

付 属 資 料

1. 現地収集資料リスト
2. 詳細計画策定調査 M/M

1. 現地収集資料リスト

番号	名称	入手先	入手日時(2011年)
1	NATIONAL BOARD FOR SMALL SCALE INDUSTRIES	NBSSI	8月29日
2	2010 annual report [1]	NBSSI	8月30日
3	NBSSI Act	NBSSI	8月30日
4	NBSSI Brief for JICA consultant	NBSSI	8月30日
5	Monitoring: Business Advisory Centres	NBSSI (Ashanti)	8月30日
6	ON-SITE MONITORING OF BUSINESS ADVISORY CENTRES IN REP PARTICIPATING DISTRICTS BY REGIONAL MANAGERS OF NBSSI	NBSSI (Ashanti)	8月30日
7	REP FACT SHEET	REP	8月30日
8	RURAL ENTERPRISES PROJECT-II	REP	8月30日
9	REPORT ON ACTIVITIES FOR THE YEAR 2010	BAC (Nkawie)	8月30日
10	Nkawie BAC Clients	BAC (Nkawie)	8月30日
11	LIST OF BDS PROVIDERS- NKAWIE BAC	BAC (Nkawie)	8月30日
12	ANNUAL WORK PLAN 2011	BAC (Mampong)	8月31日
13	SECOND QUARTER REPORT	BAC (Mampong)	8月31日
14	ANNUAL REPORT ON THE ACTIVITIES FOR THE YEAR 2010	BAC (Mampong)	8月31日
15	DMTDP 2010-2013 final	BAC (Offinso)	9月1日
16	INVESTMENT AND DEVELOPMENT PROPOSAL 2	BAC (Offinso)	9月1日
17	Database of 2010	BAC (Offinso)	9月1日
18	Database of Offinso BAC BDS Providers	BAC (Offinso)	9月1日
19	REPORT ON ACTIVITIES FOR THE YEAR 2010	BAC (Offinso)	9月1日
20	WORK PLAN FOR 2011	BAC (Offinso)	9月1日
21	WORK PLAN FOR 2011	BAC (Obuasi)	9月1日
22	LIST OF BUSINESS DEVELOPMENT SERVICE PROVIDERS	BAC (Obuasi)	9月1日
23	2010 Annual Report	NBSSI (Ashanti)	9月1日
24	2010 workplans	NBSSI (Ashanti)	9月1日
25	PLANNED ACTIVITY FOR THE YEAR 2011	BAC (Agona)	9月2日
26	REPORT ON ACTIVITIES FOR THE QUARTER/YEAR (2nd)	BAC (Agona)	9月2日
27	AGONA BDS PROVIDERS	BAC (Agona)	9月2日
28	Chamber Guide	Chamber of Commerce	9月2日
29	FINANCIAL STATEMENTS	Chamber of Commerce	9月2日
30	BUDGET ESTIMATES FOR 2010	Chamber of Commerce	9月2日
31	WORK PLAN FOR THE YEAR 2011	BAC (Tepa)	9月2日
32	ANNUAL REPORT	BAC (Tepa)	9月2日
33	BDS PROVIDERS AHAFO ANO NORTH DISTRICT	BAC (Tepa)	9月2日
34	CAPACITYBUILDING WORKSHOP	BAC (Tepa)	9月2日
35	CLIENT RECORD	BAC (Tepa)	9月2日
36	BAK Jan-Jun AWBP	BAC (Kuntanase)	9月5日
37	operations budget JANUARY to June, 2011	BAC (Kuntanase)	9月5日
38	2nd qter nbssi 2010	BAC (Kuntanase)	9月5日
39	annual report	BAC (Kuntanase)	9月5日
40	Copy of 1st qter 2011	BAC (Kuntanase)	9月5日
41	Copy of 2ndt qter 2011	BAC (Kuntanase)	9月5日
42	BAK Status of imp. of activities	BAC (Kuntanase)	9月5日
43	REPORT ON ACTIVITIES FOR THE YEAR 2010	BAC (Bekwai)	9月5日
44	2010 BAC ACTIVITIES	NBSSI (Ashanti)	9月5日
45	MOP HANDBOOK	NBSSI (Ashanti)	9月5日
46	PARTNER INSTITUTIONS	NBSSI (Ashanti)	9月5日
47	TRAINING IN BUSINESS PLAN PREPARATION	BAC (Juaso)	9月6日

48	ANNUAL REPORT – 2010	BAC (Juaso)	9月6日
49	2011 AWPB	BAC (Juaso)	9月6日
50	SERVICE PROVIDERS INFO	BAC (Juaso)	9月6日
51	STATUS RPT 2005–JUNE 2011	BAC (Juaso)	9月6日
52	REGIONAL ACTIVITIES FOR 2011	AGI (Ashanti)	9月6日
53	Organization Chart	AGI (Ashanti)	9月6日
54	TRAINING MANUAL 1 (Roots and Tuber Project)	NBSSI (Ashanti)	9月8日
55	TRAINING MANUAL 2 (Roots and Tuber Project)	NBSSI (Ashanti)	9月8日
56	TRAINING MANUAL 3 (Roots and Tuber Project)	NBSSI (Ashanti)	9月8日
57	TRAINING MANUAL 4 (Roots and Tuber Project)	NBSSI (Ashanti)	9月8日
58	SIZE, POPULATION, LIT. RATE IN ASHANTI	NBSSI (Ashanti)	9月8日
59	Business Counseling and Follow Up Report Form (REP II)	NBSSI (Ashanti)	9月8日
60	FACILITATING ACCESS TO BUSINESS DEVELOPMENT SERVICES	NBSSI (Ashanti)	9月8日
61	PROFILE OF ASHANTI	NBSSI (Ashanti)	9月8日
62	CRITERIA FOR CLASSIFYING MSE CLIENTS	NBSSI (Ashanti)	9月8日
63	The ABC of Environment and Savings (GTZ)	NBSSI (Ashanti)	9月8日
64	THE ABC OF Workplace Health and Safety (GTZ)	NBSSI (Ashanti)	9月8日
65	DIRECTORY OF SOURCES OF FUNDS FOR MICRO AND SMALL ENTERPRISES IN GHANA	NBSSI (Ashanti)	9月8日
66	ENTREPRENEURIAL SKILLS FOR GROUP-BASED SMES TRAINER'S MANUAL (UNIDO)	NBSSI (Ashanti)	9月8日
67	TRAINER'S MANUAL GROUP DEVELOPMENT AND MICRO ENTERPRISE MANAGEMENT (VIP)	NBSSI (Ashanti)	9月8日
68	BUSINESS IMPROVEMENT SKILLS FOR MSMEs TRAINER'S MANUAL (DED)	NBSSI (Ashanti)	9月8日
69	RECORD KEEPING BOOK DAILY EXPENSE RECORD	NBSSI (Ashanti)	9月9日
70	RECORD KEEPING BOOK DAILY CASH RECORD	NBSSI (Ashanti)	9月9日


**MINUTES OF MEETINGS
BETWEEN
THE DETAILED PLANNING SURVEY TEAM
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE REPUBLIC OF GHANA
ON
THE PROJECT FOR FORMULATING A STRATEGIC MODEL
FOR QUALITY/PRODUCTIVITY IMPROVEMENT
THROUGH STRENGTHENING BDS FOR MSMEs**

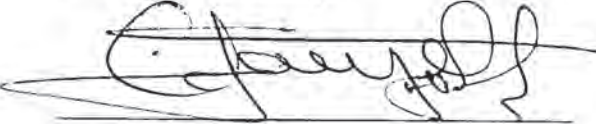
The Detailed Planning Survey Team (hereinafter referred to as “the Team”) organised by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) visited the Republic of Ghana (hereinafter referred to as “Ghana”) from 28 August to 15 September 2011 for the purpose of working out the details of the Technical Cooperation Project “the Project for Formulating a Strategic Model for Quality/Productivity Improvement through Strengthening BDS for MSMEs” (hereinafter referred to as “the Project”).


During the stay of the Team in Ghana, a series of discussions was held between the Team and the authorities concerned of the Government of Ghana with respect to the current situation of Business Development Service (hereinafter referred to as “BDS”) implemented by Business Advisory Centres (hereinafter referred to as “BACs”) of the National Board for Small Scale Industries (hereinafter referred to as “NBSSI”) for micro and small enterprises (hereinafter referred to as “MSEs”) and the design of the Project. As a result of the discussions, both sides agreed on the matters referred to in the document attached hereto.

Accra, 14 September, 2011


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THE ATTACHED DOCUMENT

After a series of discussions, the Ghanaian side and the Team agreed on the following issues. The design of the Project is to be finalised at the time of signing the Record of Discussions (hereinafter referred to as "R/D") by both sides.

1. Project title

The title of the Project shall be changed from "the Project for Formulating a Strategic Model for Quality/Productivity Improvement through Strengthening BDS for MSMEs" to "the Project for Formulating a Strategic Model for Quality/Productivity Improvement through Strengthening BDS for MSEs".

2. Implementing agency of the Project

The Project will be implemented by NBSSI. The Headquarters of NBSSI in Accra will have overall responsibility of the Project, and NBSSI Ashanti Regional Office will be in charge of management of the Project on the ground.

3. Administration of the Project

The roles and assignments of relevant organisations are as follows:

(1) NBSSI Headquarters:

- Project Director

Executive Director of NBSSI will be responsible for the overall administration and implementation of the Project.

- Deputy Project Director

Deputy Executive Director of NBSSI will be responsible for the practical matters related to administration and implementation of the Project.

(2) NBSSI Ashanti Regional Office

- Project Manager

The Regional Manager of NBSSI Ashanti Regional Office will be responsible for daily operations and coordination of the Project on the ground.

The Japanese Chief Advisor will provide necessary recommendations and advices to the Project Director, the Deputy Project Director, and the Project Manager on any matters pertaining to the implementation of the Project.

For efficient and successful implementation of the Project, a Joint Coordinating Committee (hereinafter referred to as "JCC") will be established at the national level, and a Working Group (hereinafter referred to as "WG") will also be established at the regional level to monitor the progress of the Project. Proposed members and the details of JCC and WG are shown in Annex 4.


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4. Duration of Japanese Technical Cooperation Project

The duration of the Project is one and a half (1 1/2) years according to the official request. However, the Project has been designed for the duration of three (3) years based on the discussions concerning the nature of the Project. The final decision will be made before signing on R/D.

5. Target Project area

The target area of the Project will be Ashanti Region. The reasons for choosing Ashanti Region are as follows:

- (1) successful example of partial KAIZEN methods achieved by the past project implemented by JICA already exists,
- (2) officers at NBSSI Ashanti Regional Office are familiar with KAIZEN methods,
- (3) Ashanti Region has a substantial number of MSEs in manufacturing sector in Ghana, and
- (4) Ashanti Region is located at the centre of Ghana, where it is easier to spread the "Strategic Model" to other regions.

**"KAIZEN" is the philosophy/concept/methodology of continuous improvement of quality and productivity*

6. Target Project beneficiaries

Direct and indirect beneficiaries are as follows:

<Direct beneficiaries>

- NBSSI Headquarters and Ashanti Regional Office
- BACs in Ashanti Region
- Active client MSEs of BACs in Ashanti Region

<Indirect beneficiaries>

- MSEs in Ashanti Region
- Related organisations concerning BDS for MSEs in Ashanti Region
- District/Municipal/Metropolitan Assemblies of Ashanti Region
- Ministry of Trade and Industry

7. Provisional framework of the Project

(1) Overall goal

In order to enhance the development of MSEs in Ghana, the activities to replicate the "Strategic Model" in the whole of Ghana are initiated by MOTI and NBSSI.

**"Strategic Model" is the practice/framework of sustainable capacity development of BACs' BDS (including KAIZEN related BDS) provision/facilitation which is established in Ashanti Region through the Project.*

**"Strategic Model" is composed of:*

- (i) *the established process to strengthen the BACs' capacities for BDS provision/facilitation backed by the actual examples of BACs with strengthened capacities (Output 2), and*
- (ii) *the established framework and ability of NBSSI Regional Office to "continuously" implement the process mentioned in (i) and make use of the examples mentioned in (i) above (Output 1).*

** "Strategic Model" consists of a number of modules.*

** Implementation image of the Project is shown in Annex 3.*

(2) Project purpose

The “Strategic Model” for sustainable capacity development of BACs’ BDS (including KAIZEN related BDS) provision/facilitation is established in Ashanti Region, and the arrangements to replicate the model in the whole of Ghana are in place.

*“KAIZEN related BDS” is the BDS to promote the introduction of the methodologies of KAIZEN such as 5S, Muda (waste) Elimination,, and so on in the client MSEs in order to improve their quality and productivity. “KAIZEN related BDS” will be added as one of the menus of BDS offered by BACs.

* BDS “Provision” means direct support/coaching/consulting done by BAC staff to the client MSEs, on the other hand, BDS “facilitation” means the function of BACs to mediate/introduce the appropriate BDS providers such as private/public consultants to the client MSEs depending on their needs.

(3) Project outputs

1) Capacity of NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/facilitate BDS is developed.

2) Capacity of BAC staff in Ashanti Region to provide/facilitate BDS including KAIZEN related BDS is enhanced.

3) The tools to be utilised in the expansion of the “Strategic Model” established in Ashanti Region to the whole country are in place.

* Output 1 and 2 are the contents of “Strategic Model” as mentioned above, but Output 3 is the arrangements to be prepared in order to replicate the “Strategic Model” in the whole of Ghana

(4) Project activities

1) For Output 1

1-1 Design the workflow of NBSSI Ashanti Regional Office to implement the activities from 2-1 to 3-3 mentioned below (e.g. clarification of the activities to be performed by NBSSI Ashanti Regional Office, the formulation of the schedule/timeframe to implement the activities, and so on)

1-2 Prepare the necessary arrangements to start the implementation of the workflow (e.g. securing the source of budget, assignment of the personnel, arrangement of the division of responsibility among the personnel, and so on)

1-3 Review the workflow and the arrangements during the implementation process of the Project, and find out the necessary modification of the workflow and/or additional arrangements needed considering the fact that NBSSI Ashanti Regional Office will have to implement the workflow on its own after the Project completion

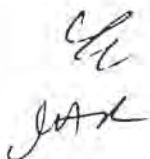
1-4 Based on the findings of 1-3, take necessary actions to prepare the future operation by NBSSI Ashanti Regional Office on its own, which might include:

(1) securing the sources of budget which are utilised even after the completion of the Project

(2) networking with other BDS providers

(3) formulation/improvement of the database of the local resource persons both public and private

(4) formulation of the mechanism to mobilise the BAC staff who are trained in the



Project as the resource persons to coach other BAC staff

2) **For Output 2**

2-1 Conduct base-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators

2-2 Select pilot BACs to participate in On the Job Trainings (OJTs)

2-3 Select pilot MSEs to conduct OJTs for the pilot BACs

2-3-1 Pilot BAC Heads select 10 candidate MSEs

2-3-2 The Heads of the pilot BACs and Japanese experts visit the 10 candidate MSEs of the 3 pilot BACs and conduct initial diagnoses

2-3-3 Choose 3 pilot MSEs from the 10 candidate MSEs

2-4 Plan and prepare the contents of workshops/seminars/trainings based on the results of base-line survey of 2-1 and selection process of 2-3

**In terms of "KAIZEN related BDS", it is important to extract the applicable and effective elements of KAIZEN methodologies to be adopted by the MSEs in Ashanti Region before considering the contents of workshops/seminars/trainings*

2-5 Conduct workshops and seminars concerning BDS and basics of KAIZEN to all BACs in Ashanti Region, which might include:

(1) how to diagnose the client MSEs to find out the real needs

(2) facilitation/coaching skills

(3) appropriate management/accounting/marketing skills for MSEs

(4) what is KAIZEN philosophy

(5) introduction of basic KAIZEN methodologies and how they are effective for quality and productivity improvement

(6) information sharing by the Heads/staff of pilot BACs who experienced the OJTs mentioned in 2-6 (e.g. organising "study tours" to the pilot MSEs of pilot BACs in order for other BAC Heads/staff to learn the success stories of effective BDS provision/facilitation)

**When conducting workshops and seminars about basics of KAIZEN, not only all BACs but also potential resource persons such as staff of Rural Technology Facilities (RTF) of Ghana Regional Appropriate Technology Industrial Service Foundation (GRATIS Foundation), private consultants for engineering who might be able to become KAIZEN consultants in future should be invited as the participants*

2-6 Conduct OJTs for the staff of the pilot BACs on BDS, including KAIZEN related BDS, provision/facilitation at the sites of the pilot MSEs

2-6-1 Collect data on the quality and productivity of the pilot MSEs (the status "before")

2-6-2 Conduct OJTs

2-6-3 Collect data on the quality and productivity of the pilot MSEs (the status "after") and compare with the status "before"

2-7 Conduct OJTs for the staff of NBSSI Ashanti Regional Office and BACs on implementation of the seminars/workshops for MSEs based on the good practices

piloted

- 2-8 Conduct end-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators and compare with the results of the base-line survey

3) For Output 3

- 3-1 Prepare “reference materials” to be utilised in the expansion of the “Strategic Model” to the whole Ghana, which might include:

- (1) reference material to enhance the capacities of BACs to provide/facilitate BDS (including KAIZEN related BDS) by NBSSI based on the experience of the activities related to Output 1 as one of the modules of the “Strategic Model”,
- (2) reference material for effective implementation of BDS provision/facilitation on the ground by BAC staff based on the experience of the activities related to Output 2 as one of the modules of the “Strategic Model”,
- (3) reference material for effective implementation of KAIZEN diagnosis/consulting/seminars/workshops as a part of BACs’ BDS provision/facilitation on the ground by BAC staff based on the experience of the activities related to Output 2 as one of the modules of the “Strategic Model”, and
- (4) reference material on the comparison between the results of baseline survey (Activity 2-1) and the end-line survey (Activity 2-8), and about the data concerning “before and after” on the quality and productivity of the pilot MSEs which are collected at the implementation of OJTs (Activity 2-6), in order to be utilised to verify the effectiveness of the “Strategic Model”.

- 3-2 Formulate a nation-wide expansion plan of the “Strategic Model” consisting of all the relevant modules

- 3-3 Facilitate the mainstreaming of “Strategic Model” into NBSSI’s activities and programmes

- 3-3-1 Conduct a mid-term national seminar for “Strategic Model”

- 3-3-2 Organise study tours for high level governmental officials, private sector associations, and development partners

- 3-3-3 Implement activities on public relations through multiple media (e.g. radio, TV, and website)

- 3-3-4 Conduct a final national seminar for “Strategic Model”

8. The draft of the Project Design Matrix (PDM) and the tentative Plan of Operation (PO)

Both sides agreed upon the draft of the Project Design Matrix (PDM) and the tentative Plan of Operation (PO) as attached in **Annex 1** and **2**. The PDM and PO will be utilised as the management tools of the Project.

9. Main points discussed

- (1) General nature of the Project: The purpose of the Project is to formulate “Strategic Model” for continuous enhancement of BDS. Therefore it must be kept in mind that it is also important to establish the capacity of NBSSI Ashanti Regional Office to “continuously”

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implement the process of capacity development of BACs from the view point of sustainability, even though it is anticipated that a lot of focus would likely to be put on generating good examples of BDS provision/facilitation on the ground.

- (2) Modules of the “Strategic Model”: “Strategic Model” should consist of some modules so that each region can replicate according to their needs. In the replication process after the Project completion, it might be easier for other regions to replicate “Strategic Model” on the module basis. In this way, “Strategic Model” can be customised along with their own situations.
- (3) Basic skills required for BAC: Basic skills needed to implement BDS are as follows:
 - “the skills to assess the real needs of MSEs through the diagnosis of client MSEs”,
 - “the skills to consult/coach/guide MSEs”, and
 - “the skills/networks to link the client MSEs to the appropriate resource persons based on the needs of client MSEs”.In fact, KAIZEN related BDS also requires the same basic skills mentioned above, therefore those basic skills should be prioritised to be improved through the Project.
- (4) Budgetary mobilisation: “Strategic Model” is expected to contribute to MSE development in Ghana. For this purpose, all the necessary collaborations should be encouraged with other projects of the government of Ghana, which leads to maximum utilisations of the fruit of good practices.
- (5) The role of MOTI: In order to implement the Project smoothly and to achieve the overall goal of the Project, MOTI will ensure that NBSSI regularly submit progress report. MOTI will also provide sufficient and timely budget not only during the Project period but also after the Project completion.
- (6) The role of NBSSI Headquarters: In addition to the role of Project Director responsible for the administration and the implementation of the Project, NBSSI Headquarters will take necessary actions aimed at expanding the “Strategic Model” to the whole of Ghana.
- (7) The role of NBSSI Ashanti Regional Office: The intention of the Project is to enhance the primary task of NBSSI Ashanti Regional Office. Therefore, NBSSI Ashanti Regional Office will take strong initiative with the perspective that it would continue to implement the capacity development of BACs in Ashanti Region on its own as the centre of excellence of “Strategic Model”.
- (8) Pilot BACs: While all the BACs will have opportunity to get seminars/workshops under the Project, pilot BACs will be selected and targeted for intensive capacity development through OJTs. The pilot BACs should be rotated and three (3) are selected every six (6) months based on the criteria mentioned in **Annex 5** through mutual consent of Ghanaian side and Japanese side. Three (3) BACs (Kumasi, Juaso, and Nkawie) have been selected for initial piloting. In the future, experienced BAC Heads are expected to become trainers of the “Strategic Model” to the BACs in and out of Ashanti Region.
- (9) Pilot MSEs: The Project will select pilot MSEs for the implementation of intensive

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capacity development of the pilot BACs mentioned in (8) above, from the client MSEs of the pilot BACs based on the criteria mentioned in **Annex 6** through mutual consent of both sides. Since the pilot BACs will be rotated every six (6) months as mentioned in (8) above, the MSEs will be rotated accordingly. The process to decide the pilot MSEs should be as follows:

- 1) BAC Heads of the pilot BACs select ten (10) MSEs from their client MSEs based on the criteria mentioned in **Annex 6**, and
- 2) BAC Heads and Japanese experts select three (3) pilot MSEs from the selected ten (10) MSEs for each pilot BAC.

OJTs are conducted as a cycle from diagnoses to actual intervention to pilot MSEs. The detail of OJT cycle is shown in **Annex 7**.

10. Measures to be taken by the Japanese Side

- (1) Dispatch of the experts: The experts with the following expertise will be dispatched:
 - Chief advisor / establishment of management structure
 - BDS improvement
 - Quality/Productivity improvement 1
 - Quality/Productivity improvement 2
 - Project coordinator / training, workshop, and seminar planning and facilitation
 - Other short term experts with specific fields of technical expertise, as necessity arises
- (2) Counterpart training in Japan: Counterpart training in Japan will be organised under the framework of the Project. The specific contents, timing, and the target participants of the training will be determined in the course of Project implementation.
- (3) Equipment provision: JICA will provide two (2) 4x4 vehicles and equipment for the Project activities (e.g. personal computers, printers, photocopy machines, digital cameras, multi projector, white board and so on) upon mutual agreement.
- (4) Base-line/end-line survey expenses: JICA will bear the costs of base-line/end-line survey.
- (5) Training/workshop/seminar expenses: JICA can basically bear the costs of the trainings/workshops/seminars for the target BACs, MSEs, and other related organisations in Ashanti Region. However in the course of the Project implementation, NBSSI is encouraged to bear such costs on its own towards the end of the Project by seeking the manageable sources of budget, considering that NBSSI will have to bear every cost for organising similar activities after the completion of the Project.
- (6) Cost for contracting the local resource persons: JICA can basically bear the costs of contracting local resource persons as BDS providers for the specific fields of expertise both public and private. However in the course of the Project implementation, NBSSI is encouraged to bear such costs on its own towards the end of the Project by seeking the manageable sources of budget.



- (7) Travel Allowances for the Japanese experts: JICA will bear the costs of travel allowances for the Japanese experts.
- (8) Cost for fuel and maintenance of the vehicles provided for the Project by JICA: JICA will bear the cost for fuel for Japanese experts and maintenance of the vehicles provided for the Project as mentioned in (3) above during the Project period.
- (9) Cost for material printing: JICA will bear the costs of material printing related to the activities of the Project.

II. Measures to be taken by the Ghanaian Side

- (1) Staff allocation by NBSSI: It was confirmed that NBSSI will allocate the counterpart personnel with appropriate number and responsibilities as listed below:
 - (i) NBSSI Headquarters:
 - Project Director
 - Deputy Project Director
 - (ii) NBSSI Ashanti Regional Office
 - Project Manager
 - Staff members for daily operation:
 - 1) Kumasi BAC Head, and
 - 2) Senior Project Officer of NBSSI Ashanti Regional Office
- (2) Travel allowances for the counterpart personnel: NBSSI will basically bear the travel allowances for the counterpart personnel mentioned in (1) above and the staff of target BACs.
- (3) Office space with furniture and utility cost for Japanese experts: NBSSI will provide the office space with furniture and costs of utilities for the experts mentioned in 10. (1) above in NBSSI Ashanti Regional Office and Kumasi BAC.
- (4) Partial costs for trainings/workshops/seminars: As mentioned in 10. (5) above, NBSSI will make every effort for fund mobilisation for trainings/workshops/seminars for the target BACs, MSEs, and other related organisations.
- (5) Partial costs for contracting the local resource persons: As mentioned in 10. (6) above, NBSSI will make every effort for fund mobilisation for contracting local resource persons as BDS providers for the specific fields of expertise both public and private.
- (6) Maintenance cost for the equipment provided by JICA: NBSSI will bear the cost to maintain the equipment (e.g. personal computers, printers, photocopy machines, digital cameras, multi projectors, white boards, and so on) provided by JICA as mentioned in 10. (3) above.
- (7) Cost for hiring the drivers for the vehicles provided for the Project by JICA: NBSSI will bear the costs for providing the drivers for the vehicles for the Project provided by JICA as mentioned in 10. (3) above.

12. Others

- (1) The list of attendants to the series of meetings is attached as **Annex 8**.
- (2) The Record of Discussions (R/D) is expected to be signed by NBSSI and JICA Ghana Office, MOTI, and Ministry of Finance and Economic Planning (MOFEP). Draft R/D is attached as **Annex 9**.

Annexes

1. Draft Project Design Matrix (PDM)
2. Tentative Plan of Operation (PO)
3. Implementation image of JICA Project
4. Proposed members of Joint Coordinating Committee and Working Group
5. Selection criteria of Business Advisory Centres (BACs)
6. Selection criteria of micro and small enterprises (MSEs)
7. An idea of OJT cycle for a pilot BAC
8. List of attendants
9. Draft Record of Discussions (R/D)

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Annex 1: Draft Project Design Matrix (PDM)
Project name: Project for Formulating a Strategic Model for Quality/Productivity Improvement through Strengthening BDS for MSEs
Duration: 3 years (From 2012 to 2015)
Target direct beneficiaries of the Project: NBSSI HDQs and Ashanti Regional Office, BACs in Ashanti Region, and Active client MSEs of BACs in Ashanti Region

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Overall Goal: In order to enhance the development of MSEs in Ghana, the activities to replicate the "Strategic Model"^{1,2,3} in the whole of Ghana are initiated by MOTI and NBSSI.</p>	<ol style="list-style-type: none"> Existence of the activities to replicate the "Strategic Model" in the regions outside Ashanti. Existence of the statements of MOTI and/or NBSSI to replicate the "Strategic Model" in the whole of Ghana. 	<ol style="list-style-type: none"> Meeting record Statements 	<p>Ghana economy does not experience serious recession.</p>
<p>Project Purpose: The "Strategic Model" for sustainable capacity development of BACs' BDS (including KAIZEN⁴ related BDS⁵) provision/facilitation⁶ is established in Ashanti Region, and the arrangements to replicate the model in the whole of Ghana are in place.</p>	<ol style="list-style-type: none"> HDQs of NBSSI recognises "Strategic Model" as a nation-wide applicable practice. NBSSI officials of other regions show interest to replicate "Strategic Model". 	<ol style="list-style-type: none"> Meeting record Joint Evaluation Reports of mid-term review and terminal evaluation, and national seminar report 	<p>Policy framework on strengthening of BDS for MSE is maintained.</p>
<p>Outputs⁷:</p> <ol style="list-style-type: none"> Capacity of NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/facilitate BDS is developed. Capacity of BAC staff in Ashanti Region to provide/facilitate BDS including KAIZEN related BDS is enhanced. The tools to be utilised in the expansion of the "Strategic Model" established in Ashanti Region to the whole country are in place. 	<ol style="list-style-type: none"> Actions on "Strategic Model" in the workflow are articulated in official document. XX activities of capacity development with good response from participants are conducted. XX BAC Heads are qualified as the trainers of "Strategic Model". Evaluation results on capacity of BAC increase by xx%. XX % of pilot MSEs perform improvement in indicators of KAIZEN. XX good practices are demonstrated. Reference materials are prepared. Expansion plan of "Strategic Model" comprised of replicable modules is prepared. XX times of mainstreaming activities are conducted. 	<ol style="list-style-type: none"> Official document (e.g. NBSSI work plan, quarterly report, and official letter) Project record Project record Base-line & end-line survey report Project record Project record Reference materials Expansion plan 	<p>Other initiatives for strengthening of BDS like REP are implemented as planned.</p>

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<p>Activities:</p> <p>1-1 Design the workflow of NBSSI Ashanti Regional Office to implement the activities from 2-1 to 3-3 mentioned below (e.g. clarification of the activities to be performed by NBSSI Ashanti Regional Office, the formulation of the schedule/timeframe to implement the activities, and so on)</p> <p>1-2 Prepare the necessary arrangements to start the implementation of the workflow (e.g. securing the source of budget, assignment of the personnel, arrangement of the division of responsibility among the personnel, and so on)</p> <p>1-3 Review the workflow and the arrangements during the implementation process of the Project, and find out the necessary modification of the workflow and/or additional arrangements needed considering the fact that NBSSI Ashanti Regional Office will have to implement the workflow on its own after the Project completion</p> <p>1-4 Based on the findings of 1-3, take necessary actions to prepare the future operation by NBSSI Ashanti Regional Office on its own, which might include:</p> <ol style="list-style-type: none"> (1) securing the sources of budget which are utilised even after the completion of the Project (2) networking with other BDS providers (3) formulation/improvement of the database of the local resource persons both public and private (4) formulation of the mechanism to mobilise the BAC staff who are trained in the Project as the resource persons to coach other BAC staff 	<p>Inputs:</p> <p><Japanese side></p> <p>(1) Dispatch of the experts:</p> <ul style="list-style-type: none"> - Chief advisor/establishment of management structure - BDS improvement - Quality/Productivity improvement 1 - Quality/Productivity improvement 2 - Project coordinator/training, workshop, and seminar planning and facilitation - Other short term experts with specific fields of technical expertise, as necessity arises <p>(2) Counterpart training in Japan</p> <p>(3) Equipment provision:</p> <ul style="list-style-type: none"> - Two 4x4 vehicles - Equipment for the Project activities (e.g. personal computers, printers, copy machines, digital cameras, multi projector, white board and so on) upon mutual agreement. <p>(4) Base-line/end-line survey expenses</p> <p>(5) Training/workshop/seminar expenses</p> <p>(6) Cost for contracting the local resource persons</p> <p>(7) Travel Allowances for the Japanese experts</p> <p>(8) Cost for fuel and maintenance of the vehicles provided for the Project by JICA</p> <p>(9) Cost for material printing</p>	<p>1-1 Design the workflow of NBSSI Ashanti Regional Office to implement the activities from 2-1 to 3-3 mentioned below (e.g. clarification of the activities to be performed by NBSSI Ashanti Regional Office, the formulation of the schedule/timeframe to implement the activities, and so on)</p> <p>1-2 Prepare the necessary arrangements to start the implementation of the workflow (e.g. securing the source of budget, assignment of the personnel, arrangement of the division of responsibility among the personnel, and so on)</p> <p>1-3 Review the workflow and the arrangements during the implementation process of the Project, and find out the necessary modification of the workflow and/or additional arrangements needed considering the fact that NBSSI Ashanti Regional Office will have to implement the workflow on its own after the Project completion</p> <p>1-4 Based on the findings of 1-3, take necessary actions to prepare the future operation by NBSSI Ashanti Regional Office on its own, which might include:</p> <ol style="list-style-type: none"> (1) securing the sources of budget which are utilised even after the completion of the Project (2) networking with other BDS providers (3) formulation/improvement of the database of the local resource persons both public and private (4) formulation of the mechanism to mobilise the BAC staff who are trained in the Project as the resource persons to coach other BAC staff 	<p>1-1 Design the workflow of NBSSI Ashanti Regional Office to implement the activities from 2-1 to 3-3 mentioned below (e.g. clarification of the activities to be performed by NBSSI Ashanti Regional Office, the formulation of the schedule/timeframe to implement the activities, and so on)</p> <p>1-2 Prepare the necessary arrangements to start the implementation of the workflow (e.g. securing the source of budget, assignment of the personnel, arrangement of the division of responsibility among the personnel, and so on)</p> <p>1-3 Review the workflow and the arrangements during the implementation process of the Project, and find out the necessary modification of the workflow and/or additional arrangements needed considering the fact that NBSSI Ashanti Regional Office will have to implement the workflow on its own after the Project completion</p> <p>1-4 Based on the findings of 1-3, take necessary actions to prepare the future operation by NBSSI Ashanti Regional Office on its own, which might include:</p> <ol style="list-style-type: none"> (1) securing the sources of budget which are utilised even after the completion of the Project (2) networking with other BDS providers (3) formulation/improvement of the database of the local resource persons both public and private (4) formulation of the mechanism to mobilise the BAC staff who are trained in the Project as the resource persons to coach other BAC staff 	<p><Ghanaian side></p> <p>(1) Staff allocation by NBSSI:</p> <p>(i) NBSSI Headquarters:</p> <ul style="list-style-type: none"> - Project Director - Deputy Project Director <p>(ii) NBSSI Ashanti Regional Office</p> <ul style="list-style-type: none"> - Project Manager - Staff members for daily operation: <ol style="list-style-type: none"> 1) Kumasi BAC Head, and 2) Senior Project Officer of NBSSI Ashanti Regional Office <p>(2) Travel allowances for the counterpart personnel</p> <p>(3) Office space with furniture and cost for utilities for Japanese experts</p> <p>(4) Partial costs for trainings/workshops/seminars</p> <p>(5) Partial costs for contracting the local resource persons</p> <p>(6) Maintenance cost for the equipment provided by JICA</p> <p>(7) Cost for hiring the drivers for the vehicles provided for</p>	<p>Transfer of officials of Ashanti Regional Office of NBSSI does not adversely affect the project activities.</p> <p>Trained BAC officials do not leave their office substantially.</p> <p>Pre-conditions</p> <ol style="list-style-type: none"> a) Natural security disturbance etc. do not badly affect the project activities. b) Outreach system of NBSSI/BAC is not drastically changed. 	<p>Transfer of officials of Ashanti Regional Office of NBSSI does not adversely affect the project activities.</p> <p>Trained BAC officials do not leave their office substantially.</p> <p>Pre-conditions</p> <ol style="list-style-type: none"> a) Natural security disturbance etc. do not badly affect the project activities. b) Outreach system of NBSSI/BAC is not drastically changed. 	<p>Transfer of officials of Ashanti Regional Office of NBSSI does not adversely affect the project activities.</p> <p>Trained BAC officials do not leave their office substantially.</p> <p>Pre-conditions</p> <ol style="list-style-type: none"> a) Natural security disturbance etc. do not badly affect the project activities. b) Outreach system of NBSSI/BAC is not drastically changed.
<p>2-1 Conduct base-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators</p> <p>2-2 Select pilot BACs to participate in OJTs</p> <p>2-3 Select pilot MSEs to conduct OJTs for the pilot BACs</p> <p>2-3-1 Pilot BAC Heads select 10 candidate MSEs</p> <p>2-3-2 The Heads of the pilot BACs and Japanese experts visit the 10 candidate MSEs of the 3 pilot BACs and conduct initial diagnoses</p> <p>2-3-3 Choose 3 pilot MSEs from the 10 candidate MSEs</p> <p>2-4 Plan and prepare the contents^a of workshops/seminars/trainings based on the results of base-line survey of 2-1 and selection</p>	<p>2-1 Conduct base-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators</p> <p>2-2 Select pilot BACs to participate in OJTs</p> <p>2-3 Select pilot MSEs to conduct OJTs for the pilot BACs</p> <p>2-3-1 Pilot BAC Heads select 10 candidate MSEs</p> <p>2-3-2 The Heads of the pilot BACs and Japanese experts visit the 10 candidate MSEs of the 3 pilot BACs and conduct initial diagnoses</p> <p>2-3-3 Choose 3 pilot MSEs from the 10 candidate MSEs</p> <p>2-4 Plan and prepare the contents^a of workshops/seminars/trainings based on the results of base-line survey of 2-1 and selection</p>	<p>2-1 Conduct base-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators</p> <p>2-2 Select pilot BACs to participate in OJTs</p> <p>2-3 Select pilot MSEs to conduct OJTs for the pilot BACs</p> <p>2-3-1 Pilot BAC Heads select 10 candidate MSEs</p> <p>2-3-2 The Heads of the pilot BACs and Japanese experts visit the 10 candidate MSEs of the 3 pilot BACs and conduct initial diagnoses</p> <p>2-3-3 Choose 3 pilot MSEs from the 10 candidate MSEs</p> <p>2-4 Plan and prepare the contents^a of workshops/seminars/trainings based on the results of base-line survey of 2-1 and selection</p>	<p>2-1 Conduct base-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators</p> <p>2-2 Select pilot BACs to participate in OJTs</p> <p>2-3 Select pilot MSEs to conduct OJTs for the pilot BACs</p> <p>2-3-1 Pilot BAC Heads select 10 candidate MSEs</p> <p>2-3-2 The Heads of the pilot BACs and Japanese experts visit the 10 candidate MSEs of the 3 pilot BACs and conduct initial diagnoses</p> <p>2-3-3 Choose 3 pilot MSEs from the 10 candidate MSEs</p> <p>2-4 Plan and prepare the contents^a of workshops/seminars/trainings based on the results of base-line survey of 2-1 and selection</p>				

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- process of 2-3
- 2-5 Conduct workshops and seminars concerning BDS and basics of KAIZEN to all BACs in Ashanti Region⁹, which might include:
- (1) how to diagnose the client MSEs to find out the real needs
 - (2) facilitation/coaching skills
 - (3) appropriate management/accounting/marketing skills for MSEs
 - (4) what is KAIZEN philosophy
 - (5) introduction of basic KAIZEN methodologies and how they are effective for quality and productivity improvement
 - (6) information sharing by the Heads/staff of pilot BACs who experienced the OJTs mentioned in 2-6 (e.g. organising "study tours" to the pilot MSEs of pilot BACs in order for other BAC Heads/staff to learn the success stories of effective BDS provision/facilitation)
- 2-6 Conduct OJTs for the staff of the pilot BACs on BDS, including KAIZEN related BDS, provision/facilitation at the sites of the pilot MSEs
- 2-6-1 Collect data on the quality and productivity of the pilot MSEs (the status "before")
- 2-6-2 Conduct OJTs
- 2-6-3 Collect data on the quality and productivity of the pilot MSEs (the status "after") and compare with the results of the status "before"
- 2-7 Conduct OJTs for the staff of NBSSI Ashanti Regional Office and BACs on implementation of the seminars/workshops for MSEs based on the good practices piloted
- 2-8 Conduct end-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators and compare with the results of the base-line survey
- 3-1 Prepare "reference materials" to be utilised in the expansion of the "Strategic Model" to the whole Ghana, which might include:
- (1) reference material to enhance the capacities of BACs to provide/facilitate BDS (including KAIZEN related BDS) by NBSSI based on the experience of the activities related to Output 1 as one of the modules of the "Strategic Model",
 - (2) reference material for effective implementation of BDS provision/facilitation on the ground by BAC staff based on the experience of the activities related to Output 2 as one of the

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<p>modules of the "Strategic Model",</p> <p>(3) reference material for effective implementation of KAIZEN diagnosis/consulting/seminars/workshops as a part of BACs' BDS provision/facilitation on the ground by BAC staff based on the experience of the activities related to Output 2 as one of the modules of the "Strategic Model", and</p> <p>(4) reference material on the comparison between the results of baseline survey (Activity 2-1) and the end-line survey (Activity 2-8), and about the data concerning "before and after" on the quality and productivity of the pilot MSEs which are collected at the implementation of OJTs (Activity 2-6), in order to be utilised to verify the effectiveness of the "Strategic Model".</p> <p>3-2 Formulate a nation-wide expansion plan of the "Strategic Model" consisting of all the relevant modules</p> <p>3-3 Facilitate the mainstreaming of "Strategic Model" into NBSSI's activities and programmes</p> <p>3-3-1 Conduct a mid-term national seminar for "Strategic Model"</p> <p>3-3-2 Organise study tours for high level governmental officials, private sector associations, and development partners</p> <p>3-3-3 Implement activities on public relations through multiple media (e.g. radio, TV, and website)</p> <p>3-3-4 Conduct a final national seminar for "Strategic Model"</p>	
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<Note>

The actual Target figures presented as XX of Objectively Verifiable Indicators are to be decided approximately 6 months after the commencement of the Project.

¹ "Strategic Model" is the practice/framework of sustainable capacity development of BACs' BDS (including KAIZEN related BDS) provision/facilitation which is established in Ashanti Region through the Project.

² "Strategic Model" is composed of:

(i) the established process to strengthen the BACs' capacities for BDS provision/facilitation backed by the actual examples of BACs with strengthened capacities (Output 2), and

(ii) the established framework and ability of NBSSI Regional Office to "continuously" implement the process mentioned in (i) and make use of the examples mentioned in (i) above (Output 1).

³ "Strategic Model" consists of a number of modules

⁴ "KAIZEN" is the philosophy/concept of continuous improvement of quality and productivity

⁵ "KAIZEN related BDS" is the BDS to promote the introduction of the methodologies of KAIZEN such as 5S, Muda (waste) Elimination, and so on in the client MSEs in order to improve their quality and productivity. "KAIZEN related BDS" will be added as one of the menus of BDS offered by BACs

⁶ BDS "Provision" means direct support/coaching/consulting done by BAC staff to the client MSEs, on the other hand, BDS "facilitation" means the function of BACs to mediate/introduce the appropriate BDS providers such as private/public consultants to the client MSEs depending on their needs

⁷ Output 1 and 2 are the contents of "Strategic Model" as mentioned above, but Output 3 is the arrangements to be prepared in order to replicate the "Strategic Model" in the whole of Ghana

⁸ In terms of "KAIZEN related BDS", it is important to extract the applicable and effective elements of KAIZEN methodologies to be adopted by the MSEs in Ashanti Region before considering the contents of workshops/seminars/trainings

⁹ When conducting workshops and seminars about basics of KAIZEN, not only all BACs but also potential resource persons such as staff of Rural Technology Facilities (RTF) of Ghana Regional Appropriate Technology Industrial Service Foundation (GRATIS Foundation), private consultants for engineering who might be able to become KAIZEN consultants in future should be invited as the participants

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Annex 2: Tentative Plan of Operation (PO)

Project Name: the Project for Formulating a Strategic Model for Quality/Productivity Improvement through Strengthening BDS for MSEs

Duration: 2012 to 2015 (3 years)

Project Site: Ashanti Region

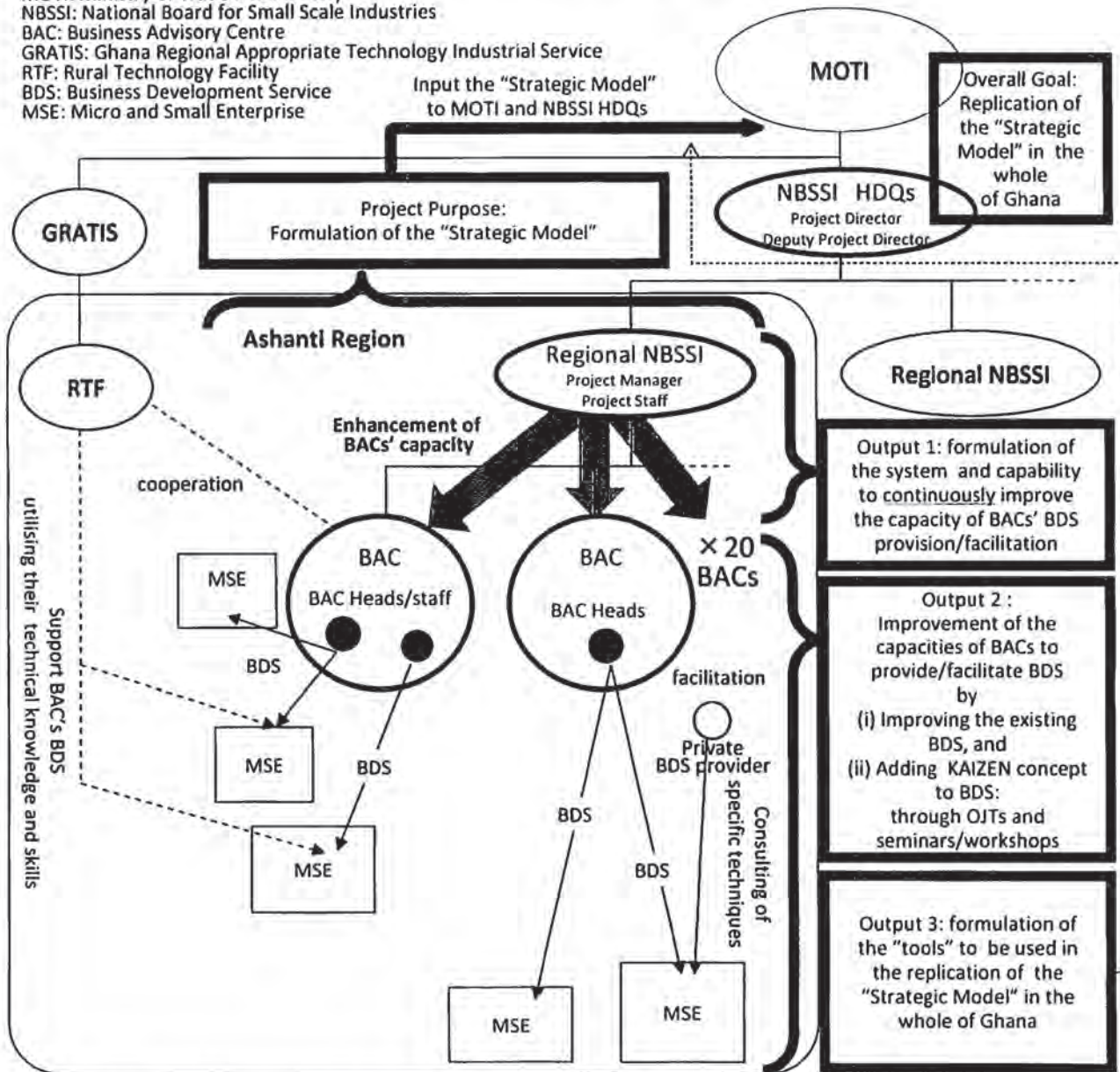
Date: Sep. 14, 2011
Version No 0.0.0

Outputs and Activities	1st year			2nd year			3rd year					
	1st quarter	2nd quarter	3rd quarter	4th quarter	5th quarter	6th quarter	7th quarter	8th quarter	9th quarter	10th quarter	11th quarter	12th quarter
<p>1. Capacity of NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/facilitate BDS is developed.</p> <p>1-1 Design the workflow of NBSSI Ashanti Regional Office to implement the activities from 2-1 to 3-3 mentioned below (e.g. implement the activities, and so on)</p> <p>1-2 Prepare the necessary arrangements to start the implementation of the workflow (e.g. securing the source of budget, assignment of the personnel, arrangement of the division of responsibility among the personnel, and so on)</p> <p>1-3 Review the workflow and the arrangements during the implementation process of the Project, and find out the necessary modification of the workflow and/or additional arrangements needed considering the fact that NBSSI Ashanti Regional Office will have to implement the workflow on its own after the Project completion</p> <p>1-4 Based on the findings of 1-3, take necessary actions to prepare the future operation by NBSSI Ashanti Regional Office on its own, which might include:</p> <p>(1) securing the sources of budget which are utilised even after the completion of the Project</p> <p>(2) networking with other BDS providers</p> <p>(3) formulation/improvement of the database of the local resource persons both public and private</p> <p>(4) formulation of the mechanism to mobilise the BAC staff who are trained in the Project as the resource persons to coach other BAC staff</p>												
<p>2. Capacity of BAC staff in Ashanti Region to provide/facilitate BDS including KAIZEN related BDS is enhanced</p> <p>2-1 Conduct base-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators</p> <p>2-2 Select pilot BACs to participate in OJTs</p> <p>2-3 Select pilot MSEs to conduct OJTs for pilot BACs</p> <p>2-3-1 Pilot BAC Heads select 10 candidate MSEs</p> <p>2-3-2 The Heads of the pilot BACs and Japanese experts visit the 10 candidate MSEs of the 3 pilot BACs and conduct initial diagnoses</p> <p>2-3-3 Choose 3 pilot MSEs from the 10 candidate MSEs</p> <p>2-4 Plan and prepare the contents of workshops/seminars/trainings based on the results of base-line survey of 2-1 and selection process of 2-3</p> <p>2-5 Conduct workshops and seminars concerning BDS and basics of KAIZEN to all BACs in Ashanti Region, which might include:</p> <p>(1) how to diagnose the client MSEs to find out the real needs</p> <p>(2) facilitation/coaching skills</p> <p>(3) appropriate management/accounting/marketing skills for MSEs</p> <p>(4) what is KAIZEN philosophy</p> <p>(5) introduction of basic KAIZEN methodologies and how they are effective for quality and productivity improvement</p> <p>(6) information sharing by the Heads/staff of pilot BACs who experienced the OJTs mentioned in 2-8 (e.g. organising "study tours" to the pilot MSEs of pilot BACs in order for other BAC Heads/staff to learn the success stories of effective BDS provision/facilitation)</p> <p>2-6 Conduct OJTs for the staff of the pilot BACs on BDS, including KAIZEN related BDS, provision/facilitation at the sites of the pilot MSEs</p> <p>2-6-1 Collect data on the quality and productivity of the pilot MSEs (the status "before")</p> <p>2-6-2 Conduct OJTs</p> <p>2-6-3 Collect data on the quality and productivity of the pilot MSEs (the status "after"), and compare with the results of the status "before"</p> <p>2-7 Conduct OJTs for the staff of NBSSI Ashanti Regional Office and BACs on implementation of the seminars/workshops for MSEs based on the good practices piloted</p> <p>2-8 Conduct end-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators and compare with the results of the base-line survey</p>												

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Annex3: Implementation image of JICA Project

MOTI: Ministry of Trade and Industry
 NBSSI: National Board for Small Scale Industries
 BAC: Business Advisory Centre
 GRATIS: Ghana Regional Appropriate Technology Industrial Service
 RTF: Rural Technology Facility
 BDS: Business Development Service
 MSE: Micro and Small Enterprise



※ "Strategic Model" is composed of:

- (i) the established process to strengthen the BACs' capacities for BDS provision/facilitation backed by the actual examples of BACs with strengthened capacities (Output 2), and
- (ii) the established framework and ability of NBSSI Regional Office to "continuously" implement the process mentioned in (i) and make use of the examples mentioned in (i) above (Output 1).

※ BDS "provision" means direct support/coaching/consulting done by BAC staff to the client MSEs, on the other hand, BDS "facilitation" means the function of BACs to mediate/introduce the appropriate BDS providers such as private/public consultants to the client MSEs depending on their needs.

※ High level KAIZEN techniques such as TPS and JIT are not supposed to be introduced. Basic level KAIZEN techniques such as 5S and MUDA (waste) elimination are supposed to be introduced to BDS implemented by BACs (it is important to select the KAIZEN techniques to be introduced based on the capacity and needs of BAC and client companies).

※ Project in Ashanti Region is to formulate the replicable "Strategic Model".

It is expected to expand the Model to the whole of Ghana by Ghanaian side after the Project.

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Annex4: Proposed members of
Joint Coordinating Committee and Working Group

1. Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organisational coordination. JCC will be held at least once a year and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project, and exchange opinions or major issues that arise during the implementation of the Project. The proposed members of JCC are as follows:

<Ghanaian side>

- Chair: Minister, MOTI
- Members:
 - Chief Director, MOTI
 - Executive Director, NBSSI
 - Deputy Executive Director, NBSSI
 - Regional Manager, NBSSI Ashanti Regional Office
 - Heads of the following Departments of NBSSI (Policy Planning, Monitoring and Evaluation Department, Finance Department, Entrepreneurship Development Department, Human Resource Development Department)
 - Representative from the private sector
 - Representative from MOFA as an observer
 - Other concerned party to be decided by the Ghanaian side (e.g. other ministries, GRATIS Foundation etc. as the member or observer)

<Japanese side>

- Chief Advisor and other project experts
- Representative(s) of JICA Ghana Office
- Official(s) of Embassy of Japan as observer
- Other personnel concerned to be decided by JICA

[note]

MOTI: Ministry of Trade and Industry

MOFA: Ministry of Food and Agriculture

NBSSI: National Board for Small Scale Industries

GRATIS: Ghana Regional Appropriate Technology Industrial Service

JICA: Japan International Cooperation Agency

2. Working Group

Working Group (hereinafter referred to as “WG”) will also be established in order to facilitate joint monitoring of the Project. WG will be held at least twice a year in principle and whenever deems it necessary. WG will monitor the progress of the activities based on the Project and exchange opinions or problems to be solved for further smooth implementation of the Project. The proposed members of WG are as follows:

<Ghanaian side>

- Chair: Regional Manager, NBSSI Ashanti Regional Office
- Members:
 - Regional Officer, MOTI Ashanti
 - Regional Officer, MOFA Ashanti
 - Representative from NBSSI HDQs
 - All BAC Heads in Ashanti Region
 - Chairperson, ASSI
 - Chairperson, AGI
 - Chairperson, GNCCI
 - Representative, Department of Women, Ashanti Region
 - Other concerned party to be decided by the Ghanaian side (e.g. RTSC, RTF, etc. as the member or observer)

<Japanese side>

- Chief Advisor and other project experts
- Representative(s) of JICA Ghana Office
- Other personnel concerned to be decided by JICA

[note]

ASSI: Association of Small Scale Industries

AGI: Association of Ghana Industries

GNCCI: Ghana National Chamber of Commerce and Industry

RTSC: Rural Technology Service Centre

RTF: Rural Technology Facilities

Annex5: Selection criteria of Business Advisory Centres (BACs)

Selection of pilot BACs

Project should select pilot BACs to conduct OJTs on the general BDS provision/facilitation and KAIZEN diagnosis/consulting at the client MSEs of the BAC. Geographical balance should be considered in selection. The other selection criteria are as follows:

- (1) Willingness and commitment of BAC
- (2) Capacity of BAC
- (3) Population of the District/Municipal/Metropolitan
- (4) Number of Micro and Small Enterprises
- (5) Number of growth oriented enterprises
- (6) Possible linkage with Medium/Large Enterprises
- (7) Performance of Associations of MSEs
- (8) Market access to Kumasi/Accra/exportation
- (9) Data availability of BDS providers
- (10) Availabilities of financial institutions
- (11) Cooperation from District/Municipal/Metropolitan Assembly

The criteria are used to select BACs by comparison and selected BAC does not have to satisfy all of them.

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Annex6: Selection criteria of micro and small enterprises (MSEs)

Selection of pilot MSEs

Pilot BACs should select pilot MSEs to conduct BDS provision/facilitation including KAIZEN for good practices. Gender balance should be considered for selection. The other selection criteria are as follows:

- (1) Willingness and commitment to the Project
- (2) Active client of BAC
- (3) Number of employees
- (4) Growth stage of the enterprise based on NBSSI ranking system *
- (5) Registration with Register Genera's Department
- (6) Book and record keeping
- (7) Willingness to disclose or share business information
- (8) Motivation to supply quality products
- (9) Demand for products
- (10) Active membership of Association
- (11) Literacy level

The criteria are used to select BACs by comparison and selected BAC does not have to satisfy all of them.

* NBSSI ranking system

a. Start-Up

First 12 months of operation

b. Survival·Meets at least two (2) of the following criteria

1. In business over one (1) year
2. Owns basic tools or equipment for the trade
3. Earning income to meet operator's basic needs (but not necessarily on a regular basis)

c. Normal Growth·Meets at least three (3) of the following criteria

1. Annual sales (units sold) growing steadily (10% a year or more)
2. Uses electrical machinery or equipment
3. Has at least one (1) paid worker (whether on wage or commission basis)
4. Has a bank account

d. Rapid Growth·Meets at least four (4) of the following criteria

1. Annual sales (units sold) growing 20% a year or more
2. Have regular sales or customers from outside the district
3. Uses electrical machinery or equipment
4. Has at least five (5) workers (at least one of them paid on a regular basis, not an apprentice or family member)
5. Has received a loan from a financial institution (including NGO)

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Annex 7: An idea of OJT cycle for a pilot BAC to intervene three pilot MSEs

Steps	Intervention	Corresponding activity	1st week	2nd week	3rd week	4th week	5th week	6th week	7th week	8th week	9th week	10th week	11th week
OJTs for BAC on BDS including KAIZEN related BDS		Activity 2-3 and 2-6	One OJT's cycle/BAC										
1	Initial diagnosis General status of the MSEs is grasped, and possible improvement and indicators are assumed in the course of selecting 3 pilot MSEs from 10 candidate MSEs per BAC.	Activity 2-3-2	Candidate MSEs: ①②③④⑤⑥⑦⑧⑨⑩ Field visits to all the 10 candidate MSEs/BAC										
2	Work process visualisation workshop All the selected pilot MSEs (3 MSEs per BAC) are invited to the workshop for orientation in which the work of each pilot MSE is visualised and discussed on possible improvement.	Activity 2-6-1 and 2-6-2	Suppose MSE ①, ②, and ③ are selected as pilot MSEs Group training at Regional Office										
3	Detailed diagnosis Detailed diagnoses are conducted at 3 selected MSEs per BAC and improvement area is determined with vital few in mind. Basic-line data of status "before" on the improvement are collected according to set indicators.	Activity 2-6-1 and 2-6-2	1st 2nd 3rd for MSE ① 1st 2nd 3rd for MSE ② 1st 2nd 3rd for MSE ③ 2 field individual trainings on the spot to each MSE										
4	KAIZEN workshop All the selected pilot MSEs (3 MSEs per BAC) are invited to the workshop in which the basic KAIZEN methodologies are learned based on the results of the diagnoses.	Activity 2-6-2	Group training at Regional Office										
5	Field visits 4 field visits are conducted to 3 selected MSEs per BAC to provide counseling/coaching including KAIZEN related BDS.	Activity 2-6-2	1st 2nd 3rd 4th for MSE ① 1st 2nd 3rd 4th for MSE ② 1st 2nd 3rd 4th for MSE ③ 4 field individual trainings on the spot to each MSE										
6	Confirmation of the achievement The achievement of the improvement is confirmed in each MSE with end-line data of status "after" collected according to set indicators. Recommendations for further improvement are provided.	Activity 2-6-3	1st 2nd 3rd for MSE ① 1st 2nd 3rd for MSE ② 1st 2nd 3rd for MSE ③ 1 field individual training on the spot to each MSE										

* The table above shows the OJT's cycle for 3 MSEs of 1 BAC. The OJT's are conducted for 3 BACs simultaneously. A group training is conducted inviting 9 selected MSEs from 3 BACs. Real life examples of pilot MSEs are to be utilised in group trainings. BAC Heads of pilot BACs conduct the activities in the OJT's cycle with assistance from JICA Experts. Experienced BAC Heads are expected to become trainers of the OJT's for other BACs.

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Annex8: List of Attendants

The Ghanaian Side**Ministry of Trade and Industry (MOTI)**

NiiAnsah-Adjaye	Chief Director
Johnson Adasi	Director, SME & Tech.
Robert BaffourTandor	Deputy Chief Industrial Promotion Officer
Raphael Awiagah	Assistant Industrial Promotion Officer

Ministry of Finance and Economic Planning (MOFEP)

Yaw Okyere-Nyako	Director, ERM-Bilateral
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National Board for Small Scale Industry (NBSSI)

Lukman Abdul-Rahim	Executive Director
DawarnobaBaeka	Acting Deputy Executive Director
SaeedOwusuBrobbe	Regional Manager, Ashanti Regional Office
Nana Sam Himbson	Head, BAC Kuntunase
Benson Adjei	Head, BAC Nkawie
AikinsAgyepong	Head, BAC Juaso
Kelvin Ofori Atta	Head, BAC Obuasi
Patience AsamoahAidoo	Head, BAC Agona
Thomas Fofie	Head, BAC Mampong
Thomas Opoku	Head, BAC Tepa, NBSSI
Dari Kipo	Head, BAC Offinso
KwasiBoateng	Head, BAC Bekwai

The Japanese Side**JICA Detailed Planning Team**



Toru Homma	Senior Advisor, JICA HDQs
JintaroYazaki	Deputy Assistant Director, Private Sector Development Division, JICA HDQs
Yojiro Fujiwara	Senior Consultant PADECO Co.,Ltd.

JICA Expert

Haruki Shimizu	MOTI Expert
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JICA Ghana Office

Emi Nishihata	Representative
Maki Okusa	Project Formulation Advisor on Private Sector and Infrastructure Sector
NanaAdwoaAsiam	Representative


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Annex 9

RECORD OF DISCUSSIONS

ON

**THE PROJECT FOR FORMULATING A STRATEGIC MODEL
FOR QUALITY/PRODUCTIVITY IMPROVEMENT
THROUGH STRENGTHENING BDS FOR MSEs**

IN

THE REPUBLIC OF GHANA

AGREED UPON BETWEEN

**NATIONAL BOARD FOR SMALL SCALE INDUSTRIES
OF THE REPUBLIC OF GHANA**

AND

JAPAN INTERNATIONAL COOPERATION AGENCY

Accra, [date]

Mr. Jiro INAMURA
Chief Representative
Ghana Office
Japan International Cooperation Agency

Mr. Lukman Abdul-Rahim
Executive Director
National Board for Small Scale Industries
Ministry of Trade and Industry
The Republic of Ghana

[Name]
[Position]
Ministry of Trade and Industry
The Republic of Ghana

[Name]
[Position]
Ministry of Finance and Economic
Planning
The Republic of Ghana

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Based on the minutes of meetings on the Detailed Planning Survey on the Project for Formulating a Strategic Model for Quality/Productivity Improvement through Strengthening BDS for MSMEs signed on [Date] between National Board for Small Scale Industries (hereinafter referred to as "NBSSI"), Ministry of Trade and Industry (hereinafter referred to as "MOTI"), Ministry of Finance and Economic Planning (hereinafter referred to as "MOFEP") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with NBSSI and relevant organisations to develop a detailed plan of the Project for Formulating a Strategic Model for Quality/Productivity Improvement through Strengthening BDS for MSEs (hereinafter referred to as "the Project").

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Appendix 1: Project Description

Appendix 2: Main Points Discussed

Appendix 3: Minutes of Meetings on the Detailed Planning Survey

PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the Detailed Planning Survey on the Project signed on [Date] (Appendix 3).

I. BACKGROUND

In the Republic of Ghana, the private sector is dominated by a very large number of micro, small and medium enterprises (hereinafter referred to as "MSMEs"). Especially in the manufacturing sector, 98.5% of its companies are MSMEs. However, MSMEs in general lack working capital, capable human resources, managerial/technical knowledge/skills, and low quality/productivity of their products. These are often considered as main reasons why the private sector in Ghana remains uncompetitive both locally and internationally.

The Government of the Republic of Ghana (hereinafter referred to as "Ghana") intends to foster the competitiveness of private sector as described in the policy documents such as "Ghana Shared Growth and Development Agenda (GSGDA) 2010-2013", "National Medium Term Private Sector Development Strategy II (PSDS II) 2011-2015", and "Industrial Sector Support Programme (ISSP) 2011-2015". These policy documents point out that enhancement of the MSMEs is indispensable to promote the competitiveness of the private sector, and strengthening of Business Development Service (hereinafter referred to as "BDS") and adopting appropriate technologies to improve productivity are one of the important measures to be taken in order to promote MSMEs.

The Government of Japan has been assisting and will continue to assist such effort of the Republic of Ghana mentioned above in the context of "promotion of the sustainable economic development" based on the latest "Japan's Country Assistance Programme for the Republic of Ghana". Under this policy, JICA conducted the Preparatory Survey in 2010, and suggested the needs and effectiveness to develop capacities of Business Advisory Centres (hereinafter referred to as "BACs") of NBSSI to provide and facilitate BDS for micro and small enterprises (hereinafter referred to as "MSEs"), by introducing "KAIZEN" methods as one of the additional contents of their BDS.

Based on the above mentioned background, NBSSI requested JICA to implement the Project focusing on Ashanti Region where one of the country's largest accumulations of the manufacturing industry exists. In response to NBSSI's request, the Japanese Detailed Planning Survey Team (hereinafter referred to as "the Team") organised by JICA visited Ghana in September 2011 and had a series of discussions with the Ghanaian authorities concerned (hereinafter referred to as the "Ghanaian side") on the formulation of the Project. As a result of the discussions, the Ghanaian side and the Team agreed upon the matters referred to in the minutes of meetings signed on [date].

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II. OUTLINE OF THE PROJECT

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operation (Annex 2).

1. Title of the Project

Project for Formulating a Strategic Model for Quality/Productivity Improvement through Strengthening BDS for MSEs

2. Overall Goal

In order to enhance the development of MSEs in Ghana, the activities to replicate the "Strategic Model" in the whole of Ghana are initiated by MOTI and NBSSI.

"Strategic Model" is the practice/framework of sustainable capacity development of BACs' BDS (including KAIZEN related BDS) provision/facilitation which is established in Ashanti Region through the Project.

"Strategic Model" is composed of:

- (i) the established process to strengthen the BACs' capacities for BDS provision/facilitation backed by the actual examples of BACs with strengthened capacities (Output 2), and*
- (ii) the established framework and ability of NBSSI Regional Office to "continuously" implement the process mentioned in (i) and make use of the examples mentioned in (i) above (Output 1).*

** "Strategic Model" consists of a number of modules.*

** Implementation image of the Project is shown in Annex 3.*

3. Project Purpose

The "Strategic Model" for sustainable capacity development of BACs' BDS (including KAIZEN related BDS) provision/facilitation is established in Ashanti Region, and the arrangements to replicate the model in the whole of Ghana are in place.

"KAIZEN related BDS" is the BDS to promote the introduction of the methodologies of KAIZEN such as 5S, Muda (waste) Elimination,, and so on in the client MSEs in order to improve their quality and productivity. "KAIZEN related BDS" will be added as one of the menus of BDS offered by BACs.

** BDS "Provision" means direct support/coaching/consulting done by BAC staff to the client MSEs, on the other hand, BDS "facilitation" means the function of BACs to mediate/introduce the appropriate BDS providers such as private/public consultants to the client MSEs depending on their needs.*

4. Outputs

- (1) Capacity of NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/facilitate BDS is developed.
- (2) Capacity of BAC staff in Ashanti Region to provide/facilitate BDS including KAIZEN related BDS is enhanced.
- (3) The tools to be utilised in the expansion of the "Strategic Model" established in Ashanti Region to the whole country are in place.

** Output 1 and 2 are the contents of "Strategic Model" as mentioned above, but Output 3 is the arrangements to be prepared in order to replicate the "Strategic Model" in the whole of Ghana*

5. Activities

(1) For Output 1

- 1-1 Design the workflow of NBSSI Ashanti Regional Office to implement the

activities from 2-1 to 3-3 mentioned below (e.g. clarification of the activities to be performed by NBSSI Ashanti Regional Office, the formulation of the schedule/timeframe to implement the activities, and so on)

- 1-2 Prepare the necessary arrangements to start the implementation of the workflow (e.g. securing the source of budget, assignment of the personnel, arrangement of the division of responsibility among the personnel, and so on)
 - 1-3 Review the workflow and the arrangements during the implementation process of the Project, and find out the necessary modification of the workflow and/or additional arrangements needed considering the fact that NBSSI Ashanti Regional Office will have to implement the workflow on its own after the Project completion
 - 1-4 Based on the findings of 1-3, take necessary actions to prepare the future operation by NBSSI Ashanti Regional Office on its own, which might include:
 - 1) securing the sources of budget which are utilised even after the completion of the Project
 - 2) networking with other BDS providers
 - 3) formulation/improvement of the database of the local resource persons both public and private
 - 4) formulation of the mechanism to mobilise the BAC staff who are trained in the Project as the resource persons to coach other BAC staff
- (2) For Output 2
- 2-1 Conduct base-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators
 - 2-2 Select pilot BACs to participate in On the Job Trainings (OJTs)
 - 2-3 Select pilot MSEs to conduct OJTs for the pilot BACs
 - 2-3-1 Pilot BAC Heads select 10 candidate MSEs
 - 2-3-2 The Heads of the pilot BACs and Japanese experts visit the 10 candidate MSEs of the 3 pilot BACs and conduct initial diagnoses
 - 2-3-3 Choose 3 pilot MSEs from the 10 candidate MSEs
 - 2-4 Plan and prepare the contents of workshops/seminars/trainings based on the results of base-line survey of 2-1 and selection process of 2-3

**In terms of "KAIZEN related BDS", it is important to extract the applicable and effective elements of KAIZEN methodologies to be adopted by the MSEs in Ashanti Region before considering the contents of workshops/seminars/trainings*
 - 2-5 Conduct workshops and seminars concerning BDS and basics of KAIZEN to all BACs in Ashanti Region, which might include:
 - 1) how to diagnose the client MSEs to find out the real needs
 - 2) facilitation/coaching skills
 - 3) appropriate management/accounting/marketing skills for MSEs
 - 4) what is KAIZEN philosophy
 - 5) introduction of basic KAIZEN methodologies and how they are effective for quality and productivity improvement
 - 6) information sharing by the Heads/staff of pilot BACs who experienced the OJTs mentioned in 2-6 (e.g. organising "study tours" to the pilot MSEs of pilot BACs in order for other BAC Heads/staff to learn the success stories of effective BDS provision/facilitation)

**When conducting workshops and seminars about basics of KAIZEN, not only all BACs but also potential resource persons such as staff of Rural Technology Facilities (RTF) of Ghana Regional Appropriate Technology Industrial Service Foundation (GRATIS Foundation), private consultants for engineering who might be able to become KAIZEN consultants in future should be invited as the participants*

- 2-6 Conduct OJTs for the staff of the pilot BACs on BDS, including KAIZEN related BDS, provision/facilitation at the sites of the pilot MSEs
 - 2-6-1 Collect data on the quality and productivity of the pilot MSEs (the status "before")
 - 2-6-2 Conduct OJTs
 - 2-6-3 Collect data on the quality and productivity of the pilot MSEs (the status "after") and compare with the status "before"
- 2-7 Conduct OJTs for the staff of NBSSI Ashanti Regional Office and BACs on implementation of the seminars/workshops for MSEs based on the good practices piloted
- 2-8 Conduct end-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators and compare with the results of the base-line survey

(3) For Output 3

- 3-1 Prepare "reference materials" to be utilised in the expansion of the "Strategic Model" to the whole Ghana, which might include:
 - 1) reference material to enhance the capacities of BACs to provide/facilitate BDS (including KAIZEN related BDS) by NBSSI based on the experience of the activities related to Output 1 as one of the modules of the "Strategic Model",
 - 2) reference material for effective implementation of BDS provision/facilitation on the ground by BAC staff based on the experience of the activities related to Output 2 as one of the modules of the "Strategic Model",
 - 3) reference material for effective implementation of KAIZEN diagnosis/consulting/seminars/workshops as a part of BACs' BDS provision/facilitation on the ground by BAC staff based on the experience of the activities related to Output 2 as one of the modules of the "Strategic Model", and
 - 4) reference material on the comparison between the results of baseline survey (Activity 2-1) and the end-line survey (Activity 2-8), and about the data concerning "before and after" on the quality and productivity of the pilot MSEs which are collected at the implementation of OJTs (Activity 2-6), in order to be utilised to verify the effectiveness of the "Strategic Model".
- 3-2 Formulate a nation-wide expansion plan of the "Strategic Model" consisting of all the relevant modules
- 3-3 Facilitate the mainstreaming of "Strategic Model" into NBSSI's activities and programmes
 - 3-3-1 Conduct a mid-term national seminar for "Strategic Model"
 - 3-3-2 Organise study tours for high level governmental officials, private

sector associations, and development partners

3-3-3 Implement activities on public relations through multiple media (e.g. radio, TV, and website)

3-3-4 Conduct a final national seminar for "Strategic Model"

6. Input

(1) Input by JICA

- (a) Dispatch of the experts: The experts with the following expertise will be dispatched:
 - Chief advisor / establishment of management structure
 - BDS improvement
 - Quality/Productivity improvement 1
 - Quality/Productivity improvement 2
 - Project coordinator / training, workshop, and seminar planning and facilitation
 - Other short term experts with specific fields of technical expertise, as necessity arises
- (b) Counterpart training in Japan: Counterpart training in Japan will be organised under the framework of the Project. The specific contents, timing, and the target participants of the training will be determined in the course of Project implementation.
- (c) Equipment provision: JICA will provide two (2) 4x4 vehicles and equipment for the Project activities (e.g. personal computers, printers, photocopy machines, digital cameras, multi projector, white board and so on) upon mutual agreement.
- (d) Base-line/end-line survey expenses: JICA will bear the costs of base-line/end-line survey.
- (e) Training/workshop/seminar expenses: JICA can basically bear the costs of the trainings/workshops/seminars for the target BACs, MSEs, and other related organisations in Ashanti Region. However in the course of the Project implementation, NBSSI is encouraged to bear such costs on its own towards the end of the Project by seeking the manageable sources of budget, considering that NBSSI will have to bear every cost for organising similar activities after the completion of the Project.
- (f) Cost for contracting the local resource persons: JICA can basically bear the costs of contracting local resource persons as BDS providers for the specific fields of expertise both public and private. However in the course of the Project implementation, NBSSI is encouraged to bear such costs on its own towards the end of the Project by seeking the manageable sources of budget.
- (g) Travel Allowances for the Japanese experts: JICA will bear the costs of travel allowances for the Japanese experts.
- (h) Cost for fuel and maintenance of the vehicles provided for the Project by JICA: JICA will bear the cost for fuel for Japanese experts and maintenance of the vehicles provided for the Project as mentioned in (c) above during the Project period.
- (i) Cost for material printing: JICA will bear the costs of material printing related to the activities of the Project.

(2) Input by NBSSI

- (a) Staff allocation by NBSSI: It was confirmed that NBSSI will allocate the counterpart personnel with appropriate number and responsibilities as listed in 7. (1) below.
- (b) Travel allowances for the counterpart personnel: NBSSI will basically bear the travel allowances for the counterpart personnel mentioned in 7. (1) below, and the staff of target BACs.
- (c) Office space with furniture and utility cost for Japanese experts: NBSSI will provide the office space with furniture and costs of utilities for the experts mentioned in 6. (1) (a) above in NBSSI Ashanti Regional Office and Kumasi BAC.
- (d) Partial costs for trainings/workshops/seminars: As mentioned in 6. (1) (e) above, NBSSI will make every effort for fund mobilisation for trainings/workshops/seminars for the target BACs, MSEs, and other related organisations.
- (e) Partial costs for contracting the local resource persons: As mentioned in 6. (1) (f) above, NBSSI will make every effort for fund mobilisation for contracting local resource persons as BDS providers for the specific fields of expertise both public and private.
- (f) Maintenance cost for the equipment provided by JICA: NBSSI will bear the cost to maintain the equipment (e.g. personal computers, printers, photocopy machines, digital cameras, multi projectors, white boards, and so on) provided by JICA as mentioned in 6. (1) (c) above.
- (g) Cost for hiring the drivers for the vehicles provided for the Project by JICA: NBSSI will bear the costs for providing the drivers for the vehicles for the Project provided by JICA as mentioned in 6. (1) (c) above.

7. Implementation Structure

The roles and assignments of relevant organizations are as follows:

(1) NBSSI Headquarters:

- Project Director
Executive Director of NBSSI will be responsible for the overall administration and implementation of the Project.
- Deputy Project Director
Deputy Executive Director of NBSSI will be responsible for the practical matters related to administration and implementation of the Project.

(2) NBSSI Ashanti Regional Office

- Project Manager
The Regional Manager of NBSSI Ashanti Regional Office will be responsible for daily operations and coordination of the Project on the ground.
- Staff members for daily operation:
 - (a) Kumasi BAC Head, and
 - (b) Senior Project Officer of NBSSI Ashanti Regional Office
will be responsible for implementing daily tasks under the Project.

(3) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to NBSSI on any matters pertaining to the implementation of the Project.

(4) Joint Coordinating Committee and Working Group

For efficient and successful implementation of the Project, a Joint Coordinating Committee (hereinafter referred to as "JCC") will be established at the national level, and a Working Group (hereinafter referred to as "WG") will also be established at the regional level to monitor the progress of the Project. Proposed members and the details of JCC and WG are shown in Annex 4.

8. Project Site(s) and Beneficiaries

(1) Project Sites:

The target area of the Project will be Ashanti Region. The reasons for choosing Ashanti Region are as follows:

- (a) successful example of partial KAIZEN methods achieved by the past project implemented by JICA already exists,
- (b) officers at NBSSI Ashanti Regional Office are familiar with KAIZEN methods,
- (c) Ashanti Region has a substantial number of MSEs in manufacturing sector in Ghana, and
- (d) Ashanti Region is located at the centre of Ghana, where it is easier to spread the "Strategic Model" to other regions.

(2) Beneficiaries:

Direct and indirect beneficiaries are as follows:

<Direct beneficiaries>

- NBSSI Headquarters and Ashanti Regional Office
- BACs in Ashanti Region
- Active client MSEs of BACs in Ashanti Region

<Indirect beneficiaries>

- MSEs in Ashanti Region
- Related organizations concerning BDS for MSEs in Ashanti Region
- District/Municipal/Metropolitan Assemblies of Ashanti Region
- Ministry of Trade and Industry

9. Duration

The duration of the Project will be three (3) years from the date when the first Japanese expert is dispatched.

10. Reports

NBSSI and JICA experts will jointly prepare the following reports in English.

- (1) Progress Report on semiannual basis until the project completion
- (2) Project Completion Report at the time of project completion

11. Environmental and Social Considerations

NBSSI agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF NBSSI and the Government of Ghana

1. NBSSI and the Government of Ghana (hereinafter referred to as "GoG") will take necessary measures to:
 - (1) ensure that the technologies and knowledge acquired by Ghana nationals as a result of Japanese technical cooperation contributes to the economic and social development of Ghana, and that the knowledge and experience acquired by the personnel of Ghana from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project,
 - (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-6 (1) above and their families, which are no less favourable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Ghana.
2. NBSSI and GoG will take necessary measures to:
 - (1) provide security-related information as well as measures to ensure the safety of the JICA experts;
 - (2) permit the JICA experts to enter, leave and sojourn in Ghana for the duration of their assignments therein and exempt them from foreign registration requirements and consular fees.
 - (3) provide other privileges, exemptions and benefits in accordance with the Note Verbal exchanged on [date] between the Government of Japan and GoG.

IV. EVALUATION

JICA and NBSSI will jointly conduct the following evaluations and reviews.

1. Mid-term review at the middle of the cooperation term
2. Terminal evaluation during the last six (6) months of the cooperation term

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. NBSSI is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the Project completion, in principle
2. Follow-up surveys on necessary basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, NBSSI will take appropriate

measures to make the Project widely known to the people of Ghana.

VI. MUTUAL CONSULTATION

JICA and NBSSI will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and NBSSI.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Logical Framework (Draft Project Design Matrix: PDM)
- Annex 2 Tentative Plan of Operation
- Annex 3 Implementation Image of the Project
- Annex 4 A List of Proposed Members of Joint Coordinating Committee

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MAIN POINTS DISCUSSED

1. General nature of the Project: The purpose of the Project is to formulate "Strategic Model" for continuous enhancement of BDS. Therefore it must be kept in mind that it is also important to establish the capacity of NBSSI Ashanti Regional Office to "continuously" implement the process of capacity development of BACs from the view point of sustainability, even though it is anticipated that a lot of focus would likely to be put on generating good examples of BDS provision/facilitation on the ground.
2. Modules of the "Strategic Model": "Strategic Model" should consist of some modules so that each region can replicate according to their needs. In the replication process after the Project completion, it might be easier for other regions to replicate "Strategic Model" on the module basis. In this way, "Strategic Model" can be customised along with their own situations.
3. Basic skills required for BAC: Basic skills needed to implement BDS are as follows:
 - "the skills to assess the real needs of MSEs through the diagnosis of client MSEs",
 - "the skills to consult/coach/guide MSEs", and
 - "the skills/networks to link the client MSEs to the appropriate resource persons based on the needs of client MSEs".In fact, KAIZEN related BDS also requires the same basic skills mentioned above, therefore those basic skills should be prioritised to be improved through the Project.
4. Budgetary mobilisation: "Strategic Model" is expected to contribute to MSE development in Ghana. For this purpose, all the necessary collaborations should be encouraged with other projects of the government of Ghana, which leads to maximum utilisations of the fruit of good practices.
5. The role of MOTI: In order to implement the Project smoothly and to achieve the overall goal of the Project, MOTI will ensure that NBSSI regularly submit progress reports. MOTI will also provide sufficient and timely budget not only during the Project period but also after the Project completion.
6. The role of NBSSI Headquarters: In addition to the role of Project Director responsible for the administration and the implementation of the Project, NBSSI Headquarters will take necessary actions aimed at expanding the "Strategic Model" to the whole of Ghana.
7. The role of NBSSI Ashanti Regional Office: The intention of the Project is to enhance the primary task of NBSSI Ashanti Regional Office. Therefore, NBSSI Ashanti Regional Office will take strong initiative with the perspective that it would continue to implement the capacity development of BACs in

Ashanti Region on its own as the centre of excellence of "Strategic Model".

8. Pilot BACs: While all the BACs will have opportunity to get seminars/workshops under the Project, pilot BACs will be selected and targeted for intensive capacity development through OJTs. The pilot BACs should be rotated and three (3) are selected every six (6) months through mutual consent of Ghanaian side and Japanese side. Three (3) BACs (Kumasi, Juaso, and Nkawie) have been selected for initial piloting. In the future, experienced BAC Heads are expected to become trainers of the "Strategic Model" to the BACs in and out of Ashanti Region.
9. Pilot MSEs: The Project will select pilot MSEs for the implementation of intensive capacity development of the pilot BACs mentioned in 9. above through mutual consent of both sides. Since the pilot BACs will be rotated every six (6) months as mentioned in 9. above, the MSEs will be rotated accordingly. The process to decide the pilot MSEs should be as follows:
 - 1) BAC Heads of the pilot BACs select ten (10) MSEs from their client MSEs, and
 - 2) BAC Heads and Japanese experts select three (3) pilot MSEs from the selected ten (10) MSEs for each pilot BAC.OJTs are conducted as a cycle from diagnoses to actual intervention to pilot MSEs.

