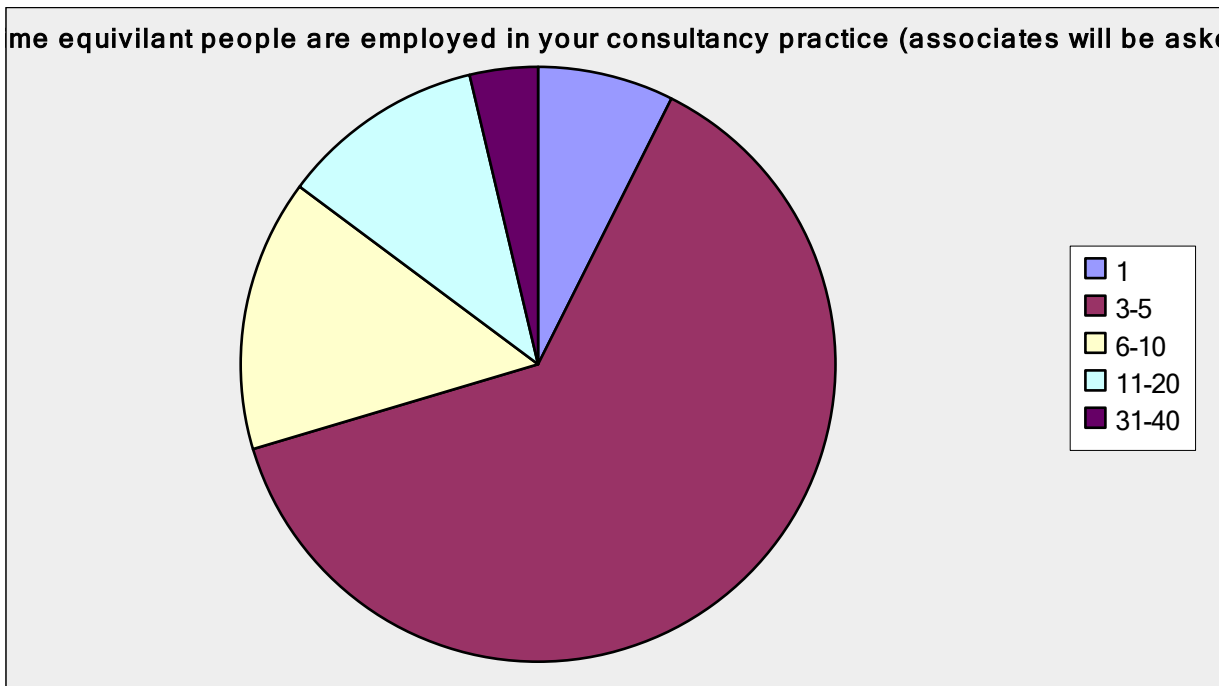
### **Average Ages of Consultants**

It is clear that two age ranges predominate, 26 to 30 and 41-45. This is not surprising as most consultancy practices tend to have a younger group of well educated juniors who lack experience working under the supervision of older more experienced staff. In smaller practices the division between these two groups tends to be less as the tendency is to take on one-off jobs tailored to a clients needs with smaller requirements for large quantitative research components that larger practices tend to focus on, requiring proportionately larger numbers of junior staff.



**Numbers employed**

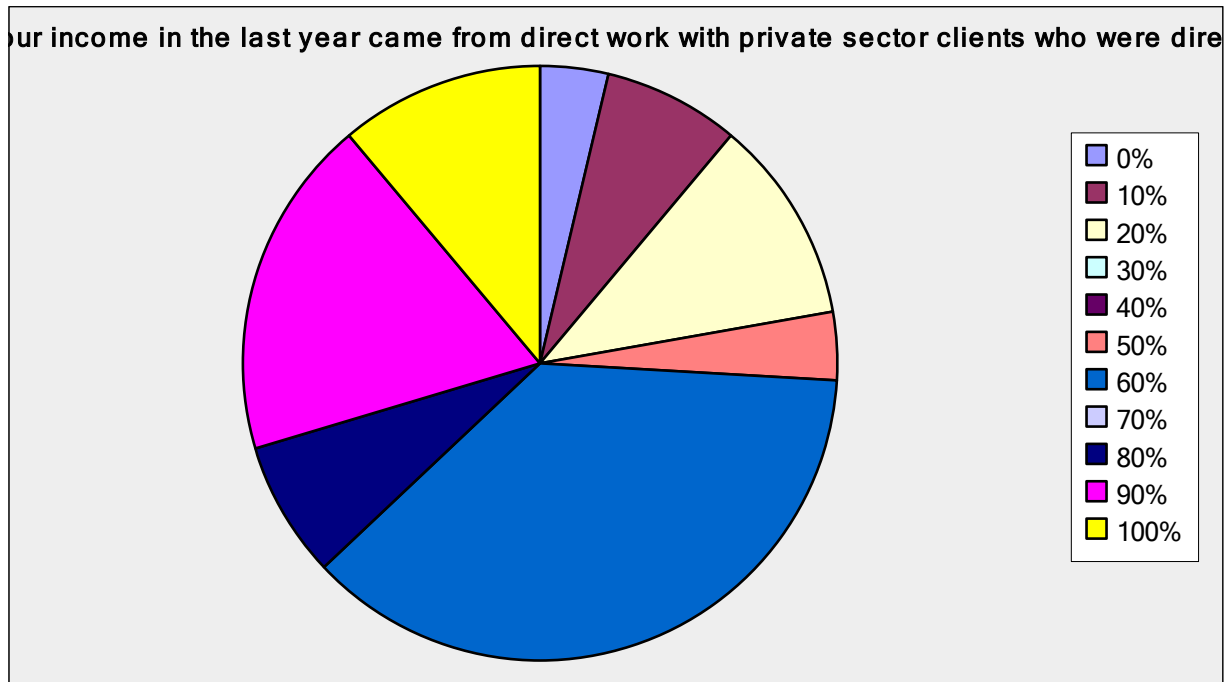
As expected from the last question the numbers employed<sup>13</sup> directly by the consultancy practices indicates professional practices with a small in-house team and a similar number of regular associates used as required:



<sup>13</sup> Nil answers are excluded from the graph

## Private Sector Income 2009

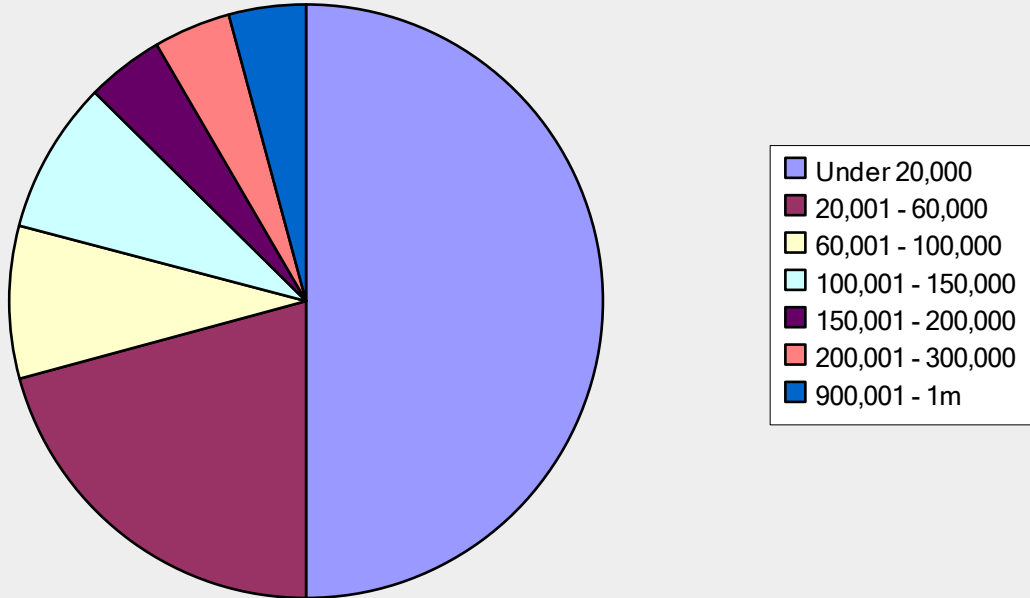
Respondents were asked to estimate the percentage level of direct private sector income they generated in the last 12 months, with similar questions for publicly subsidised services and direct public sector revenue. As can be seen there is a wide range of answers but with the majority of respondents having a significant level of private sector income. While more research can be undertaken with the raw data it should be clear that the private sector is able to meet consultancy costs in many cases.



## Income levels

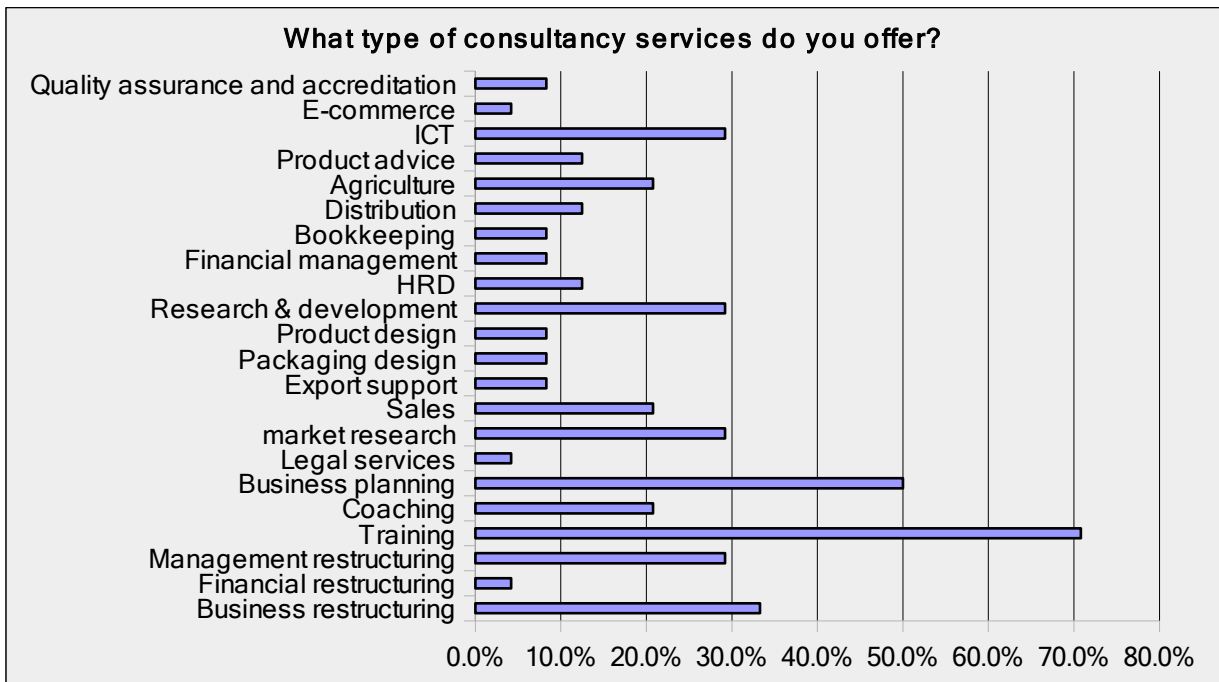
While private sector income may be a substantial part of total income the majority of the participants worked in practices with a very small income base (nil answers excluded from table). This suggests that those practices concentrated on the private sector have a very low charge out rate, or low levels of chargeable time. This is pursued in a number of questions and it is clear that day rates are around \$150 to \$250 a day, where this is charged. However, the very large majority of firms appear to negotiate a fixed price rather than calculate and agree a fee based on estimated work.

What was your consultancy practice total turnover in the last financial year in CEDI?



**Service Mix**

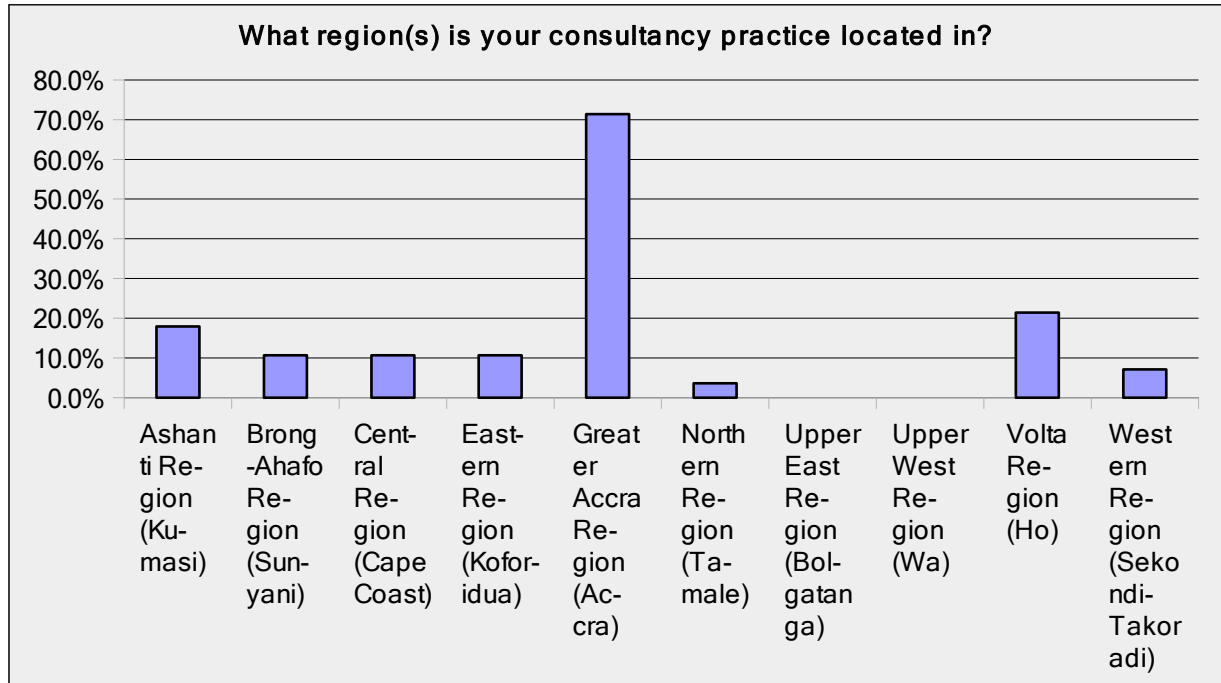
Respondents were asked to select from a list of services those that they supply. Excluding the services which no one selected the service range provided are:



While there is a wide range of technical services training is clearly a key product as is work around restructuring businesses, marketing and sales.

## Location

Finally, it is clear that Accra predominates as the location for consultancy services in Ghana. Respondents could indicate more than one location if they had more than one office.



## Summary

The picture that emerges is that of a relatively large number of private consultancy practices providing services to both the public and **private** sectors with significant demand for restructuring, marketing and sales services and a strong focus on training provision. Most practices are small with a relatively equal mix of junior and senior staff. Financially, the majority have a very small turnover, suggesting low day rates or low amounts of chargeable time.

# Empretec

UNCTAD developed model training courses designed to encourage the development of entrepreneurship and led to growth businesses. The classic Empretec model consists of an organisation licensed to deliver these model training courses.

There are now Empretec organisations licensed by UNCTAD in many African, Asian and Eastern European countries, all delivering the same range of courses with central support from UNCTAD. UNCTAD is also experimenting with a linkages modules and initiatives<sup>14</sup> before offering these additional courses throughout the network.

## Empretec Ghana

### *History*

Empretec was launched in Ghana over twenty years ago. It was quickly a tremendous success. In addition to its success within Ghana it inspired the creation of similar organisations in 10 other countries and the creation of an African wide co-ordinating body.

Within Ghana Empretec clearly became the leading body for SME development. At a time when aid was being concentrated supporting small start-ups, agriculture and the largest businesses Empretec focused on the needs of established businesses. Typically, those taking its standard training courses were in their early years of training and had reached the point where they were established and could start to grow. Following training consultancy support and regular advice was available to trainees.

As part of the UNDP financial support \$1m was made available to establish a loan facility. \$300,000 covered staff recruitment and training with \$700,000 as the core capital for a revolving loan fund providing small loans to graduates of the training programmes.

It is clear from the records that Empretec established professional management systems to control the quality and efficiency of all the services delivered to businesses.

Alongside the training, follow-up business advice and direct loans Empretec clearly created a “movement” where businesses understood the need to network and collaborate and help themselves to grow. This enabled Empretec to both survive the loss of its core funding at the end of UNDP support and continue to grow.

At the time the core funding came to an end Empretec restructured itself as the Empretec Foundation . The Foundation was able to continue to win donor funding for a range of business development projects, combining grant aid with commercially generated income. The strategy helped it to reach a high point of over 45 staff and a network of 5 officers.

Some of the grant funded project helped the Empretec Foundation to develop a number of sister organisations that worked closely with it as part of an Empretec family. While these were all separate organisations it is clear that when someone referred to Empretec at this time they were seeing the family as one organisation.

The key organisations developed in addition to the Empretec Foundation were:

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14 See [http://www.unctad.org/en/docs/iteteb200511\\_en.pdf](http://www.unctad.org/en/docs/iteteb200511_en.pdf) for a guide to this initiative

## **Empretec Business Forums**

All businesses graduating from the training courses were encouraged to join a relevant business forum. These forums were self organising groups of businesses carrying a range of networking and mutual support activities. The membership fees and other income generated enabled the employment of national organising staff to support the voluntary local officers of each forum.

These forum meetings were a key organisational strength of Empretec at this time. The forums provided feedback on the needs of business, enabling Empretec to design and deliver a wider range of shorter training courses and provide consultancy and other support to individuals.

Each of Empretec's regional offices had their own forum groups arranging network and informal knowledge sharing activities. As local staff collected regular fee income I strongly suspect these visits worked as key network nodes, spreading information and encouraging both networking between members and the identification of being a member of the Empretec family

## **MEGA Foundation**

When formed the Mutual Empretec Guarantee Association was a self help mechanism to support access to bank lending. Participating members were drawn from the Empretec Business Forums and formed "chapters", groups of businesses. Each member paid regular fees into the MEGA fund, which is divided into the chapters. Each Chapters funds can be used to mutually guarantee a loan to one of its members.

An arrangement was made with SSB bank to manage a specific lending scheme linked to MEGA. For each loan application a 4-person loan committee was formed with 1 person from SSB, 1 from MEGA, 2 from the concerned chapter. This committee made the loan decision which the bank implemented within 2 weeks. This fast track process was of great interest to the members.

SSB agreed that each chapters guarantee could be used up to 400%, that is they could approve loans totalling up to 4 times the guarantee fund.

This arrangement attracted great interest with almost 400 companies joining over 34 chapters. A separate Foundation was formed, MEGA Foundation, with a national committee elected at a national conference for a 2 year term, with each member elected to represent a specific region, plus one from SSB and one from Empretec Foundation plus a chairperson elected by the membership as a whole.

The 5 staff of MEGA, working closely with business forum and Empretec Foundation regional office staff was in regular contact with the membership, collecting regular small payments into the fund and keeping members informed about progress of MEGA as a whole.

## **GESO**

Ghana Executive Services Organisation was established by the Empretec Foundation with financial support from DfID. Essentially GESO is a local volunteer organisation made up of retired professional managers, accountants etc. willing to work for reduced fees for small enterprises. Empretec was able to access ongoing support services for their member companies

This arrangement enabled Empretec to facilitate graduates of its courses to gain high quality low cost support for their developing businesses through mentoring, coaching and direct short term

professional help with specific problems i.e. establishing and operating good quality bookkeeping systems.

## **Decline of this structure**

By 2000 the four “sister” organisations forming Empretec had established a comprehensive range of services for its members covering professional training and business consultancy, facilities for networking and support with over 900 companies regularly participating, an innovative mechanism for overcoming some of the collateral problems of members which also provided the basis for advocacy in improving access to finance and links to retired professionals that enabled smaller companies to access good quality help and advice. At this point it can be said Empretec was the key organisation in professional business advice to growth oriented SMEs in Ghana.

Unfortunately, following the resignation of its first chief executive, the Empretec system went into rapid decline. By 2004 the Empretec had split with the Foundation moving to new premises, forcing the other 3 organisations to find separate premises. The Foundations management systems appeared to have gone into decline, especially its financial management<sup>15</sup>. Clearly, the importance of direct links to enterprises was not as valued as before and without the central support the other 3 sister organisations have also declined.

Between 2003 and 2006 the Empretec Foundation clearly experienced annual losses, causing reductions in staffing and the closure of regional offices. The UNDP revolving loan fund suffered rising loss levels and with the interest not covering costs, increasing amounts of the capital fund were probably used for this purpose. Despite the lack of accounts and rising losses EMPRETEC Foundation was allowed to participate in the Export Development and Investment Fund arrangement. Through this they borrowed 22 loans at 2.5% interest, lending to the companies at 12.5%. Only 6 of these loans performed well, 7 are in arrears and 9 are delinquent.

With falling staff, closing offices and little support being provided to members, the forums and MEGA organisations also went into decline. It was decided to stop collecting membership dues and MEGA contributions in person, leading to the collapse of what I suspect was a critical network activity. MEGA's board has not been elected for 5 years, has not met at all for 1 year, with the remaining staff drawing inadequate salaries on the basis of interest earned. Rising default rates and a change in bank ownership led to the suspension of the loan arrangements. Few forum meetings are now held. GESO is still operational but recruits clients from a wider group of businesses than Empretec.

With UNDP support the Empretec Foundation started a micro credit facility and this now employs the majority of staff. The business plan produced with UNDP support envisages micro credit as the main activity of Empretec which would enable it to return to profit.

The lowest point was probably 2008, when significant changes in the senior management was made. Since then Empretec has been rebuilding its training and business consultancy work, largely through the utilisation of donor sponsorship for specific training and projects. Significant steps have been taken to tackle the failure to produce audited accounts. Once this is complete the organisations can begin to look seriously at improving its internal MIS.

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<sup>15</sup>The 2002 audit was not completed until 2008. Currently Empretec has managed to produce audited accounts up to 2006 with draft accounts for 2007 and 2008 reportedly available and soon to be finalised. Obviously the management information system must also have collapsed in these circumstances.

## **Empretec Foundation**

### **Current key activities**

At the present time the activities of the 3 Empretec “sisters” are largely separate. The Forums no longer employ any staff and the national co-ordinator is a voluntary position. After leaving the shared office with MEGA and GESO because they could not afford their share of the rent the Forum has been given a home at the Empretec Foundation's office. MEGA still has three staff but it is largely a moribund organisation. GESO is still functioning but without the active links to the other “sisters” its client base will increasingly have less in common with the other organisations.

Currently, the Empretec Foundation is the only active organisation with a professional expanding staff base. As the organisational chart above makes clear there is a small marketing department and a significant administrative overhead with three delivery departments that are each considered below:

### **training**

The training department consists of three full-time staff plus the part-time involvement of the only person in the marketing department, who is a senior trainer. In addition the training department has a number of approved Empretec trainers who are freelance and hired for individual courses at < GH ₵300 per day.

The department still continues to deliver the Empretec full 6-day and other courses plus individual modules drawn from the whole course. Training is largely financed by donor finance, the department bids for individual courses (using the modules) and requests funding for each entire course. A specialist course in customer care, initially for the health market, has been designed and delivered for several hospitals. This has now been adapted for Hotels and other sectors. The training department has also managed to attract sponsorships from Banks, who have sponsored their clients to attend by paying 50% of the course fees.

Each standard course costs GH₵500 per participant. The aim is to get 25-35 participants a course, giving a gross income per course of between GH₵12,500 and GH₵17,500. About half this cost is for the residential accommodation and external fees are likely to be around a further GH₵1,000 – 1,500. Even so, each course is a clearly profitable proposition, provided there are sufficient participants. However, attracting sufficient participants has proved to be a real challenge and less of the standard courses are run than in the past. At the same time the Training department has attracted significant donor and government agency funds for tailored courses and probably generates a profit for the organisation<sup>16</sup>.

In calculating the costs of a tendered training course the department uses a standard fee of \$250 a day. However, most tenders appear to be subject to negotiation before a final fixed price is agreed. Final agreed price is not routinely communicated back to the department.

### **Business development services**

The BDS department consists of two staff plus the part-time involvement of the head of marketing. Until a few months ago the department only had one member of staff. There is also a network of associates to which work is sub-contracted. Standard day rate for calculations is \$250 and associates are paid up to GH₵300.

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<sup>16</sup> In the absence of current financial records it is difficult to be sure about this statement. While the training department knows the tender value of courses won and has an estimated cost, they do not know the actual expenditure for a course or the overhead costs to be charged to their department.

As conceived BDS would be primarily responsible for the delivery of consultancy services to individual businesses. They do undertake the health check follow-up component of the standard 6-day training course. While this is the case they actually undertake very little direct charged work for clients. In the last 18 months this has amounted to six business plans. The standard cost of a business plan would be GH¢4,000.

Empretec is the representative of CDE ([www.cde.int](http://www.cde.int)) for Ghana and Nigeria. CDE gives a grant of up to €50,000 to part-pay for consultancy costs. For every successful application Empretec arranges it receives a fee of €1200. despite this arrangement only 3 applications were forwarded to the fund last year and 2 approved.

The main work of the department is actually tendered consultancy work for donor funded programmes. This includes direct advisory work with micro and small companies and policy studies for different funds.

While it is difficult to be sure in the absence of financial information on a department basis it seems very likely that the BDS department is generating a net income for Empretec, given the level of work currently being delivered and the disparity between salaries and the daily fee rate.

### **Credit Department**

The credit department has 4 central staff plus the lion share of the staff in the 5 regional offices (see below). It is responsible for the continued management of the lending under the EDIF, specifically the efforts to collect on the delinquent debts and arrears. As Empretec is in arrears in the repayment of loans to EDIF the fund is currently closed to them for new borrowing.

The UNDP loan fund (CUDP capacity Development & utilisation Programme) now has a capital base of \$50,000. There are a number of delinquent loans still outstanding. The fund is now closed and the remaining money transferred to the micro credit fund.

Micro credit is now the prime activity of the credit department. The system is standard for micro credit. Groups are formed which demonstrate their ability to save regularly for a period. All members but particularly the officers receive regular training and the group is helped to legally register and open a bank account. Once group is sufficiently mature it receives a loan sufficient for on-lending to part of the group for business ideas, in small amounts, initially up to GH¢100, later GH¢200 for six month periods. While the group is legally registered almost all borrowers are informal businesses. The group is assisted in deciding who should receive a loan and treasurer is hand held during the collection and distribution of the money. Once an established lending group they still receive regularly monthly visits to the loan officers.

The interest rate charged for micro credit is 35%, which is lower than most of funds which have rates of over 40%, some much higher than this. All the training and support to groups is provided free with the interest charged being the sole income to cover salaries, local costs and losses.

The loan officers are located in the 5 regional offices, 3 of which have been opened in the last 18 months. Each loan officer has several groups to support.

Empretec has GH¢ 175,581 consisting of the CUDP money and a small grant from UNDP. This total fund is inadequate for the amount of demand being generated by the groups they are working with. It is also significantly less than the business plan UNDP consultants helped them develop to govern the management of the micro credit programme<sup>17</sup>. This projects a capital value of GH¢4,663,389 by now with significantly higher performance ratios per loan officer (number of loans, groups, etc.) The forecast yield on the portfolio of over 50% by now would also suggest a much higher interest rate.

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17 Empretec Ghana Foundation Business Plan for 2007/8 - 2011/12

The increased capital was supposed to be 50% by grant aid and 50% commercial borrowing. It would appear that the expected grant income has not been forthcoming. With audited accounts only available until 2006 it is not surprising that commercial finance has not been available and may explain the difficulty in securing the grant income.

Clearly, Empretec has been unable to generate the capital requirements or performance per employee forecast in the business plan to an alarmingly high degree. In the absence of financial information it is not possible to be certain the credit department is losing money but given the small capital base and high numbers of staff this seems very likely.

## **Regional offices**

There was only time to visit the Tagoradi regional office and the situation in the other 4 offices may be different. However, what can be said of this office is that there appeared to be a substantial historic level of good will from the period until just after 2000 but the current small office was only just starting to re-establish itself. It is small and poorly equipped with just two staff. The main focus of the staff is currently micro credit with six groups being supported with one already receiving its first loan. The staff were not aware of any financial problems that might mean their groups would not receive a loan.

The staff were keen to re-establish links with local companies and had been told they needed to identify training and consultancy opportunities for the HQ staff. However, they did not have any promotional material or clear reporting system for specifying an opportunity for a tender. They had not received any training on how to promote or how to tackle outstanding issues of concern to the companies i.e. "what had happened to the MEGA funds?" Not equipped with any strategy or approach to this issue it is unlikely they can successfully generate new training and consultancy opportunities and more likely to undermine the current residual support and worsen rather than improve contacts and potential work opportunities.

This is a great pity. It is clear from the sample of companies visited that there are a number of businesses that would benefit from further training and consultancy support to improve their business performance.

Currently, the primary task of the office is to support micro credit and accounts for the vast bulk of their time. Any thought given to the workload behind supporting the development of a micro credit group would indicate the workload behind each group's development.

## **Key issues**

This section highlights key issues for Empretec to consider as it continues to develop its organisation.

## **Vision and Strategy**

According to the current business plan the vision of the organisation is:

*"to build the Foundation into a centre of excellence for the provision of business development services both in Ghana and the international world and to ensure this principle permeates throughout the SME sector"*

The matching mission is:

*“to build high quality growth-oriented, internationally competitive entrepreneurs through training, business advice and access to technology and finance.*

This vision and strategy sets clear and high standards for the organisation. Building on this clear vision and missing requires greater efforts to communicate it internally and externally. I would suggest placing these in all offices, explaining them to all staff, ensuring they are referred to in all publications and proposals and are used regularly as a yardstick against which activities and plans are measured. With a greater staff awareness of the vision and mission it should be easier to communicate them to clients and potential funders.

## **Foundation Board**

It did not prove possible to meet the non staff members of Empretec Foundation Board. However, it is clear that the board should act as a key link between the staff and wider business community and led the implementation of the vision and mission. As part-time people board members need training and support to ensure they are able to play their key strategic roles properly and it is suggested that a board training and development strategy needs to be formulated.

## **Splitting the Foundation Legal Structure**

It is seldom a good idea to create legally separate bodies as this always complicates relationships, as the current situation with the Empretec Foundation “sister” organisations illustrates. However, in this case I believe this should be given serious consideration.

The bad and delinquent debt situation in relation to the EDIF loans is very serious. If Empretec is unable to restructure and then collect most of these loans, or secure sufficient of the pledged collateral, to enable it to repay the loans to EDIF the future of the whole organisation is in doubt.

In the circumstances the establishment of a separate legal structure for Training and Consultancy may be an appropriate step to take to ensure the survival of the Empretec services in Ghana. This would need to be undertaken with legal advice to ensure a new structure which would not inherit any responsibility for the possible bad debts arising from the EDIF money.

An alternative to creating a new legal structure might be to build up the Empretec Business Forum as the organisation delivering training and advice to its member companies and beyond.

I do not have sufficient knowledge of the legal situation in Ghana, or the relationship with the forum for that matter, to recommend the exact course to take. However, it is clear to me that the current situation with the EDIF loans is life threatening to Empretec and a strategy to cope with the potential outcomes of the current situation needs to be developed.

## **Relationship with business forum, MEGA and GESO**

One of Empretec's strengths in the past was the complementary nature of the four organisations that made up the Empretec family. While these are now clearly separate organisations the image of Empretec amongst the ex-business clients I have met is still the corporate one encompassing all 4 bodies. As such the Empretec Foundation needs to formulate a strategy for how it will present itself which deals with the situation of the sisters

There are a number of options for doing this, including repudiating the links and blaming the current moribund situation in Forum and MEGA on them. However, I would recommend that the Empretec Foundation should try and re-build closer links with the other bodies and help them overcome their current situation.

A good first step has been taken with offering the Forum office space in the Empretec Foundation offices. The same step should be taken with the other two organisations.

A strategy of building the activities of the Forum needs to be formulated and supported by the Empretec Foundations regional offices (see potential new services below). A close relationship between GESO and the Forum would also help in building each organisation up with support from the regional offices.

With a board member representative on the MEGA board the Empretec Foundation should be able to take steps to reinvigorate the organisation. Clearly, there is a battle to be had with the bank currently freezing the capital sum. I would recommend that no new guarantees are issued for loans from the fund<sup>18</sup> until this is agreed with them. There is a clear need to inform the individual business savers about what the current situation is and to restart the democratic process within the organisation. Potentially, the GH¢300,000 capital can be used as a basis for staking out a place for Empretec as a key advocate of greater access to loans for SMEs as well as directly assisting some of the historic small business clients they can still reach.

### ***internal systems***

Empretec franchised courses teach entrepreneurship and management skills to enable participants to better manage their businesses and grow. The Empretec Foundation needs to consider how the management skills and processes they teach to trainees should be applied to themselves. Until around 2004-5 Empretec appears to have had a working paper based management information system than delivered to the board, managing director, department heads and individuals the information needed to effectively manage their activities. This included:

- timesheets analysed to provide information on individual, department and Foundation performance against targets
- Departmental budgets with regular feedback on performance against agreed targets
- Individual project records providing profitability figures against target for each activity.

At the present time none of this information is available. There is still a timesheet but only one or two people keep it and its not analysed. Department heads have an annual budget but no actual figures to compare against. Similarly, there is no feedback to staff on project level performance. The internal software and manual management systems do not easily integrate together and with the accounting system only now generating draft accounts for 2007 and 2008<sup>19</sup> the basis for the above management systems is not available. Very little responsibility appears to be given to staff with over-centralisation of decisions over marketing, project prices etc. that hamper the organisation in winning work. The UNDP provided software for managing micro credit is not integrating with the financial software being provided by the auditor and finance department staff clearly do not know how to extract information from the accountancy software

I would strongly recommend that the new MIS system is designed as one appropriate for a consultancy firm including:

- on-line timesheet system providing individual, project, department information on how time

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18 Currently six customers of the bank who have fully repaid the previous loans have taken out new loans. The bank, in addition to their individual assets have also placed a charge against their "chapter" account. Clearly MEGA needs a new relationship with the bank to utilise members funds properly and this is a prerequisite to reinvigorating its operation.

19 Reported to me but I have not actually seen them

is used by Empretec staff against clear performance targets

- Key financial performance on an individual, project and department basis
- A tendering process that allows for appropriate levels of responsibility in the financial design of proposals with supervision carried out electronically where required
- Integration of the current financial software into one system with staff training in its use.

Particular thought needs to be given to how the regional offices are integrated into this MIS system. There needs to be a strong system to involve them in the marketing and delivery of training and consultancy and approved methodology and tools for their promotional activities, if they are to be expected to achieve appropriate level of sales in their region.

## **Central Management**

Since 2008 Empretec has been improving its service delivery with significant new contracts won for sponsored training and consultancy. This clearly reflects a stronger level of strategic management with new motivated staff able to build on strengthened links to donors. While this is the case Empretec clearly lacks effective devolved day to day management. In the section above suggestions for improving the management information system are made. Alongside this developing MIS there is a need for much stronger day to day co-ordination and management. A deputy to the chief executive with clear responsibility for managing the organisation on a day to day basis needs to be appointed to oversee the development and implementation of the MIS system

## **Staff Training and Development**

Empretec staff are clearly committed and skilled people. They present a good image of the organisation through their dress, friendliness and commitment. The majority are young and lack the experience to fully put their knowledge into practice.

There does not appear to be a clear HR development strategy for staff managed corporately or by departments. Senior staff continue to benefit from international training provided by UNCTAD and others in relation to training, consultancy and credit management. However, a training organisation should be able to deliver a clear and regular skill development programme for their own junior staff and this should be key to further development.

I would strongly recommend that department heads are responsible for carrying out annual staff assessments and agreeing development plans for them. This should be carried out within the context of regular revision of job descriptions to ensure they are current and specify clear levels of responsibility against which performance can be evaluated. Regular reviews of progress against the HRD plan and individual job descriptions needs to be carried out. The training and coaching then provided should be to enable the staff to achieve clear targets. At the moment it is clear that short training needs to be organised on:

- Selling services to clients – approach, negotiating skills, closing the deal etc.
- Human network management
- ICT systems use.

## **Future of Micro Credit**

Micro business support delivered through the micro credit activities of the Credit Department is of

great value to the participating groups and to Empretec's wider image. The primarily informal businesses do not really meet the vision and mission of Empretec but it can be seen as generating the entrepreneurs some of which may later benefit from the standard training programmes and become the growth businesses Empretec should focus on. While this is the case the current capital availability is clearly grossly inadequate to meet the demand being generated or to produce sufficient income to cover the cost of the service. In the current situation Empretec needs to make clear decisions about the future of internal micro credit and micro business support. The key questions are:

1. Once the audited accounts are up to date can they raise the grant and loan amounts necessary for the service to break even?
2. Is the service so important that the organisation should continue to subsidise the loss?
3. Should micro credit be allowed to distract the credit department from developing and operating other forms of borrowing needed by SMEs?

## **New services**

A separate section of the report sets out a proposal for the next stage of consultancy assistance and the specific services it should help NBSSI and Empretec to develop. This section is rather a brief summary of ideas for services that have emerged during the consultancy that Empretec might develop that are in line with their mission and vision and can be delivered directly or via/with the sister organisations. These are organised into group services for members and then individual services. These are:

## **Business Information and Networking Service**

From the qualitative research on business needs it is clear that businesses lack access to information relevant to their businesses performance. Most of this information is actually available but not in an easily accessible form for business. In the same way there is a large amount of national information that would be of great assistance to local business advisers of NBSSI and other organisations that are not currently being made available. I suggest that Empretec Foundation and Business Forum develop this information service for member companies. There are several sources of grant aid they might approach to finance this services development with the ongoing running costs financed by membership fees. The service should consist of:

- regular emailed/faxed fortnightly bulletin, backed up by SMS for key information. This should be 1-4 pages long briefly summarising key information (trade events, exhibitions, tax and legal changes, new grant programmes, loan funds etc., with more details available for members if required (click or via phone call),
- membership section of website<sup>20</sup> offering:
  - more detailed information linked to the bulletin
  - business social networking facilities, enabling businesses/ advice agencies to form on-line groups as interest requires

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<sup>20</sup> It would be worth considering a special membership group of business advisers and consultants with a higher membership fee to reflect the likely higher usage such people are probably going to have

- introduction to Empretec's training courses (taster material, short video's etc.
- brief business how to guides linked to larger paid consultancy support if required.

The key proposal is the bulletin, for which a journalist would be required part-time to produce. At present most of the businesses contacted have insufficient ICT skills and habits to use the other services in the membership section of the website, but this is likely to change over the next five years. Starting this now should create a leading service that will be increasingly attractive to the membership.

As well as a useful service in its own right the information service is a regular contact point with businesses and business advisers. It will help build an identification with Empretec and facilitate networking that will help rebuild the leading position Empretec enjoyed a few years ago.

A proposal developed along these lines could be submitted to the MSME programme or the BUSAC fund with some prospect of raising the start-up costs. Subsequently membership fees would need to be sufficient to cover costs, which means the bulletin must be particularly relevant and helpful to businesses.

## ICT group services

Linked to the online membership services above this would consist of an e-store capable of arranging business to business and business to consumer sales. The majority of the businesses interviewed would clearly benefit from such a facility but had no knowledge of on-line selling and how it was organised. Linked to an information campaign and inclusion of e-commerce in Empretec courses this facility would enable members to trade with each other, consumer markets and facilitate new methods of exporting. As e-commerce legislation is improved within Ghana the site could expand to b2c sales.

Currently there are companies claiming to provide e-store services i.e. [www.baygh.com](http://www.baygh.com) or [www.ghanamalls.com](http://www.ghanamalls.com) but the reality is that they are actually advertising rather than sales sites.

Empretec would need to partner with appropriate ICT company to develop an e-store facility but there are several sources of grant funds that could be approached for the initial capital costs, especially if linked to the necessary advocacy to improve the e-commerce environment.<sup>21</sup>

## Group purchase scheme

A key service to members of the Empretec business forums could be participation in group purchase schemes. Essentially, Empretec would use the potential market of its member companies to attract discounts from suppliers that could not be obtained by individual members. Insurance is an obvious area where all members stand to gain and would not normally be competitive to any members services. Others may well be better organised at a regional level to avoid problems of competition with members products/services.

The aim would be to generate a valuable service to members and also to take some form of competition to cover the costs of negotiating and maintaining the discounts. The income this generates could be used to meet some of the forums necessary staff costs.

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21 This includes the Commonwealth who have published several model laws – see [http://www.thecommonwealth.org/Templates/System/search.asp?q=model+laws&NodeID=20643&output=xml\\_no\\_dtd&client=default\\_frontend&site=default\\_collection&oe=UTF-8&Submit1=search](http://www.thecommonwealth.org/Templates/System/search.asp?q=model+laws&NodeID=20643&output=xml_no_dtd&client=default_frontend&site=default_collection&oe=UTF-8&Submit1=search)

## **Regular health checks for members**

Currently, free health checks are provided for graduates of the Empretec 6-day course and carried out a few months after the course is complete. I would propose that Empretec carry out this free health check to all businesses in membership of a business forum every 2-3 years. The health check offers a free external review of the business to identify its strength and weaknesses and issues that require to be addressed.

Empretec should view this as a sales lead, visits should regularly identify needed training and consultancy services that Empretec will be in a position to supply. Accordingly regional staff should be trained in how to conduct a health check and present the conclusions to the client. They should be expected to generate new training and consultancy projects from these visits.

## **Raising finance**

The management of the revolving loan fund UNDP provided was a significant service Empretec delivered to its members, providing access to finance following training and consultancy to enable businesses to put growth plans into effect. The later and much larger loans under EDIF were not so explicitly linked to prior training and consultancy work. Similarly, the MEGA lending seemed to gradually move away from this link.

I would suggest that two of the factors that directly impacted on the rising default rates for these funds was firstly the decline of the Empretec community, reducing social pressure on the borrowers and the loss of the holistic link between training and advice and **then** application for funds. Clearly, effective lending decisions requires evaluators to be separate from advisers but lending to SMEs is often much safer if it follows training and advice that has enhanced the business strategy and improved business processes. It is a pity that the efforts being made to restructure bad debt by the Foundation and by MEGA are not linked to new training and advice for the borrowers.

Be that as it may the current commercial interest rates, loan periods and difficulty of approach all mitigate against success training and consultancy work with companies. Empretec needs to consider how it can assist businesses in the future to access finance through its own services.

There are several sources of grants, soft credit and venture capital in Ghana that are not well used. Empretec needs to build links with these capital sources to guide clients to them. Once audited accounts are up to date and assuming the performance picture they paint is not too poor, Empretec may be able to negotiate some formal relationship to act as agents for these current and future donor sources.

If MEGA could be helped to restart its operations then the potential of accessing small loans directly through Empretec will again be possible. Good performance of this fund could certainly help to generate the good will needed to raise new funds for direct lending outside the micro credit window. Developing a solution to the current impasse in MEGA is a critical issue for Empretec if it is to rebuild relationships to companies that voluntarily contributed to the fund and now found themselves locked out of the system with no information. A solution that enables the guarantees to again be used will have to be proposed to these investors with the majority agreeing to any new arrangement if the funds are to be open up for use.

## **Strategic training and consultancy**

Building on the current reputation of the standard Empretec courses a growth support programmes should be developed, linked to the health-check service identified above. In some cases SMEs will require to repeat the standard training. In others internal tailored training for one business or a group of businesses may be required. There is certainly room for a holistic strategic consultancy services

that will enable SMEs to overcome constraints to growth and move onto their next stage of development.

In addition to direct training for enterprises Empretec should focus on developing training for NBSSI and other business advisers and for consultants that can potentially be contracted to carry out projects with companies on Empretec's behalf.

Such a consultancy and training service can be supported in part by linking to the sources of potential finance that provide grants for consultancy support, and by better use of the CDE fund Empretec manages. However, in addition to potential subsidies Empretec should see such services as being fully commercial in many cases. Such consultancy or training are strategic investments to build the ability of companies, consultants and business advisers to better exploit their opportunities, raise net profit levels and grow. As such they should be able to fully afford the cost.

Depending on Empretec's own cash flow it may be possible to consider innovative forms of payment i.e. deferred payment, payment in the form of company stock etc. which would allow cash poor businesses to benefit and as such extend the service to a larger group of companies.

## **NBSSI**

The National Board for Small Scale Industries is the second beneficiary of the programme. Alongside Empretec several meetings were held with national officials and a visit made to one of the regional offices. The aim was to identify their current impact on SME development and how they could be assisted to develop new services.

### ***History***

NBSSI was established by an Act of Parliament (act 434) in 1981 with a mandate to promote the growth of micro and small enterprises. The mandate is delivered through two main service areas at the national office and through a network of regional and district offices (110 in all). Each district offices runs as a business advice centre (BAC) and normally has 3 staff. Each Regional has a small team providing support to the BACs, co-ordinates regional work planning, liaises with regional assemblies and organises training for BAC staff.

### ***Advisory services***

Nationally NBSSI is responsible for:

- facilitate improves in the environment for small scale enterprise creation and growth
- facilitate MSE access to business development services
- contribute to the development of enterprise culture in Ghana
- provide advisory, counselling and extension services to MSEs
- promote group formation and strengthening MSE associations

While a significant organisation with nearly 500 staff it is clear that NBSSI has currently organised is not well placed to carry out some of these activities. Considerable effort has gone into creating and supporting the dense network of national, regional and local business associations. This can be seen as a clear impact of the organisation, with many specialist trade bodies able to assist members.

However, it is clear that NBSSI is not structured to facilitate access to support services beyond those provided by their own organisation. It is not consulted about new donor programmes or linked clearly to the services they are developing. In relation to its own services delivered at district level through the BACs it is clear that these are local office based advisory services effectively targeted at largely unregistered micro businesses. While some donor programmes, notably the Rural Development Programme, have provided funds for pilot training and promotional efforts, the available government finance covers wages but does not provide funds beyond the advisory services

### ***Credit Services***

NBSSI through its credit unit organised nationally and at the regional offices operates the following services:

- manages national credit funds, i.e. PAMSCAD credit line, providing small scale credits
- provides TA to district Assemblies that wish to operate their own local micro credit facility

Clearly, the department should be able to provide advice via the BACs on accessing other sources of credit and working with banks to facilitate MSC access to credit. However, it does not appear to

be the case that regional and national staff are aware of wide financial sources or are geared up to provide advice to SMEs.

### ***main client groups***

From discussions at national level and from a visit to one regional and one district office it would appear that the main client group are new start and early phase micro businesses, predominately informal businesses. The main exceptions to this are joint workshops held with major business associations targeting groups of their members, where NBSSI has a an organising and facilitation role and in supporting the lobbying of larger businesses dealing with bureaucratic problems.

As the main group is micro informal businesses, often at an early developmental stage, then new services need to consider the needs of this group.

### **major structural change**

NBSSI is preparing for a major restructuring. A significant consultancy study has considered changes in their establishing act and a reorganisation of services at national, regional and district levels to improve performance. The reports are currently being considered by the Cabinet and are not publicly available. As such it is not clear if major changes in target groups, services or structure are envisaged, making it particularly difficult to identify new services that could be developed.

### **new product**

On page 6 we set out a life cycle model of a business development highlighting key intervention points. At present the BACs are focused at the first intervention point, when a micro business is just starting. The next stage of development may well be a signposting and training service focused on those micro informal businesses that are able to progress beyond being a survival business and with time, can become established and start to grow.

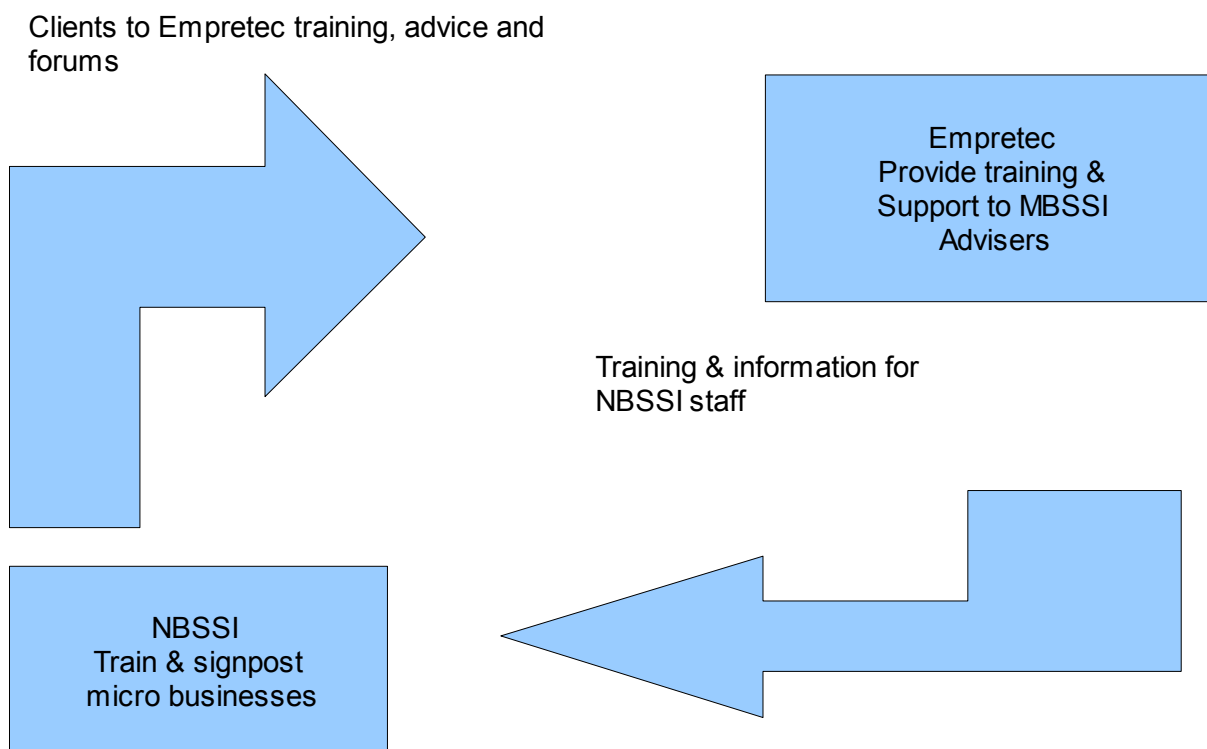
## New Services

On the basis of the above information and analysis several brainstorming sessions were held with NBSSI and Empretec staff. As a result of these sessions five discrete tools were identified that could be developed with support from the Commonwealth Secretariat supported consultancy project. These are:

### ***Diagnostic tool and training programme for micro businesses***

This programme would be specifically developed for NBSSI to enable its more experienced business advisers to assist informal micro businesses that had managed to start employing people to establish their businesses and prepare for future growth. While designed and delivered for MBSSI staff, Empretec staff would also be involved in the original training and in subsequent support to NBSSI in rolling out the service.

Essentially, a supportive arrangement is proposed between the two organisations as follows:



The support provided will consist of a diagnostic tool to identify appropriate clients and a 2.5 day training course on how to help these clients to establish their business. The material would be developed over the summer and delivered as a training for trainers course in September. Trainers will be expected to pilot the training material with a group of clients with support from international consultants, as suggested in the timetable below.

### ***ICT input into 6-day course or a separate module.***

The research above noted the low level of ICT skills available to businesses interviewed as part of the research. A review of the UNCTAD material suggests that this is a weakness in what is

otherwise very good training material. It is therefore proposed to develop either a 2-day training module on the use of ICT in business or to add this material into the standard 6-day Empretec course. This will be discussed with UNCTAD over the summer and dependent on the results the final form of this training material will be designed. Either way, a short training for trainers course will be organised to explore the material and then a course held to evaluate impact achieved.

### ***Course, management of profitable small consultancy practices***

On the basis of the feedback received from the workshop with consultants and other discussions it became obvious that there is a need to assist the private sector to better manage the delivery of consultancy support to SMEs. There has been some discussion on how Empretec may assist this development by designing courses for consultants and approving them to work with Empretec clients.

This 5-day course should be seen as a foundation for future training targeting commercial consultancy practices. Some of the relevant issues of future relationships with Empretec can be explored as part of the course but the main focus will be on managing profitable practices providing commercial services to SMEs.

### ***Manual on management of consultancy practices***

Supporting the above training course would be a manual covering the management of consultancy practices. While specifically written for the needs of a commercial consultancy company much of it would be very relevant to Empretec's management needs and could be an input to the separate MIS support service.

### ***Specification for Information service***

It was noted above that there was a need for an information service that Empretec could provide to businesses and to the business advice staff of NBSSI and other BDS providers. Alongside the information service could be a range of ICT based services including a business social network, support information and e-store facilities. The production of a detailed specification for this service to enable a clear calculation of cost should be the last input delivered to the organisation.

### ***Timetable for delivering above services***

It is envisaged that the training and other material covered by the five services above would be developed over July and August and delivered in September. Over the summer regular liaison with Empretec and NBSSI would be organised to finalise the timetable but it is expected it to follow the following time line:

Period	Activity	Output
6-7 September	2 day ToT training NBSSI staff on diagnostic tool and training course	NBSSI staff prepared to pilot tool and training course
9-10 September	2 day training on ICT training module, or amendment of 6-day course to include ICT	Empretec staff equipped to run new module or revised 6-

		day course
13-17 Sept.	5-day running a profitable consultancy practice course	12 participants better equipped to manage their practice.
20-25 Sept.	3 2-day modules run by NBSSI staff to pilot diagnostic tool and training material with support from consultant	Material piloted 3 times with revisions identified
27 Sept -	ICT module piloted	Course piloted
4-8 October	All training and other material revised in light of piloted courses	Finalised material available for subsequent use in Ghana

# Annexes

## People Interviewed in Ghana

Contact	Organisation	Post	email	Interviewed	Participated in group discussion
Elizabeth Mfofo	Empretec	Credit Manager, Accra	<a href="mailto:empretec2006@yahoo.co.uk">empretec2006@yahoo.co.uk</a>	X	
S.N.D NARTEY	Ministry of Trade & Industry		<a href="mailto:samdorf@hotmail.com">samdorf@hotmail.com</a>	X	
Kingsley Anfom	Empretec Takoradi Office	Manager	<a href="mailto:King.anfom@gmail.com">King.anfom@gmail.com</a>	X	
Dawamoba Baeka	National board for Small Scale Industries	Director PPME	<a href="mailto:dbaeka@yahoo.com">dbaeka@yahoo.com</a>	X	
Joe Tackie	NBSSI	Chairman Tec. Committee	<a href="mailto:jatackie@yahoo.com">jatackie@yahoo.com</a>	X	
Mathias Atsu Kudafa	NBSSI	Director R&D		X	
Kwadwo Frimpong Kyere	Empretec	BDS Manager	<a href="mailto:empretec2006@yahoo.co.uk">empretec2006@yahoo.co.uk</a>	X	
Nil Ansa-Adjaye	Empretec	Head Finance Dept.	<a href="mailto:empretec2006@yahoo.co.uk">empretec2006@yahoo.co.uk</a>	X	
Florence Chambas	Empretec	Head Marketing dept	<a href="mailto:empretec2006@yahoo.co.uk">empretec2006@yahoo.co.uk</a>	X	
Bernard L. Tetteh-Domanya	Empretec	Head of Training	<a href="mailto:empretec2006@yahoo.co.uk">empretec2006@yahoo.co.uk</a>	X	
Moses Agyemang.	Private Enterprise Foundation	Senior Economist	<a href="mailto:info@pefghana.org">info@pefghana.org</a>	X	
John Asante	Private Enterprise Foundation	Consultant	<a href="mailto:info@pefghana.org">info@pefghana.org</a>		
Randa Asare	Obiba Company Takoradi	Business Owner	<a href="mailto:randaasare@yahoo.com">randaasare@yahoo.com</a>	X	
Felicia Eghan	Filona Went.	Business Owner		X	
Adjoa Ofosua-Asare	Manita Trading Ent.	Business Owner		X	
John Gershom Koomson	MBSSI Western Region	Manager	<a href="mailto:koomsonjg@yahoo.com">koomsonjg@yahoo.com</a>	X	
Anthony Addiaba	Raybow Hotel	Manager	<a href="mailto:teladdiaba@yahoo.com">teladdiaba@yahoo.com</a> , <a href="mailto:raybowhotel@yahoo.com">raybowhotel@yahoo.com</a>	X	
Andy Koney & Dinah Koney	Yenok Wood Products	Business Owners	<a href="mailto:Yenok@tghmail.com">Yenok@tghmail.com</a> ; <a href="mailto:yenok@yenokafricanacrafts.com">yenok@yenokafricanacrafts.com</a>	X	
Nana Adu Gyamfi	Apartments	Business Owner		X	
David Tettey Addo (TT)	Messiah Touch Enterprise	Business Owner	<a href="mailto:messiahtouch@yahoo.com">messiahtouch@yahoo.com</a>	X	
Samuel Manu Kure	Munkof	Business Owner		X	
Rev. Jonathan Amoah	CBC Business Services Ltd	Business Owner	<a href="mailto:yaford@gmail.com">yaford@gmail.com</a>	X	
Matthew Fameyeh	Matsas Furniture	Business Owner	<a href="mailto:mattaswoodp@yahoo.com">mattaswoodp@yahoo.com</a>	X	
Joseph KK Simpson	Simex Enterprise	Business Owner	<a href="mailto:simex78@yahoo.com">simex78@yahoo.com</a>		Empretec Accra business forum
Francesca Brenda Opoku	Solution Oasis	Business Owner	<a href="mailto:info@solutionoasis.com">info@solutionoasis.com</a>		Empretec Accra business forum
Ekow Mensah	The African Network of Entrepreneurs	Project co-ordinator	<a href="mailto:ekow@tanoe.org">ekow@tanoe.org</a>		Empretec Accra business forum
Prosper k.m. Agohlah	Amny Shipping & trading co	Business Owner	<a href="mailto:macfelixho@yahoo.com">macfelixho@yahoo.com</a>		Empretec Accra business forum
George minta-Jacobs	Empretec Business Forum	National Secretary	<a href="mailto:empretecbusinessforum@yahoo.com">empretecbusinessforum@yahoo.com</a>	X	Empretec Accra business forum
Dunwell Eku	Speed Ghana	Senior BDS Advisor	<a href="mailto:eku@speedghana.org">eku@speedghana.org</a>	X	

Joe Gyapong	Ghana Venture Capital Trust Fund	Investment analyst	jgyapong@venturecapitalghana.com.gh	X	
Anna Armo-Himbson ,	NBSSI		armohimbson@yahoo.co.uk_		x
Lukman Abdul-Rahim	NBSSI		lukmanrahim@hotmail.com , gbewaa@email.com		x
Ismaila Hamdiya	Ghana Venture Capital Trust Fund	General Manager	ihamdiya@venturecapitalghana.com.gh	X	
Joe Gyapong,	Ghana Venture Capital Trust Fund	Investment analyst	jgyapong@venturecapitalghana.com.gh	X	
Michael Agyekum Acheampong	Ghana Investment Promotion Centre	Investment & promotion officer	maacheampong@gipcghana.com	X	
Cecil S. Nutakor	Equinox Intercom Ltd	Manager	info@eil.com.gh	X	
Ismaila Hamdiya	Ghana Export Promotion Council	Head Manufactures Department	akunu2666@yahoo.com , Asadzawa@gepcghana.com	X	
Kwame Abrefa Attakora Gyan	ITES Secretariat	Deputy Director	ka.gyan@ites.gov.gh	X	
Yaw Owusu	Gateway Innovations Ltd	Managing Director	yowusu@ghanacybergroup.com	X	
Francis Kusi	MSME	Project co-ordinator	fokusi@msmemoti.org	X	
Emmanuel Asiedu	GRATIS Foundation	Chief Executive	asiedu60@yahoo.com	X	
Dale Rachmeter	BUSAC Fund	Fund Manager	drachmeler@busac.org	X	
Michael Dee Nutakor	MEGA Foundation	Administrative Manager	korkudee@yahoo.com , themegafoundation@yahoo.com	X	
Charles T Nomoo	US African Development Fund – also Development Solutions Centre	Executive Director	charles@developmentsolutions.org	X	
Ernest Afriyie	British Council	Knowledge Transfer Partnership Advisor	ernestcons@yahoo.com	X	
Nana Kobina Ankan	GESO	Chairman	gesovas@yahoo.com	X	
Edwina Assan	Edtex Ltd	Director	edtex27@yahoo.com	X	
Eegi Gaisie	Hospitality Associates	Director	ae47ae@yahoo.com	X	
Awurabena Oksah	Win Glow Clothing & Textiles Ltd	CEO	winglow30@yahoo.com info@winglow.com	X	
Sarah Amankwaah	Spring Chemists	General Manager	dsspring@africaonline.com.gh	X	
Paully Apea-Kubi	Ebenut Ghana Ltd	CEO	ebunutgh@yahoo.com	X	
Gilbert Deku	Pharmatech Consultant Limited		pharmatechconsult@yahoo.com		x
Ivy Pearl Deku	Quorum Corporate Services		info@QUORUM-ONLINE.COM		x
Louis Acheampong	Sodo-Economic and Entrepreneurial Development (SEED) Consult Limited		theseedgh@yahoo.com		x
Ruth Brako	Quality Service Institute		info@gsi.com.gh		x
Nunana Addison	Noil Consult		noilconsult@yahoo.com, info@noilconsult.com		x
Emmanuel Gyimah	Consultant		gyina21@gmail.com		x
Boateng Kelvin	Ideaz Consult				x
Sulemana Seidu	Consultant		sule08@yahoo.com		x
Kwabena Kwarteng Osei	K Consultancy Services		kcservicesghana@yahoo.com		x
LARRY	Kenbiz Consultancy		info@kenbizconsultancy.com		x
Abdallah Ali-Nakyea	WTS Nakyea& Adebiji Consult				x
Kwabena Adusei	WTS Nakyea& Adebiji Consult				x
Isaac Nyame	WTS Nakyea& Adebiji Consult		giggie_nyame@yahoo.com		x
Ambrose Yennah	AIDEC	CEO	aidecgroup@yahoo.com		x
Jacob Ainoo-Ansah	Pinnacle		pinnacle.bus.link@gmail.com		x
Frank Adjei	Kenbiz Satellites		kenbizsatellitesinc@yahoo.com	X	
Kwaku Asare	Consultant		mashino205i@yahoo.com		x