

ガーナ共和国
貿易産業省
国家小規模産業局

ガーナ国
小零細企業向け BDS 強化による
品質・生産性向上プロジェクト
プロジェクト事業完了報告書

2015 年 3 月

独立行政法人
国際協力機構 (JICA)

株式会社パデコ
株式会社グローバル開発経営コンサルタンツ

産公
CR(3)
15-049

ガーナ国
貿易産業省
国家小規模産業局

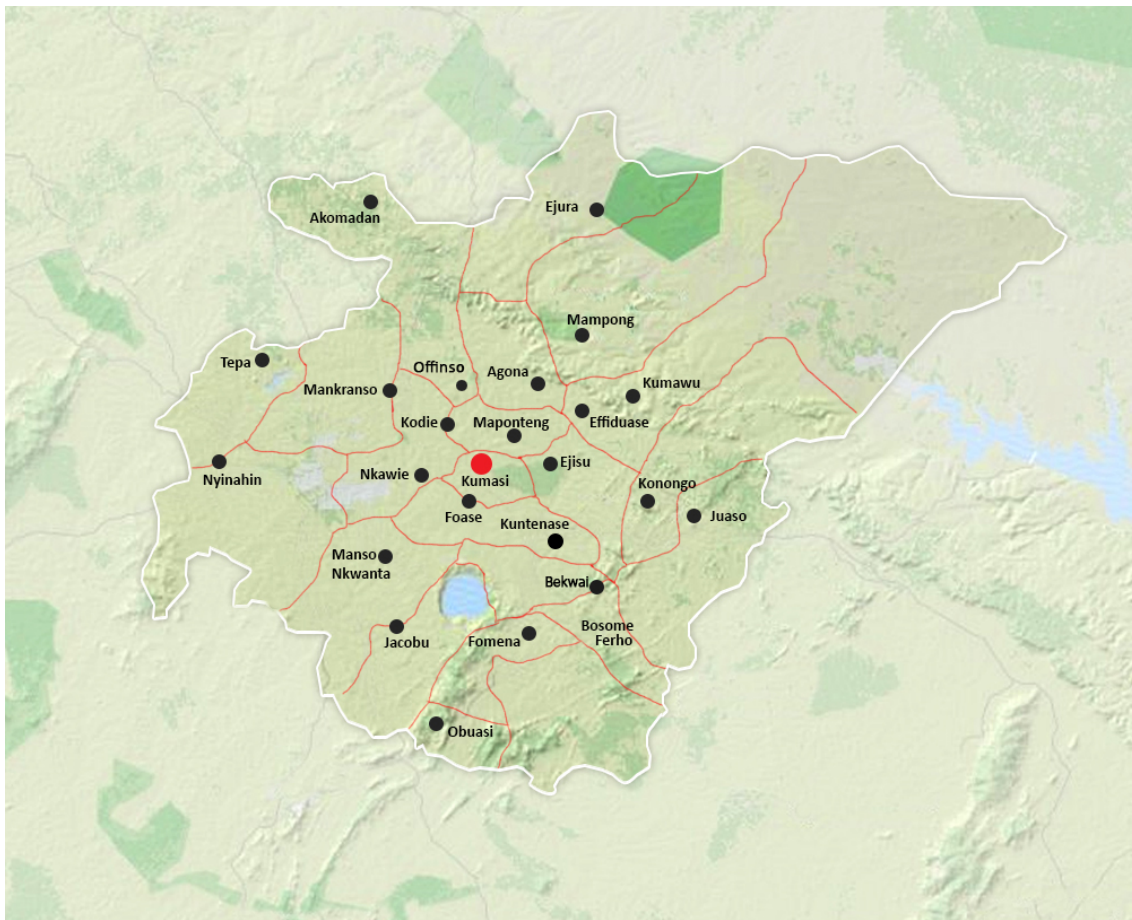
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プロジェクト対象地アシャンティ州地図



出典：NBSSI アシャンティ HP <http://nbssiashanti.org/nbssi/map.php>

写真



2 週間研修（講義）



2 週間研修（グループ実習）



9 週間 OJT（Tepa BAC）



9 週間 OJT（セイトンボード）



3 週間 TOT



3 週間 TOT 集合写真



カイゼンフォーラム（Central）



カイゼンフォーラム（Brong Ahafo）

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- 別添 5 参照図書一覧
- 別添 6 ベースライン調査要約
- 別添 7 エンドライン調査要約
- 別添 8 戦略モデル図
- 別添 9 戦略モデル説明資料
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略 語

AfDB	African Development Bank	アフリカ開発銀行
AGI	Association of Ghana Industry	ガーナ産業組合
BAC	Business Advisory Centre	ビジネス諮問センター
BDS	Business Development Service	ビジネス開発サービス
C/P	Counterpart	カウンターパート
DA	District Assembly	郡役所
EDAIF	Export Development and Agricultural Investment Fund	輸出開発及び農業投資ファンド
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit	ドイツ国際協力公社
GoG	Government of Ghana	ガーナ政府
GRATIS	Ghana Regional Appropriate Technology Industrial Service	ガーナ適正技術産業サービスセンター
GSGDA	Ghana Shared Growth and Development Agenda	ガーナ中期国家開発アジェンダ
HQ	Headquarters	本局、本省
HRD	Human Resource Development	人材開発
ICT	Information and Communication Technology	情報通信技術
IFAD	International Fund for Agricultural Development	国際農業開発基金
ISSP	Industrial Sector Support Programme	産業セクター支援プログラム
JCC	Joint Coordination Committee	合同調整委員会
JICA	Japan International Cooperation Agency	国際協力機構
MOTI	Ministry of Trade and Industry	貿易産業省
MSEs	Micro and Small Enterprises	零細小企業

NBSSI	National Board for Small Scale Industries	国家小規模産業局
NGO	Non Governmental Organization	非政府組織
OJT	On the Job Training	オンザジョブトレーニング
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PSDS II	National Medium Term Private Sector Development Strategy II	民間セクター開発戦略 II
PDCA	Plan-Do-Check-Action	計画—実行—評価—改善
QC	Quality Control	品質管理
REP	Rural Enterprise Programme	農村企業プロジェクト
R/D	Record of Discussions	討議録
RTIMP	Root and Tuber Improvement and Marketing Programme	根瘤類改良及びマーケティングプログラム
RTF	Rural Technology Facility	農村技術機構
TOT	Training of Trainers	トレーナー養成研修
WG	Working Group	ワーキンググループ
W/P	Work Plan	ワークプラン
WS	Workshop	ワークショップ

第1章 プロジェクトの概要

1.1 プロジェクトの背景

ガーナ国（以下ガーナ）の工業セクターの GDP に占める割合は 2008 年では 29.3%であり、うち製造業の 98.5%は中小零細企業で構成されている。また、中小零細企業における就労者数は工業セクター（建設業を除く）の 88.4%を占めている。これらからガーナの産業発展には中小零細企業の振興が重要と考えられている。他方、中小零細企業は、資本、人的資源、経営資源/技術・ノウハウ/スキル等の問題や、商品の品質/生産性の問題等多くの課題を抱えている。そしてこれらのことが、ガーナの民間セクターの活動として、国内及び海外における競争性が弱い主な理由となっている。

この状況を改善するため、ガーナ政府は、「ガーナ中期国家開発枠組」(Ghana Shared Growth and Development Agenda: GSGDA 2010–201)、 「民間セクター開発戦略 II」(National Medium Term Private Sector Development Strategy II: PSDS II 2011–2015)、 「産業政策」(Industrial Policy: IP)、 「産業セクター支援プログラム」(Industrial Sector Support Programme: ISSP 2011–2015) といった政策文書において、産業の競争力強化のための中小零細企業振興の重要性に言及した上で、その振興のためにビジネス開発サービス (Business Development Service: BDS) の強化や、品質・生産性の向上に資する技術・メカニズム導入の促進を掲げている。

そして、貿易産業省 (Ministry of Trade and Industry: MOTI) 傘下の国家小規模産業局 (National Board for Small Scale Industries: NBSSI) のユニットであるビジネス開発サービス (Business Advisory Center: BAC) が全国 110 郡に配置され、多くの小零細企業への帳簿作成支援等を自ら BDS プロバイダー (BDS 供給事業者) として提供すると共に、他の BDS プロバイダーの斡旋を行う BDS ファシリテーターとしても機能している。BAC 職員の BDS プロバイダー・ファシリテーターとしての資質は高いと考えられるが、小零細企業の顕在/潜在的ニーズに的確に応えるような BDS を実施するには、職員の更なる能力強化が不可欠となっている。

日本政府は、「対ガーナ国別援助計画」におけるガーナ国「持続的成長」への支援として、こうしたガーナ政府の取り組みを今日まで支援してきており、その一環として 2010 年 9 月には「ガーナ中小零細企業振興支援」プログラム準備調査を実施している。この中で、アシャンティ州がガーナ第 2 の都市クマシを有し、製造業が集積していること、及び地理的にもガーナの中心に位置し交通の要所となっているため協力効果の全国展開に向け適切であること等から、同州をパイロット州とし NBSSI をカウンターパート (C/P) 機関として、BAC 職員の BDS 実施能力強化 (カイゼン指導機能の導入を含む) を通じた企業支援サービス強化のためのプロジェクトが提案された。これは、2006 年 2 月から 2008 年 5 月にかけて JICA が実施した開発調査「地場産業活性化計画」による「カイゼン」パイロットプロジェクトの成功事例についての情報が広まっており、その取得に関心が高いことも関係している。

以上の背景から、アシャンティ州をパイロット州として州内の BAC 職員の BDS 提供・斡旋能力全般を強化しつつ、BDS 提供・斡旋能力向上の一環としてカイゼン指導・斡旋機

能を導入することを目的とした「小零細企業向け BDS 強化による品質・生産性向上プロジェクト」の実施が我が国に対し要請された。

1.2 プロジェクトのスコープ

本プロジェクトのプロジェクトスコープとプロジェクト期間を以下記す。

尚、プロジェクト開始時は BAC の数は 20 BAC であったが、アシャンティ州の郡の増加に伴い 7 BAC が新設され、既存の 20 に加え、新設された BAC も支援対象とすることとした。

表 1-1 プロジェクトのスコープ（期間、関係省庁、C/P、受益者、対象地域）

プロジェクト期間	2012年4月から2015年4月までの3年間
関係省庁	貿易産業省 (MOTI)
実施機関 (C/P)	NBSSI本局及びアシャンティ州事務所、アシャンティ州内のBAC
受益者	<p>ア NBSSI本局</p> <p>イ NBSSIアシャンティ州事務所（約5名）</p> <p>ウ アシャンティ州の27のBAC（約30名）¹</p> <p>エ 小零細企業（特に36企業がBAC向けOJT実施のためのパイロット企業として直接裨益受ける他、セミナー・ワークショップへの参加を通じて、アシャンティ州内の小零細企業が幅広く裨益を受ける）</p>
対象地域	<ul style="list-style-type: none"> ● 戦略モデル（パイロットモデル）形成：ガーナアシャンティ州 ● 全国展開計画策定：ガーナ全土

1.3 プロジェクト・デザイン・マトリックス

(1) プロジェクトの目標及び成果

プロジェクト・デザイン・マトリックス (PDM) にそった本プロジェクトの目標及び成果を以下に記す。PDM の初版については別添 1 を参照のこと。

¹ 2015年2月現在。BACヘッドは22BACに配置されている。

表 1-2 上位目標、プロジェクト目標及び成果

<上位目標>

アシャンティ州でパイロット事例として確立された NBSSI/BAC の BDS 提供・斡旋（コンテンツとしてのカイゼン指導を含む）能力強化の「戦略モデル」を全国展開するための活動が MOTI 本省及び NBSSI 本局によって開始され、ガーナにおける小零細企業の振興が図られる。

<プロジェクト目標>

アシャンティ州において、NBSSI/BAC の BDS 提供・斡旋（コンテンツとしてのカイゼン指導を含む）に関する能力強化の「戦略モデル」が形成され、同モデルを全国展開するための準備が整う。

<成果>

成果 1 :

NBSSI アシャンティ州事務所の、所管 BAC の BDS 提供・斡旋能力を継続的に強化するための仕組みと能力が確立される。

成果 2 :

アシャンティ州内の BAC スタッフの、カイゼン関連の BDS を含む BDS 提供・斡旋能力が強化される。

成果 3 :

アシャンティ州内において形成・確立された「戦略モデル」を全国展開するために活用されるべきツールが整えられる。

(2) PDM の改訂

契約当初に定められていなかった PDM の指標の数値は、2012 年 11 月の合同調整委員会 (JCC) にて協議の上で設定され、2013 年 10 月から 11 月に実施された中間レビュー時の提案に基づき、2013 年 11 月の JCC にて PDM の指標の改訂が行われた。主な改訂点を下表にまとめる。詳細は別添 2 の PDM1、別添 3 の PDM2 を参照のこと。

表 1-3 PDM の改訂項目

項目	PDM Ver. 0	PDM Ver. 1	PDM Ver. 2
成果 1		XX の数値設定	
指標	1-2. NBSSI アシヤンティ州事務所が実施した BAC の能力強化活動（セミナー／ワークショップ／OJT）のうち、XX の活動が、参加 BAC から好評価を得る。	1-2. NBSSI アシヤンティ州事務所が実施した BAC の能力強化活動（セミナー／ワークショップ／OJT）のうち、80% の活動が、参加 BAC から好評価を得る。	1-2. NBSSI アシヤンティ州事務所が実施した BAC の能力強化活動（セミナー／ワークショップ／OJT）のうち、80% の活動が、参加 BAC 及び日本人専門家（9 週間 OJT のみ）から好評価を得る。（日本人専門家からの評価を追加）
	1-3. XX 人の BAC スタッフが「戦略モデル」普及のためのトレーナーとして認定される。	1-3. 8 人の BAC スタッフが「戦略モデル」普及のためのトレーナーとして認定される。	-
	-	-	1-4 アシヤンティ州内の戦略モデル実践・管理にかかわるドラフト計画が本局に提出される。 (指標の追加)
指標入手手段			1-4 プロジェクトレコード
成果 2		XX の数値設定	
指標	2-1. BAC スタッフの BDS 提供・斡旋能力評価結果が XX% 向上する。	2-1 BAC スタッフの BDS 提供・斡旋能力評価結果が 30% 向上する。	-
	2-2. XX% のパイロット小零細企業が個々のカイゼン指標を向上させる。	2.2 70% のパイロット小零細企業が個々のカイゼン指標を向上させる。	2-2. 70% のパイロット小零細企業が品質・生産性向上の活動を行う。（カイゼン指標の明確化）
	2-3 BAC による BDS 提供・斡旋について XX のグッドプラクティスが実践される。	2-3 BAC による BDS 提供・斡旋について 25 のグッドプラクティスが実践される。	
	-	-	2-4. NBSSI アシヤンティ州事務所が実施した BAC の能力強化活動（セミナー／ワークショップ／OJT）のうち、80% の活動が、参加 BAC から好評価を得る。（指標の追加）
指標入手手段			2-3 プロジェクトレコード 2-4 プロジェクトレコード
成果 3		XX の数値の設定	
指標	3-3. XX 回の「戦略モデル」主流化のための活動（「戦略モデル」の実施を NBSSI 全体の本来業務として位置付けるための活動）が実施される。	3-3.5 回の「戦略モデル」主流化のための活動（「戦略モデル」の実施を NBSSI 全体の本来業務として位置付けるための活動）が実施される。	-
	-	-	3-4. 全国レベルにおける戦略モデル実践・管理にかかわるドラフト計画が作成され、NBSSI 州事務所に回覧される。（指標の追加）
指標入手手段	-	-	3-3 プロジェクトレコード 3-4. 戦略モデル実践・管理にかかわるドラフト計画

(3) プロジェクトオペレーション

プロジェクト上の各成果発現のための活動実施の流れについて、下図に示す。

年数	1年目												2年目												3年目												
年度	2012年												2013年												2014年												
暦月	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
成果1: NBSSIアシャンティ州事務所の、所管BACのBDS提供・斡旋能力を継続的に強化するための仕組みと能力が確立される。																																					
1-1: BACの能力強化に係る活動(活動2-1から3-3)をNBSSIアシャンティ州事務所が実践するためのワークフローを策定する。																																					
1-2: ワークフローを実施するための準備(資金確保、人員配置等)を行う。																																					
1-3: プロジェクトの実施を通じてワークフローそれ自体及びワークフローの実施体制を再確認し、問題点を分析する。																																					
1-4: 活動1-3で認識されたワークフロー及びその実施体制の問題点を改善する。																																					
成果2: アシャンティ州内のBACスタッフの、カイゼン関連のBDSを含むBDS提供・斡旋能力が強化される。																																					
2-1: アシャンティ州内のBACの、BDS提供・斡旋能力を把握するためのベースライン調査を実施する。																																					
2-2: OJTに参加するパイロットBACを選定する。																																					
2-3: パイロットBAC向けOJTを実施する場としてのパイロット小零細企業を選定する。																																					
2-4: ベースライン調査及びパイロット小零細企業選定のプロセス(初期簡易企業診断結果)を踏まえて、アシャンティ州内のBAC向け ワークショップ/セミナー/OJTの内容を設定する。																																					
2-5: アシャンティ州内の全BACを対象に、BDS提供・斡旋能力向上及びカイゼンの基礎を学ぶためのワークショップ/セミナーを実施する。																																					
2-6: パイロットBACに対して、BDS提供・斡旋能力向上(小零細企業に対するカイゼン指導の導入を含む)のためのOJTを実施する。																																					
2-7: アシャンティ州事務所及びBACが小零細企業向けセミナー/ワークショップを開催するためのOJTを実施する。																																					
2-8: アシャンティ州内のBACの、BDS提供・斡旋能力を把握するためのエンドライン調査を実施し、ベースライン調査の結果と比較する。																																					
成果3: アシャンティ州内において形成・確立された「戦略モデル」を全国展開するために活用されるべきツールが整えられる。																																					
3-1: 「戦略モデル」実践に係る手法・事例・教訓を纏めた参照資料を作成する。																																					
3-2: 複製可能なモジュールから構成される「戦略モデル」の全国展開計画を作成する。																																					
3-3 「戦略モデル」をNBSSIの本来業務として位置付けるための活動を実施する(プロジェクトの中間・終了時の全国セミナーの実施、官民の代表に対するパイロット小零細企業でのスタディーツアーの実施、TV・ラジオでの広報等)。																																					

図 1-1 プロジェクトオペレーション

1.4 実施体制

本プロジェクトは、貿易産業省傘下の NBSSI を C/P 機関とし、下表のとおり NBSSI 事務局長と NBSSI 副事務局長がプロジェクトを統括、アシャンティ州事務局長がプロジェクト・マネージャーとして活動を遂行した。プロジェクトチームは、日本人専門家、ローカルスタッフから成り、チーフアドバイザーがチーム全体の取りまとめを行った。実施体制を図 1-2 に示す。

表 1-4 カウンターパート一覧

氏名	プロジェクトでの役割	所属	役職	従事期間
1. Lukman Abdul-Rahim	プロジェクト・ディレクター	NBSSI 本局	局長	2012 年 4 月～ 2015 年 4 月
2. Dawarnoba Baeka	副プロジェクト・ディレクター	NBSSI 本局	副局長	2012 年 4 月～ 2015 年 1 月
3. Saeed Owusu-Brobbe	プロジェクト・マネージャー	NBSSI 本局/ NBSSI アシャンティ	副局長/ 州事務局長	2012 年 4 月～ 2015 年 4 月

注 1：NBSSI 副事務局長であった Dawarnoba Baeka 氏の MOTI への異動により、2014 年 3 月より NBSSI アシャンティ州事務局長が副事務局長を兼任している。

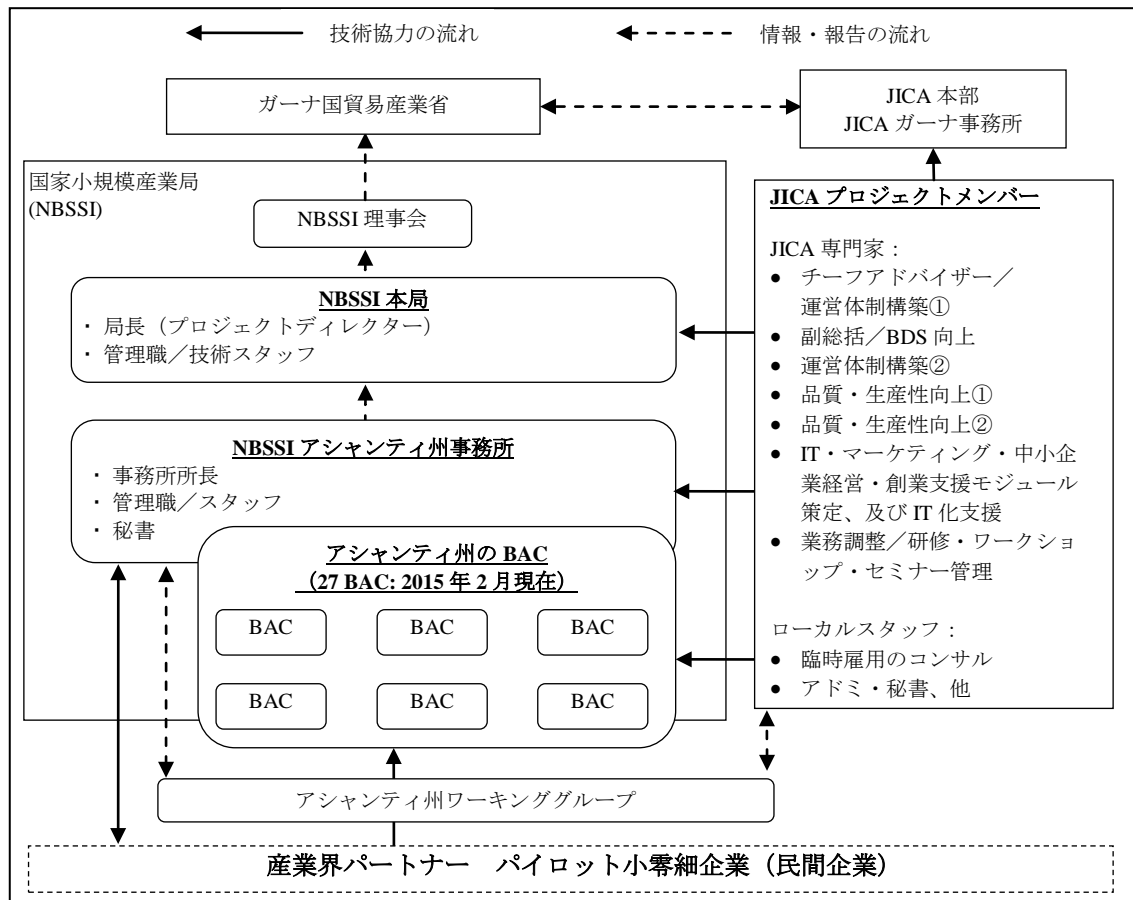


図 1-2 実施体制図

第2章 投入実績

本章ではプロジェクト実施に要した資金・資機材等、日本及びガーナからの要員投入の実績について報告する。

2.1 専門家配置実績

日本人専門家配置実績について、契約当初からの変更点も含め、表 2-1 プロジェクト専門家配置人月に示す。また、渡航日程について図 2-1 要員配置に示す。

表 2-1 プロジェクト専門家配置人月

No	氏名	担当分野	契約当初 MM	変更後 MM	投入実績 MM	変更点
現地作業						
1	小沢 良一	チーフアドバイザー/ 運営体制構築①	7.20 MM	9.67 MM	9.67 MM	MM増
2	永井 多聞	副総括/BDS向上	25.33 MM	24.17 MM	24.17 MM	MM減
3	藤原 洋二郎	運営体制構築②	4.20 MM	4.00 MM	4.00 MM	MM減
4	関 隆治	品質・生産性向上①	12.67 MM	13.07 MM	13.07 MM	MM増
5	田島 悟	品質・生産性向上②	13.67 MM	13.27 MM	13.27 MM	MM減
6	尾崎 裕司	IT・マーケティング・中 小企業経営・創業支援モ ジュール策定、及びIT化 支援	5.00 MM	1.80 MM	1.80 MM	MM減
7	吉川 響子/ 横山 里紗	業務調整/研修・ワークシ ョップ・セミナー管理	17.00 MM	18.77 MM	4.8 MM	団員交代
					13.97 MM	MM増
現地作業合計期間			85.07 MM	84.75 MM	84.75 MM	MM減
国内作業						
1	小沢 良一	チーフアドバイザー/ 運営体制構築①	0.20 MM	0.27 MM	0.27MM	MM増
2	永井 多聞	副総括/BDS向上	0.07 MM	0.07 MM	0.07 MM	変更なし
3	藤原 洋二郎	運営体制構築②	0.03 MM	0.03 MM	0.03 MM	変更なし
4	関 隆治	品質・生産性向上①	0.03 MM	0.03 MM	0.03 MM	変更なし
5	田島 悟	品質・生産性向上②	0.03 MM	0.03MM	0.03MM	変更なし
6	尾崎 裕司	IT・マーケティング・中 小企業経営・創業支援モ ジュール策定、及びIT化 支援	0.03 MM	0.03 MM	0.03 MM	変更なし
7	吉川 響子	業務調整/研修・ワーク ショップ・セミナー管理	0.03 MM	0.03 MM	0.03 MM	変更なし
国内作業合計期間			0.42MM	0.49MM	0.49MM	MM増
現地国内作業合計			85.49 MM	85.24 MM	85.24MM	MM減

No.	担当	氏名	所属	格付	1年目												2年目												3年目												計				
					2012年												2013年												2014年												2015年			現地	国内
					3月	4月	5月	6月	7月	8月	9月	10月	11月	12月	1月	2月	3月	4月	5月	6月	7月	8月	9月	10月	11月	12月	1月	2月	3月	4月	5月	6月	7月	8月	9月	10月	11月	12月	1月	2月	3月				
現 地 業 務	1	チーフアドバイザー ／運営体制構築①	小沢 良一	PADECO	2	4/9 (23)	5/1	7/17	8/10 (25)	10/10 (38)	11/16	1/28 (26)	2/22 (5)	3/13 (26)	3/17 (26)	5/7 (26)	6/1	8/25 (20)	9/13 (24)	10/23 (24)	11/15	2/3-16 (14)	17 (21)	6 (21)	2 (18)	19 (28)	9 (28)	6 (22)	18 (22)	8	9.67														
	2	副総括／BDS向上	永井 多聞	PADECO	4	4/4-5 (96)	4/9	7/11	8/22 (95)	11/24	1/16 (69)	3/25	4/24 (86)	7/18	9/6 (74)	11/18	1/11 (80)	3/31	21 (85)	14	23 (100)	30 (24)	10 (40)	18	24.17																				
	3	運営体制構築②	藤原 洋二郎	PADECO	3	6/9 (24)	7/2	1/26 (24)	2/18	4/30 (71)	7/9	10/12 (28)	11/8	1/15 (69)	2/16 (24)	30 (69)	22 (24)	1 (24)	24	4.00																									
	4	品質・生産性向上①	関 隆治	GDMC (有)タウ	4	4/20 (24)	5/13	9/1 (71)	11/10	1/26 (28)	2/22	4/30 (71)	7/9	10/12 (28)	11/8	1/15 (69)	2/24 (69)	30 (32)	7 (32)	19 (32)	20	13.07																							
	5	品質・生産性向上②	田島 悟	GDMC	4	6/2 (30)	7/1	9/1 (69)	11/8	1/26 (30)	2/24	4/30 (71)	7/9	10/11 (28)	11/7	1/15 (69)	2/24 (69)	30 (69)	7 (32)	19 (32)	20	13.27																							
	6	IT・マーケティング・中 小企業経営・創業支 援モジュール策定、 及びIT化支援	尾崎 裕司	PADECO	4	6/2 (30)	7/1	2/1 (24)	2/24	4/27 (41)	6/6	6/19 (24)	7/12	9/1-16 (16)	10/8 (41)	11/17	1/11 (44)	2/23 (21)	3/8-28	29 (77)	14	1 (54)	24 (39)	29 (39)	6 (62)	4	6	13.97																	
	7	業務調整/研修・ワー クショップ・セミナー管 理	吉川 響子	PADECO	6	4/8 (46)	5/23	8/29 (39)	10/6 (31)	11/23	1/26 (28)	2/22	4/27 (41)	6/6	6/19 (24)	7/12	9/1-16 (16)	10/8 (41)	11/17	1/11 (44)	2/23 (21)	3/8-28	29 (77)	14	1 (54)	24 (39)	29 (39)	6 (62)	4	6	4.80														
	8	業務調整/研修・ワー クショップ・セミナー管 理	横山 里紗	PADECO	6	4/8 (46)	5/23	8/29 (39)	10/6 (31)	11/23	1/26 (28)	2/22	4/27 (41)	6/6	6/19 (24)	7/12	9/1-16 (16)	10/8 (41)	11/17	1/11 (44)	2/23 (21)	3/8-28	29 (77)	14	1 (54)	24 (39)	29 (39)	6 (62)	4	6	13.97														
					現地業務																																				84.75				
国 内 作 業	1	チーフアドバイザー ／運営体制構築①	小沢 良一	PADECO	2	3/19 (1)	1/7 (4)	1/10	4/22 (1)	10/17 (1)	12/26 (1)	0.27																																	
	2	副総括／BDS向上	永井 多聞	PADECO	4	3/19 (1)	4/17 (1)	0.07																																					
	3	運営体制構築②	藤原 洋二郎	PADECO	3	3/19 (1)	0.03																																						
	4	品質・生産性向上①	関 隆治	GDMC (有)タウ	4	3/19 (1)	0.03																																						
	5	品質・生産性向上②	田島 悟	GDMC	4	3/19 (1)	0.03																																						
	6	IT・マーケティング・中 小企業経営・創業支 援モジュール策定、 及びIT化支援	尾崎 裕司	PADECO	4	3/19 (1)	0.03																																						
	7	業務調整/研修・ワー クショップ・セミナー管 理	吉川 響子	PADECO	6	3/22 (1)	0.03																																						
					国内作業																																				0.49				
					海外・国内合計																																				85.24				
会 議 ・ 調 査	合同調整委員会 (JCC)	▲																																											
	定期ワーキンググループ会合	▲																																											
	中間レビュー評価調査	▲																																											
	終了時評価調査	▲																																											
	カウンターパートの日本研修	▲																																											
報 告 書	ワークプラン	△																																											
	プロジェクト事業進捗報告書(第1号、第2号、第3号、第4号、第5号)	△																																											
	成果品ア、イ、ウ、エ	△																																											
	プロジェクト事業完了報告書	△																																											

【凡例】 ■ 現地 □ 国内 ▨ 自社負担

図 2-1 要員配置

2.2 ローカルスタッフ

本プロジェクトでは、ローカルスタッフとしてプロジェクトアシスタントを 2 名雇用し、必要に応じ、アシスタントの追加雇用、ローカルコンサルタントに研修の講師、テキスト作成等を委託した。

表 2-2 JICA プロジェクトチーム ローカルスタッフ

	氏名	分野	従事期間
1.	Gifty Afi Cudjoe	プロジェクトアシスタント 1	2012年6月～2015年3月
2.	Juliet Arkoh Dadson	プロジェクトアシスタント 2	2012年6月～2015年3月
3.	Gloria Comodor	プロジェクトアシスタント（臨時雇用）	2012年11月、2013年5月、 11月、2014年5月
4.	Yuko Sakaguchi	プロジェクトアシスタント（2週間研修、 9週間OJT期間）	2013年5月～6月、10月～11 月、2014年1月～3月、2014 年5月～7月
5.	Deborah Ando	プロジェクトアシスタント（臨時雇用）	2014年10月～12月、2015年 1月～2月
6.	Charles Manu (Challen Consultant Ltd.)	テキスト策定・講義（ガーナでの 5S 事 例、ガーナでのカイゼン事例）	2012年5月
7.	Barnabas Sefa-Boakye	テキスト策定・講義（中小企業経営、創 業とは、企業向けセミナーの方法等）、 議事録作成	2012年5月～2014年12月
8.	Vincent B. Torgbor	ウェブデザイナー	2012年11月～2015年3月
9.	Kweku Temeng	PRコンサルタント	2014年11月～2015年2月

2.3 カウンターパート

NBSSI アシヤンティ州の C/P となるテクニカルユニットと BAC ヘッド一覧を下表に示す。アシヤンティ州において郡が新設されたことにより BAC 数が増加したこともあり新規雇用による増員があったが、C/P からの要請により技術移転の対象として適宜加えることとした。離職や異動による離任もあり、プロジェクト終了時には 22 名の BAC ヘッドが活動している。また、2014 年 3 月にアシヤンティ州事務所のプロジェクトオフィサーの交替があり、Samuel Asiedu 氏がアシヤンティ州事務所のテクニカルユニットのリーダーとして、州事務所長の補佐を行った。

表 2-3 テクニカルユニット

No.	氏名	役職	所属/BAC	従事期間
1	Samuel Asiedu	シニアプロジェクト オフィサー	アシャンティ州事務所	2014年3月～2015年4月
2	Nana Sam-Himbson	BAC ヘッド	Kuntenase/Foase	2012年4月～2015年4月
3	Micheal Odartey Golightly	BAC ヘッド	Kumasi	2012年4月～2015年4月
4	Ibrahim Tchedre	BAC ヘッド	Kumawu	2014年5月～2015年4月
5	Mohammed Maahi	BAC ヘッド	Mamponteng	2014年5月～2015年4月
6	Marina Kusi	BAC ヘッド	Kodie	2014年5月～2015年4月
7	Evans Anyane	シニアプロジェクト オフィサー	アシャンティ 州事務所	2012年4月～2014年1月
8	Benson Adjei	BAC ヘッド	Nkawie	2012年4月～2014年6月

表 2-4 BAC ヘッド一覧

BAC 名	氏名	プロジェクトでの職名	備考
1. Agona	Patience Asamoah Aidoo	パイロット BAC	活動中
2. Akomadan	Kipo Dari		活動中
3. Bekwai	Kwasi Boateng	パイロット BAC	活動中
4. Bosome Freho	Alexender Nyame		活動中
5. Effiduase	Kwasi Owusu		活動中
6. Ejisu	Eric Oti Nyarko	パイロット BAC	活動中
7. Ejura	Abraham Kanbontaa		2015年1月に他州に 異動
8. Foase	Nana Himbison-Sam	パイロット BAC/ テクニカルユニット	活動中
9. Fomena	David Oduro		活動中
10. Jacobu	Nana Antiri		2013年8月より活動中
11. Juaso	Aikins Agyepong	パイロット BAC	活動中
12. Kodie	Marina Kusi	テクニカルユニット	2013年7月より活動中
13. Konongo	Priscilla Kwakye Fosu	パイロット BAC	活動中
14. Kumasi	Micheal Odartey Golightly	パイロット BAC/ テクニカルユニット	活動中
15. Kumawu	Ibrahim Tchedre	テクニカルユニット	活動中
16. Mampong	Thomas Fofie	パイロット BAC	活動中
17. Mamponteng	Mohammed Maahi	パイロット BAC/ テクニカルユニット	活動中
18. Manso Nkwanta	Agyenim Boateng		活動中
19. Nkawie	Benson Adjei	パイロット BAC/ テクニカルユニット	2014年6月に離職
	Priscilla Opoku Mensah		2014年11月より活動中
20. Nynahin	Benjamin Marfo		2013年6月より活動中
21. Obuasi	Kelvin Ofori-Atta	パイロット BAC	活動中
22. Offinso	Theodore Bayeldeng		活動中
23. Tepa	Thomas Opoku	パイロット BAC	活動中

2.4 現地業務費

プロジェクト遂行にあたり、ガーナ、日本の双方でコストを負担したが、JICA 側の現地業務費負担の実績を下表に示す。

表 2-5 現地業務費内訳

項目	金額 (円)
傭人費	6,900,000
機材保守・管理	2,030,000
消耗品	4,970,000
旅費・交通費	1,530,000
通信運搬費	600,000
資料等作成費	1,130,000
借料損料	740,000
施設・設備維持管理費	140,000
現地研修費	24,500,000
雑費	700,000
会議費	1,000,000
供与機材購入費	2,640,000
携行機材購入費	1,250,000
ローカルコンサルタント契約	170,000
合計	48,300,000

2.5 供与機材・携行機材

プロジェクト開始前に討議録 (R/D) にて合意された供与機材の購入・設置を行った。供与機材のリストを下表に示す。(JICA 事務所にて購入した車両を除く)

なお、当初の計画にはなかったものの、レポート作成や活動の記録に必要なため、CP からの要請により、全 BAC ヘッドにパソコンとデジタルカメラを供与した。また、当初州事務所及び Kumasi BAC の 2 か所にプロジェクトオフィスを設置、コピー機、カラープリンターを各 1 台供与予定であったが、州事務所内のみを活用したため、Kumasi BAC 用の機材の購入はとりやめた。

表 2-6 供与機材リスト

品名	品番/仕様	数量	設置場所	機材到着日・ 検収確認日	利用・管理状況
ノート パソコン	HP Pavilion g6	3	NBSSI アシヤンティ州 事務所、Kumasi、 Nkawie、BAC	2012年7月6日	
	DELL INSPIRON N5040	2	Foase, Juaso BAC	2012年5月17日	
	TOSHIBA Satellite L755- S5112	10	Agona, Bekwai, Bosome Freho, Effiduase, Ejisu, Ejura, Konongo, Mamponteng, Manso Nkwanta, Obuasi BAC	2012年11月19日	Ejura BAC ヘッドの 他州への異動によ り、新 BAC ヘッ ドが就任するまで 州事務所にて保管
	TOSHIBA Satellite C850- F21H	6	Akomadan, Fomena、 Kumawu, Mampong、 Offinso, Tapa BAC	2012年11月19日	
	HP 15-d053cl Touch Smart Notebook PC	3	Jacobu, Kodie, Nynahin BAC	2014年9月5日	
	計	24			
コピー機	Canon photocopier 2320	1	NBSSI アシヤンティ州 事務所	2012年5月17日	
	-	0	Kumasi BAC	調達取りやめ	
	計	1			
デジタル カメラ	Olympus FE- 5020	6	Kumasi, Nkawie, Juaso BAC	2012年6月5日	
			Mampong, Konongo, Obuasi BAC	2013年3月7日	
	SAMSUNG ES95	3	Agona, Bekwai, Tapa BAC	2013年11月14日	
			11	Akomadan, Bosome Freho, Effiduase, Ejura, Fomena, Jacobu, Kodie, Kumawu, Mankraso, Nynahin, Offinso BAC	
	SAMSUNG ST72	2	Ejisu, Foase BAC	2014年3月27日	
	SAMSUNG ST150F	1	Mamponteng BAC	2014年3月27日	
	計	23			
カラーブ プリンター	HP LaserJet Pro CP1025	1	NBSSI アシヤンティ州 事務所	2013年9月11日	
	-	0	Kumasi BAC	調達取りやめ	
	計	1			
プロジェ クター	ACER DSV 0008	1	NBSSI アシヤンティ州 事務所	2012年9月24日	
	計	1			
スクリー ン	I-view Projection Screen	1	NBSSI アシヤンティ州 事務所	2012年9月24日	
	計	1			

また、プロジェクト運営上必須であると判断された携行機材の購入・設置支援も行った。カイゼンの PR ツール、教材として動画が有効であると判断されたため、ビデオカメラの追加購入を行った。機材の一覧を下表に記す。

表 2-7 携行機材リスト

品名	品番/仕様	数量	設置先	機材到着日・ 検収確認日	利用・管理状況
ノート パソコン	HP Pavilion g6	2	NBSSI アシヤンティ 州事務所	2012年6月4日	プロジェクトアシ スタントが利用
	DELL INSPIRON 3520 DC	2	NBSSI アシヤンティ 州事務所	2013年2月4日	州事務所スタッフ が利用
	計	4			
コピー機	Canon photocopier 2320	1	NBSSI アシヤンティ 州事務所	2012年5月17日	
	計	1			
デジタル カメラ	Olympus FE4020	1	NBSSI アシヤンティ 州事務所	2012年4月24日	
	計	1			
白黒プリン ター	HP Laserjet P2055dn	1	NBSSI アシヤンティ 州事務所	2012年4月16日	
	計	1			
ジェネレ ーター	Kipor Diesel Engine KM2V80	1	NBSSI アシヤンティ 州事務所	2013年7月10日	
	Suzuki Generator 1000W	1	NBSSI アシヤンティ 州事務所	2012年9月20日	盗難
	Suzuki Gasoline Generator SV 12000 E2	1	NBSSI アシヤンティ 州事務所	2014年7月10日	盗難のため再購入
	計	2			
プロジェ クター	ACER DSV 0008	1	NBSSI アシヤンティ 州事務所	2012年6月4日	
	計	1	残0台		
ビデオ カメラ	Sony HDR - CX220E	1	NBSSI アシヤンティ 州事務所	2014年5月1日	三脚
	計	1			

第3章 プロジェクトの成果

プロジェクト・デザイン・マトリックス (PDM) に基づく本プロジェクトの成果を表 3-1 に記す。

3.1 PDM に基づく成果

表 3-1 PDM に基づく成果一覧

<プロジェクト目標>	<指標>	<達成状況>
<p>アシャンティ州において、NBSSI/BAC の BDS 提供・斡旋（コンテンツとしてのカイゼン指導を含む）に関する能力強化の「戦略モデル」が形成され、同モデルを全国展開するための準備が整う。</p>	<p>1. NBSSI 本局が「戦略モデル」を全国的に適用可能な実践事例として公認する。</p> <p>2. 他州の NBSSI/BAC が自州における「戦略モデル」の実践に取り組む意思を示す。</p>	<p>1. 2014 年 3 月に NBSSI 本局から MOTI 大臣宛に全国展開の活動説明図書を提出、2014 年 6 月に MOTI にて承認された。</p> <p>2. (1) 2013 年 10 月に NBSSI アシャンティ州事務所、本局主催にて実施された他州事務所向けスタディーツアーにて戦略モデル実践の意欲が示された。</p> <p>(2) 2014 年 6 月に Central 州、Brong Ahafo 州で、2015 年 1 月に Ashanti 州、Northern 州で実施されたカイゼンフォーラムにおいて、NBSSI 各州事務所及び BAC より戦略モデル実践への意思が確認された。</p> <p>(3) 2014 年 11 月に実施された NBSSI 他州事務所向け戦略モデル技術移転研修において、他州事務所が戦略モデルの理解を深め、各州における戦略モデル実践の意向を再度確認した。</p>
<成果>	<指標>	<達成状況>
<p>成果 1 NBSSI アシャンティ州事務所の、所管 BAC の BDS 提供・斡旋能力を継続的に強化するための仕組みと能力が確立される。</p>	<p>1. 「戦略モデル」実践に係る業務が NBSSI アシャンティ州事務所の本来業務として公式文書に記載される。</p> <p>2. NBSSI アシャンティ州事務所が実施した BAC の能力強化活動（セミナー／ワークショップ／OJT）のうち、80%の活動が、参加 BAC 及び日本人専門家（9 週間 OJT のみ）から好評価を得る。</p>	<p>1. NBSSI アシャンティ州事務所のワークフローに基づいて、本局に報告する NBSSI の 2014 年度事業計画、2015 年度事業計画に反映された。（2014 年 1 月、2015 年 1 月）</p> <p>2. (1) 全 4 回の集合研修（2 週間研修、3 週間 TOT）、全 4 回の 9 週間 OJT の全ての活動において、100%の参加 BAC より高い満足度、好評価を得た。</p> <p>(2) 日本人専門家は全 4 回の 9 週間 OJT でのパイロット BAC に関して高く評価した。</p>

<成果>	<指標>	<達成状況>
<p>成果 1 NBSSI アシヤンティ州事務所、所管 BAC の BDS 提供・斡旋能力を継続的に強化するための仕組みと能力が確立される。</p>	<p>3. 8 人の BAC スタッフが「戦略モデル」普及のためのトレーナーとして認定される。</p> <p>4. アシヤンティ州内の戦略モデル実践・管理にかかわるドラフト計画が本局に提出される。</p>	<p>3. 2012 年 9 月から 2014 年 7 月までに合計 12 名の BAC ヘッドに OJT を実施、2014 年 9 月から 10 月の TOT を通じてトレーナーの育成を行い、11 名の BAC ヘッドをトレーナーとして認定した²。</p> <p>4. アシヤンティ州内の戦略モデル実践・管理にかかわるドラフト計画が 2014 年 3 月に本局に提出された。</p>
<p>成果 2 : アシヤンティ州内の BAC スタッフの、カイゼン関連の BDS を含む BDS 提供・斡旋能力が強化される。</p>	<p>1. BAC スタッフの BDS 提供・斡旋能力評価結果が 30% 向上する。</p> <p>2. 70% のパイロット小零細企業が品質・生産性向上の活動を行う。</p> <p>3. BAC による BDS 提供・斡旋について 25 のグッドプラクティスが実践される。</p> <p>4. NBSSI アシヤンティ州事務所が実施した BAC の能力強化活動（セミナー／ワークショップ／OJT）のうち、80% の活動が、参加 BAC から好評価を得る。</p>	<p>1. エンドライン調査の結果、BAC スタッフの BDS 提供・斡旋能力は自己評価において 77% 向上した。</p> <p>2. 100% の全 36 社で品質・生産性向上の活動が行われた。</p> <p>3. BAC による BDS 提供・斡旋について 36 件のグッドプラクティスが NBSSI アシヤンティ州事務所に承認され、州事務所 HP に事例として掲載された。</p> <p>4. 全 4 回の集合研修（2 週間研修、3 週間 TOT）、全 4 回の 9 週間 OJT の全ての活動において、100% の参加 BAC より高い満足度、好評価を得た。</p>
<p>成果 3 : アシヤンティ州内において形成・確立された「戦略モデル」を全国展開するために活用されるべきツールが整えられる。</p>	<p>1. 「戦略モデル」実践に係る手法・事例・教訓を纏めた参照資料が作成される。</p> <p>2. 複製可能なモジュールから構成される「戦略モデル」の全国展開計画が作成される。</p>	<p>1. 戦略モデルのモジュールに合わせて、マニュアル、講義用資料、フォーマットが作成された。</p> <p>2. 2014 年 5 月第 5 回 JCC にてアシヤンティ州事務所より戦略モデル図が NBSSI 本局から提出され、正式に承認を得た。2014 年 11 月まで NBSSI 全国展開ワーキンググループを中心に「戦略モデル」の全国展開計画の検討、及び策定がなされた。これにより、2014 年 7 月に EDAIF 向け資金要請向けの全国展開提案書が提出された。</p>

² OJT を実施した Nkawie BAC ヘッドの離職により、1 名減となった。

<成果>	<指標>	<達成状況>
<p>成果 3 : アシャンティ州内において形成・確立された「戦略モデル」を全国展開するために活用されるべきツールが整えられる。</p>	<p>3.5回の「戦略モデル」主流化のための活動（「戦略モデル」の実施をNBSSI全体の本来業務として位置付けるための活動）が実施される。</p> <p>4.全国レベルにおける戦略モデル実践・管理にかかわるドラフト計画が作成され、NBSSI州事務所に回覧される。</p>	<p>3. 合計 9 回の戦略モデル主流化のための活動（詳細は 4.1 を参照）が実施され、NBSSI をはじめステークホルダーや企業に戦略モデルを紹介し、戦略モデルの理解・展開協力の意向を得た。</p> <p>4. (1) 全州の州事務所の現状把握がなされ、戦略モデル実践・管理にかかわるドラフト計画が作成され、2015 年 1 月に全国展開詳細計画が作成された。</p> <p>(2) 2014 年 11 月に実施された NBSSI 他州事務所向け戦略モデル技術移転研修において、各州における戦略モデル実践のためのアクションプランが作成された。</p>

3.2 ワークフローと BDS 提供・斡旋能力に関する成果

3.2.1 ワークフロー策定・実践による変化

- 1) プロジェクト以前は本局からの指示に従って BAC のとりまとめを行い、報告するような仲介的なものが主な役割となっていたが、ワークフローの策定・実施を通し、BAC や州事務所スタッフに求められる能力を確認し、能力開発計画を立て、能力強化等を実施する等、主体的な役割を担うことになったことが大きな変容と言える。
- 2) 年度末総会の実施を通し、活動の計画・実施・評価といった業務実施のサイクルを意識するようになり、州事務所、BAC 間の情報共有が進み、互いの優良事例から学び、協同で活動を実施する場面が見られた。

3.2.2 BAC の BDS 提供・斡旋能力

(1) BDS 提供

BAC の BDS の提供能力の向上に関しては、日本型の企業診断、カイゼンを中心に技術移転を行ったが、ガーナの現状をふまえ、目標のレベルを設定した。

企業診断

日本の中小企業診断士試験の実務補習で要求される企業診断を参考にし、また簡易版ではあるがレポート作成ができること目指した。ただし、財務管理等、ガーナの零細中小企業レベルには適さない項目については分析を行っていないケースもある。

プロジェクトの前までは、企業を訪問せず、ヒアリングしたニーズをベースにサービスを提供することが多く、問題を問題と認識していないケースも散見されたが、プロジェク

トを通し、企業を訪問し、現状を分析、問題を特定し、カイゼンの提案を行うというプロセスは習得したと判断できる。

カイゼン

ガーナの MSE 層の製造業の経営者、工場運営管理担当者にカイゼンを指導できるレベルの知識と手法、ノウハウを持つことを目標とし、生産現場のカイゼン提案として、製造工程の改善、レイアウトの改善、見える化、納品管理、品質管理方法の改善等 5 種類程度提供できるレベルを目指した。これまでは、上述の通り、ニーズをベースとして BDS の斡旋を行うことが多かったが、自ら企業に対してカイゼン項目についてアドバイスし、活動実施の指導ができるようになり、目標としたレベルに到達したと考えられる。しかし、顧客企業の規模により限定されてしまうためでもあるが、カイゼン活動の内容には偏りが見られるため、実施項目の種類増加や内容の向上が求められる。

(2) BDS 斡旋

BDS の斡旋能力の向上としては、研修のコーディネーター等はずもともと経験を持っていたが、他のサービスプロバイダーや学術機関との更なる連携ができるようになることを目指したが、パイロット BAC ヘッドは所在地域の零細中小企業に自ら新 BDS（企業診断、カイゼン活動）を提供し、技術的な問題に関しては他のサービスプロバイダーに指導や協力を依頼、またローンの紹介も組み合わせる等、総合的なコンサルテーションを行えるようになり、斡旋に関しての能力も向上が見られた。

(3) BDS 提供斡旋能力の向上による変化

地域の零細中小企業に直接新 BDS を提供できることになったことで、業務の質が向上し、幅が広がり、他プロジェクトとの連携、斡旋の機会の増加により業務量も増えた。広報の充実、優良事例の共有も行い、意識も高まり、より一層地域の零細中小企業の成長に貢献、また全国展開のトレーナーとして、指導、貢献できる存在となった。

3.3 BDS のマニュアルのレベル

上記の技能レベルに合わせたスキル、知識を習得、実践するために必要な資料の作成を目標にした。これらの参照図書の作成にあたっては、日本人専門家の 2 週間研修、OJT や本邦研修での各種研修教材をテクニカルユニットとパイロット BAC ヘッドがガーナで適用し得るように、またガーナでの事例を盛り込んで改良を加えた。一部 Industrial Engineering や Quality Control 等、高度な内容は簡易化されているものもある。

第4章 プロジェクトの活動

本章ではプロジェクト期間に実施された各活動について詳述する。

本プロジェクトの主要なイベントは下表のスケジュールにて実施された。

表 4-1 プロジェクトのスケジュール及び主要なイベント

2012年	1月	2月	3月	4月	5月	6月	7月	8月	9月	10月	11月	12月
				●第1回JCC ←ベースライン調査→ プロジェクト開始	●2週間研修①					←9週間OJT①→		●第2回JCC
2013年	1月	2月	3月	4月	5月	6月	7月	8月	9月	10月	11月	12月
			●本邦研修①		●第3回JCC						●第4回JCC	
		●2週間研修②			←9週間OJT②→						●中間評価 ●2週間研修③	
2014年	1月	2月	3月	4月	5月	6月	7月	8月	9月	10月	11月	12月
					●第5回JCC		●本邦研修②					●第6回JCC
				←9週間OJT③→	←9週間OJT④→		←エンドライン調査→				●終了時評価	
									●3週間TOT			
2015年	1月	2月	3月									
		●第7回JCC										
	プロジェクト終了											

4.1 技術移転活動実績

プロジェクトの活動は PDM の作業工程に基づき実施されたが、活動実績を表 4-2 に、各作業のスケジュールを図 4-1 に示す。

表 4-2 プロジェクト活動実績表

タスク 0 準備作業 (国内及び現地)		
番号	作業工程	活動実績
0-1	ワークプランの作成	国内にてワークプラン案を作成した。
0-2	現地資料・情報のレビュー	現地にて入手した資料・情報、C/P を始め関係者へのヒアリング結果を分析、ワークプラン案に反映した。
0-3	ワークプランの説明・協議	ガーナ関係者、JICA 本部、JICA ガーナ事務所にワークプラン案の説明、協議を行い、2012 年 4 月 24 日の第 1 回合同調整委員会 (JCC) において承認され、最終版を 5 月上旬に関係者に配布した。また、アシャンティ州内の BAC に対して 2012 年 4 月にインダクション・ワークショップを開催し、説明を行った。
タスク 1 (成果 1) : NBSSI アシャンティ州事務所の、所管 BAC の BDS 提供・斡旋能力を継続的に強化するための仕組みと能力が確立される。		
番号	作業工程	活動実績
1-1	BAC の能力強化に係る活動 (活動 2-1 から 3-3) を NBSSI アシャンティ州事務所が実施するためのワー	2012 年 4 月から 9 月にかけて、NBSSI アシャンティ州事務所とともに①現状分析、②ワークフローコンポーネントの策定、③ワークフローの実践スケジュールの策定を行っ

	クフローの策定	た。策定されたワークフローは、現状分析結果と共に、第2回 JCC (2012年11月) で報告され、確認された。その後、工程 1-3、1-4 の結果に伴い、適宜ワークフローの見直しを行った。
1-2	ワークフローを実施するための準備 (資金確保、人員配置等)	工程 1-1 で策定されたワークフローを州事務所が実現するために必要な資金や人員を特定、本局への予算及び人員配置の申請、進捗確認の支援を行った。また、2012年11月より2013年にかけて、ワークフローのコンポーネントに基づき、必要なマニュアルやフォーマットの作成支援を行った。 工程 1-1 でのワークフローの見直しに伴い、2014年度にマニュアルやフォーマットの見直しや追加作成を行った。
1-3	プロジェクトの実施を通じたワークフローそれ自体及びワークフローの実施体制の再確認、問題点の分析	ワークフローの問題点を2013年1~3月、2014年1~3月、2014年10~12月を確認、分析を行い、C/Pと協議を行った。
1-4	活動 (工程) 1-3 で認識されたワークフロー及びその実施体制の問題点の改善	工程 1-3 と同様の時期にワークフロー及び実施体制の問題点の改善策を提案、C/Pと共に実施を行った。
タスク 2 (成果 2) : アシヤンティ州内の BAC スタッフの、カイゼン関連の BDS を含む BDS 提供、斡旋能力が強化される。		
番号	作業工程	活動実績
2-1	アシヤンティ州内の BAC の、BDS 提供・斡旋能力を把握するためのベースライン調査の実施	2012年5月から8月にかけて NBSSI アシヤンティ州事務所と共にアシヤンティ州 BAC、小零細企業、BAC 以外の BDS プロバイダーを対象にベースライン調査を行った。
2-2	OJT に参加するパイロット BAC の選定	第1回 OJT に参加する3 BAC は、プロジェクト事前調査で既に決定されていたため、プロジェクトでは選定せず、第2回から4回の OJT 参加 BAC をアシヤンティ州事務所長と共に選定基準にそった評価、BAC 訪問調査によって選定した。選定期間は 第2回 OJT : 2013年2月から3月 第3回、第4回 OJT : 2013年9月から11月 で、合計9 BAC が選定された。第1回 OJT 参加 BAC も合わせ、合計で12BAC が OJT に参加した。
2-3	パイロット BAC 向け OJT を実施する場としてのパイロット小零細企業の選定	各 OJT では、パイロット BAC が選定基準を基に事前に10社の候補企業を抽出、OJT の第1週に日本人専門家と共に5社を仮選定し、OJT 第2週に実際に訪問して1BACにつき各3社、計4回の OJT で全36社を選定した。
2-4	ベースライン調査及びパイロット小零細企業選定のプロセス (初期簡易企業診断結果) を踏まえた、アシヤンティ州内の BAC 向けワークショップ/セミナー/OJT の内容の設定	ワークショップ/セミナーと OJT について、ワークショップ/セミナーはアシヤンティ州の全 BAC を対象に2週間の研修を4回、OJT は3つのパイロット BAC を対象に9週間で4回実施するという計画が第1回 JCC にて承認された。 当初計画されていたものから C/P の理解度や状況に合わせて、C/P と協議の上、時期や内容の変更を行い、第4回2週間研修を3週間の TOT に変更した。
2-5	アシヤンティ州内の全 BAC を対象とした、BDS 提供・斡旋能力向上及びカイゼンの基礎を学ぶためのワークショップ/セミナーの実施	第1回2週間研修 (BDS 提供・斡旋能力向上及びカイゼンの基礎) を2012年6月、第2回2週間研修 (企業診断グループ実習) を2013年2月、第3回2週間研修 (カイゼングループ実習) を2013年10月、3週間 TOT を2014年9月から10月に実施した。

		また、トレーナーとなるパイロット BAC とテクニカルユニットを中心に、講義資料の作成の支援を行った。
2-6	パイロット BAC に対する、BDS 提供・斡旋能力向上（小零細企業に対する改善指導の導入を含む）のための OJT の実施	下記の日程、BAC にて実施した。 <第 1 回>2012 年 9 月から 11 月 BAC : Kumasi（関専門家担当）、Juaso（永井専門家担当）、Nkawie（田島専門家担当） <第 2 回>2013 年 5 月から 7 月 BAC : Konongo（関専門家担当）、Mampong（永井専門家担当）、Obuasi（田島専門家担当） <第 3 回>2014 年 1 月から 3 月 BAC : Bekwai（関専門家担当）、Agona（永井専門家担当）、Tepa（田島専門家担当） <第 4 回>2014 年 5 月から 7 月 BAC : Mamponteng（関専門家担当）、Ejisu（永井専門家担当）、Kuntenase（田島専門家担当） また、2 から 3 カ月後にフォローアップを実施した。 グッドプラクティスとなる事例を選定し、BAC 間で共有、対外的に PR するための資料作成の支援を行った。
番号	作業工程	活動実績
2-7	アシャンティ州事務所及び BAC が小零細企業向けセミナー／ワークショップを開催するための OJT の実施	2013 年 2 月、2015 年 1 月にアシャンティ州にて小零細企業向けフォーラムを実施した。また、4 パイロット BAC が各郡にてパブリックヒアリングを開催し、クライアント企業に対し、カイゼンを含んだ BDS の紹介、ニーズ調査を行った。
2-8	アシャンティ州内の BAC の、BDS 提供・斡旋能力を把握するためのエンドライン調査の実施、ベースライン調査の結果との比較・検討	2014 年 6 月から 9 月にかけて、C/P の協力のもとアシャンティ州 BAC、小零細企業、BAC 以外の BDS プロバイダーにアンケート調査を実施し、10 月にベースライン調査との比較・分析を行った。
タスク 3（成果 3）：アシャンティ州内において形成・確立された「戦略モデル」を全国展開するために活用されるべきツールが整えられる。		
番号	作業工程	活動実績
3-1	「戦略モデル」実施に係る手法・事例・教訓をまとめた参照資料の作成	戦略モデルを構成するモジュールとして、タスク 1 のワークフローに関するモジュールと、タスク 2 の BAC の BDS 提供・斡旋能力強化に関するモジュールを設定、各タスクでマニュアル、フォーマット、事例集等の作成支援を行った。
3-2	複製可能なモジュールから構成される「戦略モデル」の全国展開計画の作成	NBSSI 本局とアシャンティ州事務所を中心とした全国展開 WG を形成、会合を 2013 年 2 月から 2014 年 11 月までに計 8 回開催し、全国展開計画策定のための作業、協議、進捗状況の確認を行った。
3-3	「戦略モデル」を NBSSI の本格業務として位置付けるための活動の実施（プロジェクトの中間・終了時の全国セミナーの実施、官民の代表に対するプロジェクト小零細企業でのスタディーツアーの実施、TV・ラジオでの広報）	2013 年 2 月から 2015 年 2 月にかけて、計 9 回の活動が実施された。(1) 2013 年 2 月第 1 回アシャンティカイゼンフォーラム、(2) 2013 年 6 月ステークホルダー向けスタディーツアー、(3) 2013 年 10 月 NBSSI 他州事務所長向けスタディーツアー、(4) 2014 年 2 月アクラにて BDS フォーラム、(5) 2014 年 6 月 Central 州カイゼンフォーラム、(6) 2014 年 6 月 Borng Ahafo 州カイゼンフォーラム、(7) 2014 年 11 月他州事務所向け戦略モデル技術移転研修、(8) 2015 年 1 月第 2 回アシャンティ州カイゼンフォーラム、(9) 2015 年 1 月 Northern 州カイゼンフォーラム また、NBSSI アシャンティ州事務所のホームページも立

		ち上げ、BAC ヘッドによるラジオトークショーを 6 回、テレビ番組で 2 回、新聞で 2 回プロジェクトや NBSSI の BDS についての広報を行った。BDS フォーラム、各カイゼンフォーラムではメディアも招待し、新聞、テレビやラジオで紹介された。
タスク 4 プロジェクト運営管理業務		
番号	作業工程	活動実績
4-1	各種報告書の作成	プロジェクト事業進捗報告書第一号から第五号、技術協力成果品の作成・提出を行った。
4-2	プロジェクト合同調整委員会 (JCC) の開催	当初年に 1 回の予定であったが、半年に 1 回に変更になり、2012 年 4 月、11 月、2013 年 5 月、11 月、2014 年 5 月、12 月、2015 年 2 月の計 7 回開催し、進捗の確認、協議を行った。
4-3	国内会議、現地会議の開催	国内では JICA 本部にて帰国報告を行い、現地ではガーナ事務所への報告及び、モニタリングワーキンググループ会合を 2012 年 5 月、9 月、11 月、2013 年 2 月、5 月、9 月、2014 年 1 月、5 月、8 月、11 月、2015 年 1 月の計 11 回開催した。また、2014 年 3 月には戦略モデルについて協議を行うワークショップも実施した。
番号	作業工程	活動実績
4-4	資機材と供与機材の調達・支援	第 2 章 2.5 に記載の供与機材と携行機材の調達・支援を行った。
4-5	プロジェクト広報活動の実施	タスク 3-3 でも記載のとおり、ラジオ、TV、新聞を通してプロジェクトの広報を行った。
4-6	本邦研修の実施支援	第 1 回本邦研修は 2013 年 3 月に 5 名、第 2 回は 2014 年 7 月から 8 月に 10 名の計 2 回 15 名で本邦研修を実施支援した。
4-7	プロジェクト中間レビュー調査、及び終了時評価調査への支援	中間レビュー調査は 2013 年 10 月から 11 月、終了時評価調査は 2014 年 11 月から 12 月にかけて行われ、支援を行った。

タスク	年度	2012年度												2013年度												2014年度											
		2012年												2013年												2014年											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
タスク0: プロジェクト準備作業																																					
0-1 業務計画の検討	計画	[Gantt chart showing planning for 0-1]																																			
	実績	[Gantt chart showing actual progress for 0-1]																																			
0-2 ワーク・プラン(案)の説明・協議、合意後のワーク・プランの完成・提出	計画	[Gantt chart showing planning for 0-2]																																			
	実績	[Gantt chart showing actual progress for 0-2]																																			
0-3 年次ごとの業務計画(ワーク・プラン)(案)の作成・説明・協議、年次ごとのワーク・プランの完成・提出	計画	[Gantt chart showing planning for 0-3]																																			
	実績	[Gantt chart showing actual progress for 0-3]																																			
タスク1(成果1)NBSSIアシヤンティ州事務所、所管BACのBDSの提供・転渡能力を継続的に強化するための仕組みと能力が確立される																																					
1-1 BACの能力強化に係る活動(活動2-1から3-3)をNBSSIアシヤンティ州事務所が実践するためのワークフローを策定	計画	[Gantt chart showing planning for 1-1]																																			
	実績	[Gantt chart showing actual progress for 1-1]																																			
1-2 ワークフローを実施するための準備(資金確保、人員配置等)の検討・実施	計画	[Gantt chart showing planning for 1-2]																																			
	実績	[Gantt chart showing actual progress for 1-2]																																			
1-3 プロジェクトの実施を通じてワークフローそれ自体及びワークフローの実施体制を再確認し、問題点の分析	計画	[Gantt chart showing planning for 1-3]																																			
	実績	[Gantt chart showing actual progress for 1-3]																																			
1-4 活動1-3で認識されたワークフロー及びその実施体制の問題点の改善	計画	[Gantt chart showing planning for 1-4]																																			
	実績	[Gantt chart showing actual progress for 1-4]																																			
タスク2(成果2): アシヤンティ州内のBACスタッフの、カイゼン関連のBDSを含むBDS提供、転渡能力が強化される																																					
2-1 アシヤンティ州内のBACの、BDS提供・転渡能力を把握するためのベースライン調査の実施	計画	[Gantt chart showing planning for 2-1]																																			
	実績	[Gantt chart showing actual progress for 2-1]																																			
2-2 OJTに参加するパイロットBACの選定	計画	[Gantt chart showing planning for 2-2]																																			
	実績	[Gantt chart showing actual progress for 2-2]																																			
2-3 パイロットBAC向けOJTを実施する場としてのパイロット小零細企業の選定	計画	[Gantt chart showing planning for 2-3]																																			
	実績	[Gantt chart showing actual progress for 2-3]																																			
2-4 ベースライン調査及びパイロット小零細企業選定のプロセス(初期簡易企業診断結果)を踏まえて、アシヤンティ州内のBAC向けワークショップ/セミナー/OJTの内容の設定	計画	[Gantt chart showing planning for 2-4]																																			
	実績	[Gantt chart showing actual progress for 2-4]																																			
2-5 アシヤンティ州内の全BACを対象に、BDS提供・転渡能力向上及びカイゼンの基礎を学ぶためのワークショップ/セミナーの実施	計画	[Gantt chart showing planning for 2-5]																																			
	実績	[Gantt chart showing actual progress for 2-5]																																			
2-6 パイロットBACに対して、BDS提供・転渡能力向上(小零細企業に対するカイゼン指導の導入を含む)のためのOJTの実施	計画	[Gantt chart showing planning for 2-6]																																			
	実績	[Gantt chart showing actual progress for 2-6]																																			
2-7 アシヤンティ州事務所及びBACが小零細企業向けセミナー/ワークショップを開催するためのOJTの実施	計画	[Gantt chart showing planning for 2-7]																																			
	実績	[Gantt chart showing actual progress for 2-7]																																			
2-8 アシヤンティ州内のBACの、BDS提供・転渡能力を把握するためのエンドライン調査を実施し、ベースライン調査の結果との比較・検討	計画	[Gantt chart showing planning for 2-8]																																			
	実績	[Gantt chart showing actual progress for 2-8]																																			
タスク3(成果3):アシヤンティ州内において形成・確立された「戦略モデル」を全国展開するために活用されるべきツールが整えられる																																					
3-1 「戦略モデル」実践に係る手法・事例・教訓を纏めた参考資料の作成	計画	[Gantt chart showing planning for 3-1]																																			
	実績	[Gantt chart showing actual progress for 3-1]																																			
3-2 複製可能なモジュールから構成される「戦略モデル」の全国展開計画の作成	計画	[Gantt chart showing planning for 3-2]																																			
	実績	[Gantt chart showing actual progress for 3-2]																																			
3-3 「戦略モデル」をNBSSIの本格業務として位置付けるための活動の実施(プロジェクトの中間・終了時の全国セミナーの実施、官民の代表に対するパイロット小零細企業でのステディーツアーの実施、TV・ラジオでの広報等)	計画	[Gantt chart showing planning for 3-3]																																			
	実績	[Gantt chart showing actual progress for 3-3]																																			
タスク4: プロジェクト運営管理業務																																					
4-1 各種報告書の作成、および成果品の作成	計画	[Gantt chart showing planning for 4-1]																																			
	実績	[Gantt chart showing actual progress for 4-1]																																			
4-2 プロジェクト合同調整委員会(JCC)の開催	計画	[Gantt chart showing planning for 4-2]																																			
	実績	[Gantt chart showing actual progress for 4-2]																																			
4-3 国内会議、現地会議の開催	計画	[Gantt chart showing planning for 4-3]																																			
	実績	[Gantt chart showing actual progress for 4-3]																																			
4-4 資機材と供与機材の調達・支援	計画	[Gantt chart showing planning for 4-4]																																			
	実績	[Gantt chart showing actual progress for 4-4]																																			
4-5 プロジェクト広報活動の実施	計画	[Gantt chart showing planning for 4-5]																																			
	実績	[Gantt chart showing actual progress for 4-5]																																			
4-6 本邦研修の実施支援	計画	[Gantt chart showing planning for 4-6]																																			
	実績	[Gantt chart showing actual progress for 4-6]																																			
4-7 プロジェクト中間レビュー調査、および終了時評価調査支援	計画	[Gantt chart showing planning for 4-7]																																			
	実績	[Gantt chart showing actual progress for 4-7]																																			
主な報告書		▲ワークプラン ▲PR/R1 ▲PR/R2 ▲PR/R3 ▲PR/R4 ▲PR/R5 F/R▲ <small>技術協力成果品A BAC能力強化実施のためのワークフロー▲ 技術協力成果品B OJT参加パイロットBAC選定 技術協力成果品C パイロットBAC向けOJT実施する場としてのパイロット小零細企業選定 技術協力成果品D ベースライン調査及びパイロット小零細企業選定のプロセス(初期簡易企業診断結果)を踏まえて、アシヤンティ州内のBAC向けワークショップ/セミナー/OJTの内容の設定 技術協力成果品E アシヤンティ州内の全BACを対象に、BDS提供・転渡能力向上及びカイゼンの基礎を学ぶためのワークショップ/セミナーの実施 技術協力成果品F パイロットBACに対して、BDS提供・転渡能力向上(小零細企業に対するカイゼン指導の導入を含む)のためのOJTの実施 技術協力成果品G アシヤンティ州事務所及びBACが小零細企業向けセミナー/ワークショップを開催するためのOJTの実施 技術協力成果品H アシヤンティ州内のBACの、BDS提供・転渡能力を把握するためのエンドライン調査を実施し、ベースライン調査の結果との比較・検討 技術協力成果品I 「戦略モデル」実践に係る手法・事例・教訓を纏めた参考資料の作成 技術協力成果品J 複製可能なモジュールから構成される「戦略モデル」の全国展開計画の作成 技術協力成果品K 「戦略モデル」をNBSSIの本格業務として位置付けるための活動の実施(プロジェクトの中間・終了時の全国セミナーの実施、官民の代表に対するパイロット小零細企業でのステディーツアーの実施、TV・ラジオでの広報等)</small>																																			

図 4-1 作業工程実績表

4.2 ワークフロー

ワークフローに関する作業はタスク 1 の工程とおりに進めた。タスク 1 の工程は以下のとおり。

タスク 1 (成果 1) : NBSSI アシヤンティ州事務所の、所管 BAC の BDS 提供・斡旋能力を継続的に強化するための仕組みと能力が確立される。

- 1-1. BAC の能力強化に係る活動（活動 2-1 から 3-3）を NBSSI アシヤンティ州事務所が実施するためのワークフローの策定
- 1-2. ワークフローを実施するための準備（資金確保、人員配置等）
- 1-3. プロジェクトの実施を通じたワークフローそれ自体及びワークフローの実施体制の再確認、問題点の分析
- 1-4. 活動（工程）1-3 で認識されたワークフロー及びその実施体制の問題点の改善

4.2.1 ワークフローの策定

ワークプランで定めた手順に沿って調査等を行い、ベースライン調査をはじめ現状分析をもとに州事務所と協議・調整の上で策定され、現状分析結果と共に、第 2 回 JCC（2012 年 11 月）で報告、確認された。策定されたワークフロー実施のための資金を州事務所の年度計画に予算を組み込み、NBSSI 本局への予算申請を支援、進捗状況の把握を行った。人員配置に関しては、アシヤンティ州事務所にテクニカルユニットを形成した。ワークフローの問題点を年度後半である 2013 年 1 から 3 月、2014 年 1 から 3 月、2014 年 10 から 12 月に分析し、また各研修や会議からのフィードバックを反映して 2014 年 10 月に州事務所との協議し、ワークフローの再編を行い、確定を行った。ワークフローの参照図書に関しては、プロジェクトチームの指導のもとアシヤンティ州事務所のテクニカルユニットがドラフトし、プロジェクトオフィサー交代後はプロジェクトオフィサーが中心となってテクニカルユニットと一部パイロット BAC とで作成し、州事務所長が確認を行う体制を取った。

作成された資料はワークフローの実施を通して見直しを行い、追加や改良をして最終化した。ワークフロー及びコンポーネントの要約を表 4-3 に示す。

表 4-3 ワークフロー要約表

ワークフローコンポーネント					実施のための参照図書		
項目	実施事項	実績	担当	状況	主要な成果品	作成ための活動	担当
計画・ 予算	年度計画にカイゼンを含む BDS 導入の明示と目標値の設定	年度計画に反映、OJT 修了者によるカイゼンを含む BDS 提供計画も盛り込まれ、3BAC で実施	州事務所長、プロジェクトオフィサー (PO)、州事務所秘書	計画に各項目を反映することは定着したが、依然として予算確保が課題	<ul style="list-style-type: none"> 研修計画作成要領書 年度末総会計画要領書 	州事務所テクニカルユニット向けにマニュアル作成研修を実施し (2013 年 2 月、5 月)、研修計画要領を作成、2013 年度末総会で説明	州事務所長、PO
	年度計画に人材開発 (集合研修) を入れ込む	年度計画に反映	州事務所長、PO				
	年度末全体会議の設定	年度末総会として 2013 年 12 月、2015 年 1 月に実施		実施は定着し、予算は REP から獲得できる見込み			
実施・ 評価	四半期モニタリングの整備	年度計画に反映、実施	州事務所長、PO	定着に向け対策を講じたが、依然として BAC オフィスのインターネット環境の不整備や停電の影響もあり、BAC から州事務所への報告は電話や州事務所訪問時に口頭で行うことが主流となっており、またその報告の記録も取られていないため、週報の定着、記録に課題が残る	<ul style="list-style-type: none"> BAC モニタリングシート 優良事例シート 	州事務所長と共同で作成 (2012 年 12 月)、最終版として確定 (2013 年 5 月)、2013 年度末総会で説明。2014 年 6 月、11 月にフォーマットの見直しを行った。	州事務所長、PO
	週報制度の確定	策定後州事務所での実施					

ワークフローコンポーネント				実施のための参照図書			
項目	実施事項	実績	担当	状況	主要な成果品	作成ための活動	担当
人材育成	<ul style="list-style-type: none"> 研修計画策定 戦略モデルの参照資料作成 	テクニカルユニットを中心に、BDO 研修やパイロット BAC の能力強化のための研修を計画・実施。パイロット BAC とテクニカルユニットがマニュアルを作成。	州事務所長、テクニカルユニット (TU)、パイロット BAC ヘッド	研修計画立案、実施もできるようになったが、研修にかかる費用の確保が課題	<ul style="list-style-type: none"> 人材開発計画要領 BAC 能力チェックシート 	州事務所長と共同で作成 (2012 年 12 月)、最終版として確定 (2013 年 5 月)、2013 年度末総会で説明 (2013 年 12 月)。2014 年 6 月、11 月に改訂を行った。	州事務所長、PO
					<ul style="list-style-type: none"> BAC 基礎 (MC 実施要領等) 	州事務所長、TU が作成 (2013 年 9 月)、最終化 (2015 年 2 月)。BDO トレーニングにて MC スキル等について説明 (2014 年 5 月)	
PR	ウェブサイト及び PR 材料の整備	ウェブサイト運営、PR 材料を作成した。また、ウェブサイトに NBSSI のみがアクセスできるアーカイブを作成し、各種レポート、PR ツール、戦略モデルの参照資料を保存し、情報の共有が行えるようにした。	州事務所長、TU	PO、Mamponteng BAC ヘッドを中心にテクニカルユニットにより定期的に更新されている	<ul style="list-style-type: none"> ウェブサイト 	州事務所長と内容等を確定 (2012 年 12 月)、立ち上げ (2013 年 5 月)、ウェブサイトの運営開始 (2014 年 2 月)、運営・更新支援。	州事務所長、Mamponteng BAC ヘッド
	トレードフェアへの参加	2014 年 12 月の REP 開催のトレードフェアに BAC が参加した。	州事務所長、BAC ヘッド	REP や他ファンドとの連携を継続して模索する必要がある	<ul style="list-style-type: none"> ポスター (5S、カイゼン) DVD BDS パンフレット PR 実施マニュアル 	5S ポスターを 2013 年 1 月、カイゼンポスター及び DVD を 2014 年 3 月、BDS パンフレットを 2015 年 2 月に作成、配布した。	州事務所長、TU
						2015 年 2 月に各種 PR 活動実施マニュアルを取りまとめた。	PO、Juaso BAC ヘッド

ワークフローコンポーネント					実施のための参照図書		
項目	実施事項	実績	担当	状況	主要な成果品	作成ための活動	担当
実施 支援	新サービスの開発（新規研修）	年度計画に反映、実施	州事務所長、 PO	計画に反映することは定着し、依然として予算確保が課題	<ul style="list-style-type: none"> 会議、講演会等の実施要領 	州事務所テクニカルユニット向けに研修実施（2013年2月、5月、9月）、2013年度末総会で説明。	州事務所長
	ICT インフラの整備	全 BAC ヘッドにパソコン、デジタルカメラを供与した。	州事務所長、 PO	機材管理についても技術移転した			
	ステークホルダー会議 ³	REP からの支援を得て、2014年9月より BAC で実施。	州事務所長、 BAC ヘッド	他ファンドとの連携が求められる			
	残り 11BAC の OJT の実施	2014年9月から10月に TOT として実施。	州事務所長、 TU	-			
アドミ	顧客企業のデータベースの整備	本局データベースとの統合が検討されたが、実施されず。	州事務所長、 Foase BAC ヘッド		オフィス改善マニュアル	<ul style="list-style-type: none"> 州事務所長と共同で作成（2013年2月）、最終版確定（2013年9月）、2013年度末総会（2013年12月）、BDO トレーニング（2014年5月）で説明 州事務所とデータベース要領書の細目確定（2013年2月）、適宜更新した。 	州事務所長、 TU
	オフィス改善の実施	実施。	州事務所長、 秘書	定着			

³ BAC は自治体（DA（District Assembly））毎に配置されているが、DA では各種委員会が設置されており、ステークホルダー会議では自治体部局、国の出先機関、民間団体を構成メンバーとして、地域 SME 振興における問題点の協議を定期的に行っている。

4.2.2 ワークフローの実施上の問題点改善

(1) 資金

ワークフロー実施のための資金確保として、NBSSI の年度計画に州事務所より予算申請を支援、進捗状況の把握を行ったが、ガーナ政府の財政面の問題より資金確保が困難な状況であった。そこで、REP、RTIMP、EDAIF 等の他機関より実施に必要な資金を獲得するようにアプローチし、提案書の提出等支援を行い、承認された資金、機材及び教材提供等の支援が開始された。

(2) 人材

人員配置に関しては、テクニカルユニットを形成し、アシャンティ州事務所の活動実施体制を構築したが、BAC ヘッドの兼任であることもあり、州事務所長に業務の負荷がかかり過ぎていることが問題点として挙げられた。中間レビューでの提言もあり、NBSSI 本局に州事務所の体制強化を要請した結果、2014 年 3 月にプロジェクトオフィサーが交代となった。アシャンティ州事務所長と協議の上、同オフィサーに必要な能力を特定し、1) 研修／会議の計画・実施・運営、2) 情報収集・分析・資料作成、3) BAC の活動の指導・モニタリング、4) テクニカルユニットのとりまとめ、5) 成果品の管理、6) 州事務所長の補佐等の能力強化支援を行った。

また、BAC ヘッド不在期間中は BAC のスタッフである Business Development Officer (BDO) が BAC を運営する体制が構築されているため、BAC ヘッドが全国展開のトレーナーとして他州で研修等を実施する間の対応策としては、BDO に対して 2014 年 5 月にカイゼンを含む BDS の提供のための能力強化項目を中心に BAC 運営のための基礎研修を実施支援した。研修後の BDO へのアンケートの結果、全 BAC ヘッドが BAC ヘッド不在時に自信を持って BAC の運営を行えると回答した。参加者は別添 4 を参照のこと。

(3) モニタリングの定着

ワークフローを計画通り実施するために情報整備に加え、モニタリングの定着が問題点として挙げられる。具体的には、週報、新規活動、優良事例の報告及びウェブサイトへの掲載による情報交換などの定例化であるが、周知徹底を図るとともに、定着に向けた各 BAC への啓発、指示を州事務所として定期的に行う要領書及び図書等をワークフローに反映、改訂を行った。

4.3 BAC 強化に係る研修活動

NBSSI アシャンティ州事務所及び BAC の能力強化のための研修は主に以下に示すタスク 2 に沿って実施された。

タスク 2 (成果 2) アシヤンティ州内の BAC スタッフの、カイゼン関連の BDS を含む BDS 提供、斡旋能力が強化される。

2-1	アシヤンティ州内の BAC の、BDS 提供、斡旋能力を把握するためのベースライン調査の実施
2-2	OJT に参加するパイロット BAC の選定
2-3	パイロット BAC 向け OJT を実施する場としてのパイロット小零細企業の選定
2-4	ベースライン調査及びパイロット小零細企業選定のプロセス（初期簡易企業診断結果）を踏まえて、アシヤンティ州内の BAC 向けワークショップ／セミナー／OJT の内容の設定
2-5	アシヤンティ州内の全 BAC を対象に、BDS 提供・斡旋能力向上及びカイゼンの基礎を学ぶためのワークショップ・セミナーの実施
2-6	パイロット BAC に対して、BDS 提供・斡旋能力向上（小零細企業に対するカイゼン指導の導入を含む）ための OJT の実施
2-7	アシヤンティ州事務所及び BAC が小零細企業向けセミナー／ワークショップを開催するための OJT の実施
2-8	アシヤンティ州内の BAC の、BDS 提供・斡旋能力を把握するためのエンドライン調査を実施し、ベースライン調査の結果との比較・検討

本プロジェクトでは、主に 2 つの方法を用いてアシヤンティ州内の BAC 職員の育成を行った。

- 1) 2 週間研修コース（アシヤンティ州の全 BAC が対象）
内容：座学（理論）と実習（実務）クラス形式及びグループ形式で学ぶ（計 4 回実施）。
- 2) 9 週間 OJT（アシヤンティ州のパイロット BAC が対象）
内容：日本人専門家 1 名と BAC ヘッド 1 名のマンツーマンによる OJT。9 週間を使い、企業診断手法や企業カイゼン活動をより深く、また現場に即した知識・技術として学ぶ（選定された計 12 BAC から 3 BAC ずつ計 4 回実施）。

4.3.1 2 週間研修

上記で設定した通り、アシヤンティ州内の全 BAC を対象に、BDS 提供・斡旋能力向上及びカイゼンの基礎を学ぶことを目的として、アシヤンティ州の全 BAC からの参加者を約 2 週間、クマシの研修会場に集めて講義や実習を実施した。最終回である第 4 回はグループ実習と OJT を兼ねた 3 週間強のトレーナー研修 (TOT) を行った。各回の研修の概要を下表に記す。

表 4-4 研修の概要

	期間	主要 テーマ	目標	実施方法	参加者
第 1 回	2012 年 6 月 11 日～ 6 月 23 日	BDS 提供・ 斡旋基礎	BDS 提供・斡旋能力向上として、BAC 関係者として求められる知識やノウハウ等（i.e.経済、財務、法律、製造業、商業、カイゼン手法等の約 30 科目）を幅広く学び、知見を深める	座学	アシャンティ州の全 BAC ヘッド、一部の BDO、MOTI オフィサー
第 2 回	2013 年 2 月 4 日～ 2 月 16 日	企業診断	企業診断をグループ活動で行えるようになり、診断報告書の作成、診断結果を経営者にプレゼンテーションをできるようになる	座学とグループ実習を 1 週間ずつ実施	
第 3 回	2013 年 10 月 21 日～ 11 月 2 日	カイゼン	第 2 回で学んだ企業診断手法をより深く、またカイゼン手法も学び、企業にカイゼン提言を行えるようになる	座学とグループ実習を 1 週間ずつ実施	
第 4 回	2014 年 9 月 23 日～ 10 月 15 日	TOT	戦略モデルの実証とパイロット BAC ヘッドのトレーナーとしての能力向上、パイロット以外の BAC ヘッドの企業診断、カイゼン実施能力の向上、州事務所の研修管理運営能力の向上をはかる	座学を 1 週間、企業診断とカイゼンの OJT を 2 週間実施	アシャンティ州全 BAC ヘッド、アシャンティ州事務所

(1) 第 1 回 2 週間研修

BDS 提供・斡旋能力向上及びカイゼンの基礎を学ぶためのワークショップ／セミナーとして第 1 回の 2 週間ワークショップが行われた。講師はローカルコンサルタント 6 名、日本人専門家 4 名の計 10 名である。研修員は別添 4 を参照のこと。カリキュラムと同座学研修の項目と講師名を以下に記す。

表 4-5 第 1 回 2 週間研修のカリキュラム

	月	火	水	木	金	土
午前	6/11 Orientation 1) ガーナ経済・ 経済政策	6/12 4) 簿記 5) 税務	6/13 8) 経営理論/ 戦略的経営	6/14 10) 生産・工程 管理	6/15 12) カイゼン(理 論)	6/16 15) 5S(理論)
午後	2) ガーナSME政 策 3) SME政策(日 本参考事例)	6) 法務 7) 融資	9) SME経営	11) 品質管理	13) ガーナカイゼン 事例 14) 小集団カイゼン 活動(QC)	16) ガーナ5S事例 17) メンテナンス、 機器管理
午前	6/18 18) マーケティング	6/19 21) ITシステム、ソフト、 IT事例①	6/20 24) 創業とは	6/21 26) BDS提供・ 斡旋の理論	6/22 29) 企業セミナー	6/23 31) 診断手法 32) SWOT分析
午後	19) 店舗管理、 20) 在庫管理	22) 「見える化」 理論 23) 「見える化」 図作成方法	25) 創業への 支援内容(日 本の事例)	27) RTF、DA、 ローカル連携 28) IT活用 ②(Excel)	30) 社会調査の 方法(情報収集・ 分析)	33) 9週間OJTの内 容説明 閉会式

表 4-6 第 1 回 2 週間研修講義項目と担当

No	講義	担当
1	ガーナ経済・経済政策	Dr. Hadrat
2	ガーナ中小企業振興	Mr. Saeed
3	日本の中小企業振興	藤原
4	会計・簿記	Mr. Agyemang
5	税務(企業税務)	Mr. Agyemang
6	法務(企業法務)	Mr. Patrick
7	融資(マイクロファイナンス)	Mr. Patrick
8	経営理論/戦略的経営	永井
9	中小企業経営	Mr. Barnabas
10	生産管理、工程管理	田島
11	品質管理	田島
12	カイゼン理論	田島
13	ガーナのカイゼン事例	Mr. Charles
14	小集団カイゼン活動(QC Circle)	永井
15	5S	田島
16	ガーナの5S活動事例	Mr. Charles

No	講義	担当
17	メンテナンス・機器/機材保守管理	永井
18	マーケティング	尾崎
19	店舗管理	永井
20	在庫管理	田島
21	IT システム/ソフト/Appl.①	尾崎
22	「見える化」理論	田島
23	「見える化」図作成	永井
24	創業とは	Mr. Barnabas
25	創業支援	田島
26	BDS 提供/斡旋	永井
27	RTF、DA、ローカルとの連携	Mr. Saeed
28	IT(エクセル)②	尾崎
29	企業向けセミナーの方法	Mr. Barnabas
30	社会調査の方法(情報収集/分析)	永井
31	企業診断手法	永井
32	SWOT 分析	永井

<評価>

研修終了後の研修員のアンケートによると、講義内容、講師、教材、時間については 4 段階で 3.5 以上の高い評価を得、また 100%の研修員が研修の目的を達したと回答した。

(2) 第 2 回 2 週間研修

第 2 回の 2 週間研修は、1 週間の座学講義のあと、企業診断をグループ実習形式を各 1 週間行った。講師は日本人専門家 4 名であるが、多くの BAC ヘッドは報告書とプレゼンテーション資料の作成に課題があることがわかったため、MS オフィスの講義を盛り込ん

だ。研修員は別添 4 を参照のこと。研修のカリキュラムと 1 週目の座学の講義と講師名を以下に記す。

表 4-7 第 2 回 2 週間研修のカリキュラム

	月	火	水	木	金	土
午前	2/4 オリエンテーション、趣旨説明	2/5 2.Excel	2/6 3. Word	2/6 4. Power Point	2/8 5. 企業診断の手法 6. SWOT分析	2/9 2週目スケジュール概要 7.コンサルタント基礎
午後	1.コンピューター基礎・実習	実習(Excel)	実習(Word)	実習(Power Point)	-チーム毎の事前診断	(次週に向けた準備)
午前	2/11 <u>企業診断</u> 経営者への説明	2/12 <u>企業診断</u> 質問表による各部門長へのヒアリング	2/13 <u>企業診断</u> 企業でのヒアリング、又は事務所でメモ作成	2/14 <u>企業診断</u> 企業での再確認、再ヒアリング	2/15 <u>企業診断</u> 報告書の取り纏め、プレゼン作成	2/16 <u>経営者への報告会</u> チーム毎の経営者への報告 1. Aグループ 2. Cグループ 3. Bグループ
午後	企業の現状把握	企業でのSWOT分析、ヒアリング	メモ、報告書作成、他	報告書作成、グループディスカッション	報告書とプレゼン資料の完成	

表 4-8 第 2 回 2 週間研修講義項目と担当

No	講義	担当講師	No	講義	担当講師
1	コンピューター基礎・実習	尾崎	5	企業診断の手法	永井
2	エクセル	尾崎	6	SWOT 分析	田島
3	ワード	尾崎	7	コンサルタント基礎（倫理、守秘義務、服装、安全、経営者への接し方）	関、田島、永井
4	パワーポイント	尾崎			

2 週目は、企業診断実習をグループ形式で行った。パイロット企業は、クマシ近郊であること、多くの手法を学べるよう従業員 10 名以上の企業規模であることを加え、OJT のパイロット企業選定基準を使って、州事務所長と日本人専門家が選定した。2 週間研修コースの最終日には、レーダーチャート 5 分野分析、SWOT 分析、分野毎の改善提言等の診断報告会を実施した。以下にグループ毎の概要とパイロット企業について記す。研修員のグループについては別添 4 を参照のこと。

表 4-9 第 2 回 2 週間研修におけるグループとパイロット企業

グループ	担当専門家	人数（リーダー名）	パイロット企業名（分野）
A	永井	11名 (Michael Odartei Golightly, Kumasi BACヘッ ド)	Tommy Adjei Enterprise (木工・ベニア板製造)
B	田島	10名 (Akins Agyepong, Juaso BACヘッ ド)	George Newyear Construction Works (コンクリートブロック製造)
C	関	11名 (Benson Adjei, Nkawie BACヘッ ド)	AA Agyei Enterprise (サンダル製造)

<評価>

アンケート結果よりコンピュータースキルの向上、企業診断手法の理解度の向上が図られ、診断報告書の作成及び発表会の実施を通じて、目標を達成したと考えられる。

(3) 第 3 回 2 週間研修

第3回の2週間研修は、座学とグループ実習を1週間ずつ行った。カリキュラムと講義の担当を以下に記す。

表 4-10 第 3 回 2 週間研修カリキュラム

	月	火	水	木	金	土
午前	10/21 オリエンテー ション、趣旨 説明	10/22 Lecture 2 QCサークル	10/23 Lecture 4 Industrial Engineering	10/24 Lecture 6 企業診断とカ イゼン活動	10/25 企業訪問 ・趣旨説明 ・工場訪問 ・マネージャ ー等への質問	10/26 2週目スケジュー ール概要、注 意点 (次週に向けた準備)
午後	Lecture 1 5S活動	Lecture 3 ムダ取り	Lecture 5 メンテナンス	Lecture 7 グループエク セサイズ (チ ーム毎の活 動)		
午前	10/28 企業訪問 工場の現状把 握、動作分析	10/29 企業訪問 工場の改善提 案の検討	10/30 企業でのヒ アリング、 又は事務所 でメモ作成	10/31 企業での再確 認、再ヒアリ ング	11/1 報告書の取り 纏め、プレゼ ン作成	11/2 経営者への報 告会 チーム毎の経 営者への報告
午後	企業でのSWOT 分析、更なる ヒアリング	改善提案の検 討、他部門へ のヒアリング	報告書作 成、グルー プディスカ ッション	報告書作成、 グループディ スカッション	報告書とプレ ゼン資料の完 成	

表 4-11 第 3 回 2 週間研修講義項目と担当

No	講義	担当講師
1	5S 活動	田島
2	QC サークル	関
3	ムダ取り	田島

No	講義	担当講師
4	Industrial Engineering	田島
5	メンテナンス	関
6	企業診断とカイゼン活動	永井

2 週目は、企業での実習をグループ形式で行い、グループを以下のように 3 つに別け、各グループはそれぞれ 1 企業ずつ担当して企業診断やカイゼンを実施した。パイロット企業については、第 2 回 2 週間研修と同様に、カイゼン手法を多く学べるよう一定規模の企業をモニタリング WG メンバーである AGI、ASSI に紹介してもらい、州事務所長、プロジェクトオフィサー、日本人専門家が選定を行った。研修員は別添 4 を参照のこと。

表 4-12 第 3 回 2 週間研修におけるグループとパイロット企業

グループ	担当専門家	人数（リーダー名）	パイロット企業名（分野）
A	永井	10名 (Kelvin Oforti-Atta, Obuasi BACヘッド)	Kumi & Company Ltd (木材製材所)
B	田島	10名 (Nana Himbson-Sam, Foase BACヘッド)	Naachiaa Estates Ltd. (コンクリートブロック製造)
C	関	10名 (Thomas Fofie, Mampong BACヘッド)	First NewAge Food and Beverage Company Ltd (飲料製造)

グループごとにレポートを作成し、2 週間研修の最終日にはパイロット企業に対し、企業診断、カイゼン提案報告会を実施した。

<評価>

アンケートの集計の結果より、研修全般に関しては全研修員がとても満足か満足と回答し、全講義で理解度の向上が見られ、企業診断とカイゼンを実施する自信があることがわかった。また、レポートからも作成能力の向上、企業診断、カイゼンの理解度や実施能力の向上が見られ、目標を達成したと考えられる。

(4) 第 4 回研修 (3 週間 TOT)

パイロットBAC以外のBACヘッドを対象に、パイロットBACヘッドがトレーナーとなり、座学（講義）を 1 週間、企業診断及びカイゼンのOJTを 2 週間実施した。トレーナー候補者 11 名⁴とパイロットBACに選定されていないBACヘッドの 11 名を研修員として 1 組 2 名として 6 組に分け、各組のパイロット企業それぞれ 1 社でトレーナーが研修員に実地指導を行い、日本人専門家は担当の組のトレーナー候補者に対し巡回指導を行った。戦略モデルの参照図書としてのTOT教材についてもパイロットBACが作成し、研修員となるパイロットBAC以外のBACヘッドに対し、トレーナー候補者であるパイロットBACが、事前準備として報告書及びプレゼンテーション資料作成に必要なレイアウト、グラフ、チャート、組織図作成等のマイクロソフトオフィス基礎研修を実施した。

⁴ パイロットとして 12 BAC を選定したが、パイロット BAC の 1 つである Nkawie BAC ヘッドの Benson Adjei 氏が退職したため、2014 年 9 月時点でパイロット BAC ヘッドは 11 名となった。

表 4-13 3 週間 TOT 概要

研修対象者	パイロット BAC ヘッド	パイロット BAC 以外 BAC ヘッド	州事務所
役割	トレーナー	研修員（指導の受け手）	集合研修実施運営
研修目的	実地研修を通じて講義、 指導法に関する能力向上 をはかる	OJT を通じてカイゼンを含んだ BDS 実施の能力 向上をはかる	TOT を通じて得た教訓 をもとに、戦略モデル実 施計画を改良する。パ イロット BAC の経験の 共有、集合研修実施の能 力強化を図る。

カリキュラム及び講義科目と担当 BAC、グループ分けを以下に示す。なお、パイロット企業については、第 2 回、第 3 回 2 週間研修と同様の基準にて州事務所長、プロジェクトオフィサー、日本人専門家が選定を行った。

表 4-14 3 週間 TOT カリキュラム

月	火	水	木	金	土
9/22 祝日	9/23 オリエンテー ション、 講義1、2、3、 4	9/24 講義5、6、7	9/25 講義8、9 OJTオリエン テーション 企業診断/カ イゼン実施計 画	9/26 特別講義① 第4回OJTパイ ロット企業視察	9/27 特別講義②
9/29 特別講義③ 第4回OJTパイ ロット企業視 察 企業診断/カ イゼン実施計 画提出	9/30 TOT休み 全BACがREP プログラムに 参加したため	10/1 <u>企業診断実習</u> 工場や作業の 動作分析、企 業でのヒアリン グ、情報分 析	10/2 <u>企業診断実習</u> 工場や作業の 動作分析、企 業でのヒアリン グ、情報分 析	10/3 <u>企業診断実習</u> 企業での情報確 認、再ヒアリン グ、情報分析、 報告書作成、グ ループディスカ ッション	10/4 <u>企業診断実習</u> 企業での情報確 認、グループデ ィスカッション、 報告書作 成、プレゼンテ ーション準備
10/6 (祝日) <u>企業診断実習</u> 報告書完成・ 製本、プレゼ ンテーション 準備	10/7 <u>企業診断結果 報告会</u> <u>カイゼン実習</u> カイゼン活動 の実施	10/8 <u>カイゼン実習</u> カイゼン活動 の実施	10/9 <u>カイゼン実習</u> カイゼン活動 の実施	10/10 <u>カイゼン実習</u> カイゼン活動の 実施	10/11 <u>カイゼン実習</u> カイゼン活動の 実施/カイゼン 報告書作成、グ ループディスカ ッション
10/13 <u>カイゼン実習</u> カイゼン活動 の実施	10/14 <u>カイゼン実習</u> カイゼン活動 の実施/カイ ゼン報告書・ プレゼンテー ション資料作 成	10/15 <u>カイゼン結果 報告会</u> カイゼン活動 の報告 (チー ム毎) TOTレビュー			

表 4-15 TOT 講義項目と担当講師

No	講義	担当 BAC	No	講義	担当 BAC
1	コンサルテーションルールとプロセス	Agona/Ejisu	6	カイゼン実施と報告書作成	Konongo
2	企業診断と報告書作成	Mampong	7	QC	Juaso
3	SWOT 分析	Kumasi	8	5S	Obuasi/Ejisu
4	カイゼン提案	Foase ⁵	9	Occupational Safety, Health and Environmental Management	Bekwai/Mamponteng
5	インダストリアルエンジニアリング	Tepa/Foase			

表 4-16 3 週間 TOT におけるグループ分けとパイロット企業

グループ	OJT トレーナー (BAC 名)	研修員 (BAC 名)	日本人 専門家	パイロット企業 (分野)
1	Patience Asamoah Aidoo (Agona) Kelvin Ofori-Atta (Obuasi)	David Oduro (Fomena), Nana Antiri (Jacobu)	田島	Century Drinking Water (飲料水製造)
2	Aikins Agyepong, (Juaso) Kwasi Boateng (Bekwai)	Marina Serwaah Kusi (Kodie), Kwasi Owusu (Effiduase)	永井	Jussak Com Ltd. (木材加工)
3	Priscilla Kwakye Fosu (Konongo) Eric Ofi Nyarko (Ejisu)	Abraham Kanbontaa (Ejura), Theodore Bayeldeng (Offinso)	関	Gyamfua Ababio Investments (トタン 屋根、鍋製造)
4	Thomas Fofie (Mampong) Michael Golightly (Kumasi)	Alexander Nyame (Bosome Freho) Benjamin Marfo (Nynahin)	永井	Adeyhe Nsuo Drinking Water (飲料水製造)
5	Thomas Opoku (Tepa) Mohammed Maahi (Mamponteng)	Kipo Dari (Akomaden), Agyenim Boateng (Manso- Nkwanta)	関	Tradewinds Chemist (医薬品製造)
6	Nana Sam-Himbson (Foase)	Mr. Ibrahim Tchedre (Kumau)	田島	Pokupharma Chemist (医薬品製造)

企業診断レポートを作成し報告会を実施、またカイゼンの報告書も作成し、研修最終日にはパイロット企業 6 社の経営陣に対し、カイゼン報告会を実施した。

<研修評価>

巡回指導を行った日本人専門家がトレーナー候補者を以下の項目に基づき評価を行った。

1. 研修員へのオリエンテーションは適切か
2. OJT (企業診断、カイゼン活動) を適切に計画したか
3. OJT 実施中に PDCA を意識しながら活動していたか
4. 研修員からの質問に対して適切に回答できたか
5. OJT 全体は適切に実施されたか
6. 企業診断の OJT は適切に実施されたか
7. カイゼンのアイディアのレベル

⁵ Nana Sam-Himbson 氏は Kuntense BAC ヘッドであったが、Foase BAC に異動となった。

8. カイゼンの OJT は適切に実施されたか
9. レポート作成指導は適切に実施されたか
10. 研修員の評価は適切に実施されたか

また、研修員についても企業診断・カイゼンの理解度、計画、実行、レポート作成等について評価し、アシャンティ州事務所との合同の評価会を実施した。これによって、トレーナーとしての認定を行った。さらに、2015 年 2 月に各トレーナーへのインタビュー及び能力強化の検討会を開催した。

4.3.2 9 週間 OJT

9 週間 OJT は 1 回につき 3 名の日本人専門家がそれぞれトレーナー候補となる BAC ヘッド各 1 名（計 3 名）を指導し、1BAC につき 3 社のパイロット企業にて企業診断及びカイゼン活動を全 4 回実施した。第 1 回 OJT のパイロット BAC ヘッドはプロジェクト開始前に確定しており、第 2 回から第 4 回のパイロット BAC ヘッドを以下の選定基準と訪問調査にて選定した。

<パイロット BAC の選定基準>

- 1) BAC のやる気
- 2) BAC の能力
- 3) 管轄地（郡）の人口
- 4) 中小零細企業の数（クラスター度合い）
- 5) 成長の見込める企業の数
- 6) 中・大企業との連携
- 7) 小零細企業組合の活発度
- 8) クマシ、アクラ、輸出など販路開拓
- 9) （地域の）BDS プロバイダーのデータ
- 10) 金融支援機関（マイクロファイナンス等）の有無
- 11) 郡役所等との関係

また、パイロット企業の選定は、以下の基準でパイロット BAC ヘッドがそれぞれ 10 社仮選定し、9 週間 OJT の第 1 週に日本人専門家と共に 5 社に絞り、第 2 週に実際に訪問して 3 社の最終決定を行った。

<パイロット小零細企業の選定基準>

- 1) 企業側のやる気
- 2) BAC の活発な顧客か
- 3) 従業員の数
- 4) 企業の成長度合い
- 5) 企業の法的登録の有無
- 6) 簿記・帳簿の有無

- 7) 企業情報開示が可能か
- 8) 製品・商品への品質改善への意思
- 9) 製造している商品・製品のニーズ
- 10) 組合の活発なメンバーか
- 11) 経営者の読み書き能力や英語力

各 OJT の期間、パイロット BAC、担当専門家、選定企業を下表にまとめる。

表 4-17 OJT パイロット BAC 及びパイロット企業

OJT	No	パイロット BAC/ BAC ヘッド名	担当 専門家	企業	
第 1 回 (2012 年 9 月 4 日～ 11 月 3 日)	1	Juaso BAC/ Aikins Agyepong	永井	Tornado Woodworks Enterprise	製材、ドア、パレッ ト、内装材製造
				Atesem Carpentry Works	ドア、家具、棺桶製造
				Gye Nyame Sawmill	製材、内製材、パレッ ト製造
	2	Kumasi BAC/ Michael Odartei Golighty	関	Cita Printing Press	印刷業
				Ernies Classic Jewelry Enterprise	貴金属加工・販売
				ISS Hi-Tech Enterprise	スクリーンプリンティ ング
	3	Nkwie BAC/ Benson Adjei	田島	Vicalex Brick & Tile Co. Ltd.	レンガブロック製造
				Adutwnwaa Herbal Ind. Ltd.	ハーバルドリンク製造
				Kad Boarene Enterprise	パン製造
第 2 回 (2013 年 5 月 7 日～ 7 月 5 日)	4	Konongo BAC/ Priscilla Kwakye- Fosu	関	Mogya Bi Akasa Ent.	家具、木材加工
				Sober Design	ゲームント
				Ahwenepa Venture	飲料水製造
	5	Mampong BAC/ Thomas Fofie	永井	Josma Agro Industry Ltd.	キャッサバ加工
				Daddy Gam Co. Ltd.	家具、木材加工
				Asikon Product Ent.	石鹼製造
	6	Obuasi BAC/ Kelvin Oforti-Atta	田島	Artic Company Ltd.	飲料水製造
				Mark & B'face Company Ltd.	家具、木材加工
				Awurade Na Bakery	パン製造
第 3 回 (2014 年 1 月 21 日～ 3 月 21 日)	7	Agona BAC/ Patience Asamoah	永井	George Appiah Carpentry Workshop	ドア、木材加工
				Jojem Industry Ltd.	飲料水製造
				Rosa Drinking Water	飲料水製造
	8	Bekwai BAC/ Kwasi Boateng	関	Alpha Water	飲料水製造
				King David Sawmill	家具、木工
				Armstrong Engineering	金属加工及び自動車修 理
	9	Tepa BAC/ Thomas Opoku	田島	Harii Farms	キャッサバ加工
				Akwansosem Enterprise	レンガ製造
				K. Fosu Carpentry Works	家具、棺桶製造
第 4 回 (2014 年 5 月 6 日～	10	Kuntenase BAC/ Nana Sam- Himbson	田島	Owusu Afriyie Group of Companies	縫製・衣料製造
				Taabea Company Limited	ハーブ飲料・ハーブ薬 製造

OJT	No	パイロット BAC/ BAC ヘッド名	担当 専門家	企業	
7月3日)				Vester Oil Mills Limited	大豆／パームカーネル 油製造
	11	Mamponteng BAC/ Mohammed Maahi	関	Animounyame Nka Nyame Filtered Water	飲料水製造
				Erinor Ventures	印刷、文房具製造
				Stephen Metal Works	溶接・金属加工
	12	Ejisu BAC/ Eric Oti Nyarko	永井	Alma Bakery Enterprise	パン、クッキー製造
				DBS Industries Ltd.	屋根材、ビニールシー ト製造
				Wiafe Furniture Company Ltd.	家具製造

スケジュール

以下のスケジュールのとおり、9 週間の内、第 1 週はオリエンテーション及び企業選定、第 2 週から第 4 週に企業診断、第 5 週から第 9 週にカイゼン活動を実施した。

表 4-18 9 週間 OJT スケジュール

活動内容	週								
	1週	2週	3週	4週	5週	6週	7週	8週	9週
1 企業選定 (簡易診断)	←→ 全員 Kumasi に集合、オリエンテーション後、企業選定を行う								
2 作業工程の 「見える化」	←→ 実施計画を立てる (作業工程の見える化)								
3 総合詳細企業診断	←→ 3つの企業を回って企業診断、報告書作成								
4 カイゼンワーク ショップ	←→ 3つの企業に対して個別に実施								
5 実地指導 (OJT) (巡回指導)	←→ 3つの企業を回って企業改善を指導、報告書作成								
6 達成度確認 (含む報告会)	←→ 各企業で報告会実施								

第 1 週：オリエンテーションと企業訪問前の事前準備

第 1 週の活動は、3 つのパイロット BAC 職員をクマシ市に集め、オリエンテーション、パイロット企業の仮選定、見える化図の作成、企業訪問時の諸注意等を実施した。

第 2 週：総合診断の実施 (各地でチーム毎に活動)

訪問によってパイロット企業の最終選定を実施後、総合診断として 3 つの企業を巡回し、各企業の 5 分野 (経営、生産、市場・販売、人材管理、財務) の診断、SWOT 分析等を行った。

第3週：詳細診断の実施（各地でチーム毎に活動）

3 企業を巡回して生産分野に特化する等、詳細診断を実施。

第4週：企業診断レポート（カイゼン計画書）策定とパイロット小零細企業への報告

第2週、第3週に行った企業診断の結果を、企業診断レポート（カイゼン計画書）として第4週の前半を使い各パイロット BAC で3企業ずつ作成を行った。企業診断レポートの内容は、カイゼンワークショップにて各企業に発表され、経営者よりカイゼン実施項目の合意を得た。

第5週～第9週：企業カイゼン活動の実施（巡回指導各地でチーム毎に活動）

残りの5週間（5週目から9週目）を使い、第4週に企業経営者と合意した項目について1日1社～3社を訪問し、5S、QC活動、機器のメンテナンス、工場の修理・改善、会計帳簿の記載の徹底、製品の品質や納期の改善、製造工程の改善、レイアウトの変更等について企業への指導、助言を行った。第9週の成果・達成度確認と最終報告会を実施した。また OJT 終了後に企業側が行うカイゼン内容、課題も与え、継続してカイゼンを実施するように BAC ヘッドにフォロー、モニタリングするように指示した。

2～3カ月後：現場再訪問によるカイゼン成果・活動の持続性確認（チーム毎の活動）

各 BAC はパイロット企業に対し、フォーマットに基づき OJT 終了後に適宜フォローアップを行い、カイゼン活動や成果の持続性、課題、提案を報告書にまとめ、2 から 3 か月後に日本人専門家とともに再訪し、フォローアップ結果の確認を行った。全 36 社にて 5S やカイゼン活動の実施及びフォローアップでの継続性が確認された。

<評価>

アンケート結果より、全 12 パイロット BAC が企業診断やカイゼン活動、診断報告書やカイゼン報告書の作成能力が向上したと回答、また OJT について高い評価を得た。尚、9週間 OJT 実施後に日本人専門家が企業診断・カイゼンの理解度、計画、実行、レポート作成等について BAC ヘッドの能力を評価した結果からも、パイロット BAC の企業への指導や助言能力（BDS 提供・斡旋能力）の向上が見受けられた。企業からのアンケートでも企業診断やカイゼン活動の効果、日本人専門家と BAC からの指導について高い評価を得た。また、パイロット企業全 36 社で生産性向上、品質向上効果が確認された。

4.3.3 本邦研修

当初計画において全 3 回の本邦研修を予定していたが、効率性や研修員の学習効果の担保を考慮し全 2 回に変更した。本邦研修の概要は以下のとおり。

表 4-19 本邦研修概要

	第 1 回	第 2 回
コース名	日本の小零細企業経営改善と中小企業支援機関経営指導の役割	
研修期間	2013 年 3 月 11 日から 3 月 22 日	2014 年 7 月 21 日から 8 月 2 日
研修参加者	NBSSI 局長、NBSSI アシヤンティ州事務所長、第 1 回 9 週間 OJT パイロット BAC ヘッド 3 名の計 5 名	第 2～4 回 9 週間 OJT パイロット BAC ヘッド 9 名、Northern 州事務所長 1 名の計 10 名
研修場所	JICA 東京及び東京近郊	
目的	企業改善に向けた、BAC の経営改善指導能力の向上。	
学習目標	<ul style="list-style-type: none"> ● 小零細訪問企業の経営改善手法について説明できる ● ガーナへの適用方策を説明でき、適用への計画を立案できる ● ガーナ小零細企業向け経営指導に生かせる本邦経営指導方法が説明できる ● 本邦小零細企業支援機関の役割、施策、及び優良方策等を説明できる 	

研修員は別添 4 を、プログラムや詳細については本邦研修報告書を参照のこと。

本邦研修の評価

アンケートの結果より、全体を通して、研修生からはプログラム、教材ともに高い評価を得、研修の目標に対しても参加者全員が達成したと回答した。また、得られた成果を今後活用できるかについても全員が活用できるとしており、研修目標が達成されたといえる。また、本研修を通して得た知識・経験を基に、それぞれ帰国後ガーナでのアクションプランを作成、実行に移された。

4.3.4 スタディーグループによる自主的能力向上活動

工程 2-6 の補完的な活動として、パイロット BAC 間の情報交換及び指導能力の向上を目的として、2014 年 12 月から州事務所内にスタディーグループの設置を行い、自主的な能力向上活動を行うことを支援した。年度計画の策定、実施は州事務所のテクニカルユニットが行うが、プロジェクト期間中には 3 回活動が実施された。第 1 回として、プロジェクトチームからの最終的な技術移転ワークショップを 2015 年 2 月 2 日に開催、9 週間 OJT で実施したカイゼン手法を分析し、セクターごとに共通する課題とそのカイゼン提案の例を示し、パイロット企業のフォローアップ結果を発表した。第 2 回は 2015 年 2 月 11 日に開催され、Rural Technology Facility (RTF) とクマシ工科大学から最新の MSE 向け技術について講義を受け、今後の協業や顧客企業への適用について協議、第 3 回はタイムスタディー、ラインバランス手法の実習を行った。

4.4 ベースライン調査／エンドライン調査

4.4.1 ベースライン調査

2012 年 5 月から 8 月にかけて NBSSI アシヤンティ州事務所と共にベースライン調査を行った。ベースライン調査の目的、対象、方法は以下のとおりである。

目的		
1) プロジェクトの成果の達成度を確認するためのベースとなる情報の収集 2) BAC による BDS 提供・斡旋に係るニーズ調査		
対象	項目	調査方法
アシャンティ州内の全 20 BAC	BDS 提供・斡旋能力に関する自己評価、カイゼンの認知度等	アンケート
NBSSI アシャンティのクライアント小零細企業 479 社（各 BAC で 20~25 社）	BDS へのニーズ、BAC に対する評価、カイゼンの認知度等	インタビュー
BAC 以外の官民の BDS プロバイダー（政府機関、コンサルティング会社、大学、NGO、同業者組合、財団等）	サービス内容、BAC に対する評価、カイゼンの認知度	インタビュー

ベースライン調査の主な分析結果を以下に記す。詳細は別添 6 のベースライン調査報告書を参照のこと。

小零細企業の BDS に対するニーズ

小零細企業による BDS に対するニーズで多かったものは、金融サービスへのアクセスの向上、マネージメント及び技術に関する研修であった。

BAC 以外の BDS プロバイダー

アシャンティ州内には、民間、政府機関、財団、教育機関等、サービス内容、サービス提供の方法、顧客による費用負担の割合、対象顧客等が異なる多くの BDS プロバイダーが存在し、BDS 提供は比較的競争の激しい分野であるが、NBSSI は更なる協業を模索する必要があることがわかった。

カイゼンの認知度

小零細企業のカイゼンに対する認知度は低く、回答を得た企業の内 87.5%の企業はカイゼンを「聞いたことがない」と答えた。BAC に関しては、カイゼンを「よく知っている」と回答した BAC は 5 つに留まった。

BAC の BDS 提供・斡旋能力

BAC ヘッドによる自らの BDS 提供・斡旋能力に関する自己評価については、BAC ヘッドの能力が 5 段階で平均 4.35、BAC の事務所としての能力が 5 段階で平均 3.8 であった。企業向けアンケートの結果によると、68.2%の企業が BAC の活動に「とても感謝している」もしくは「感謝している」と答え、479 社の 5 段階評価の平均は 3.97 であった。

また、BAC ヘッドが戦略モデルの普及員となる自信度は、20BAC ヘッドの平均で 3.98 であり、アシャンティ州内の BAC ヘッドは総じて戦略モデルの普及員となる意欲が高いことが伺えた。

PDM の指標に関連した調査

次のエンドライン調査で結果の比較と共に詳述する。

4.4.2 エンドライン調査

2014 年 7 月から 9 月にかけて、NBSSI アシヤンティ州事務所の実施するエンドライン調査の支援を行った。概要は以下のとおりである。エンドライン調査結果の要約は別添 7 を参照のこと。

目的		
1) ベースライン調査の結果を踏まえて、プロジェクトの成果の達成度、特に BAC がどの程度 BDS 提供・斡旋能力を向上させたかの確認を行う		
2) プロジェクトの目的を達成するために今後必要な活動を特定する		
対象	項目	調査方法
アシヤンティ州内の全 BAC	BDS 提供・斡旋能力に関する自己評価、プロジェクトの満足度	アンケート
NBSSI アシヤンティのクライアント小零細企業 405 社 (各 BAC で 16~25 社)	BDS へのニーズ、BAC に対する評価、カイゼンの認知度等	インタビュー
BAC 以外の官民の BDS プロバイダー (政府機関、コンサルティング会社、大学、NGO、同業者組合、財団等)	サービス内容、BAC に対する評価、カイゼンの認知度等	インタビュー

以下にベースライン調査とエンドライン調査との比較をまとめる。

表 4-20 ベースライン・エンドライン調査結果比較表

項目		ベースライン	エンドライン
カイゼンの認知度 (3段階評価)	BDSプロバイダー	1.6	2.3
	企業	1.12	1.90
BACの評価 (5段階評価)	BDSプロバイダー	4.09	4.16
	企業	3.97	4.01
BACヘッドの 自己評価 (5段階評価)	BDS提供頻度	2.7	3.8
	BDS斡旋頻度	2.6	3.3
	BDS提供/斡旋能力	4.35	4.50
	カイゼン理解度/カイゼンを含むBDS実施能力	1.80	4.45
BACの自己評価 (5段階評価)	BDS提供頻度	3.1	3.8
	BDS斡旋頻度	2.3	2.9
	BDS提供/斡旋能力	3.80	4.40
PDMの指標	成果2(1) : 1. BACスタッフのBDS提供・斡旋能力評価結果が30%向上する。	カイゼンを含む BDS 実施能力は 4.45 であったが、第 2 回 JCC で定められた能力向上測定方法 The formula = 25 % x (Self scores on the business trainings) + 25 % x (company assessment) + 50 % x (Self Score on the MSE Consultation includes Kaizen) で計算すると、67%の向上という結果になる。 ベースライン=25% x 4.3 + 25% x 4.0 + 50% x 1=2.6	

項目	ベースライン	エンドライン
		$\text{エンドライン} = 25\% \times 4.5 + 25\% \times 4.0 + 50\% \times 4.45 = 4.35$ $4.35 (\text{エンドライン}) \div 2.6 (\text{ベースライン}) = 1.67$
	成果1(2)、成果2(4) : 4.NBSSIアシャンティ州事務所が実施したBACの能力強化活動（セミナー／ワークショップ／OJT）のうち、80%の活動が、参加BACから好評価を得る。	100%のBACがプロジェクトの活動に満足（64%が大変満足、36%が満足）と回答

4.5 戦略モデル

<p>タスク 3 (成果 3) : アシャンティ州内において形成・確立された「戦略モデル」を全国展開するために活用されるべきツールが整えられる。</p> <p>3-1. 「戦略モデル」実施に係る手法・事例・教訓を纏めた参照資料の作成 3-2. 複製可能なモジュールから構成される「戦略モデル」の全国展開計画の作成 3-3. 「戦略モデル」を NBSSI の本格業務として位置付けるための活動の実施（プロジェクトの中間・終了時の全国セミナーの実施、官民の代表に対するプロジェクト小零細企業でのスタディーツアーの実施、TV・ラジオでの広報等）</p>
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4.5.1 戦略モデルのモジュール

「戦略モデル」の定義は、先行調査にて「NBSSI 州事務所が所管州内の BAC の BDS 提供・斡旋能力を継続的に向上させるための方法論をモデル化したものであり、実際に能力強化された BAC の事例によってその有効性が裏打ちされたもの」と合意されている。NBSSI アシャンティ州事務所と協議の上、タスク 1 で検討された戦略モデルの展開に必要な体制の整備に関するワークフローのコンポーネントをモジュール A とし、タスク 2 で策定された BAC の BDS 提供・斡旋能力の向上のために必要な項目をモジュール B とし、戦略モデルの説明図書や参照資料リストの作成を行った。

タスク 1 のワークフローに関するモジュールとタスク 2 の BAC の BDS 提供・斡旋能力強化に関するモジュールは、継続的に各タスクで形成、適宜ブラッシュアップされた。モジュール A のコンポーネントは 4.2.1 に詳述、モジュール B の項目は以下に示す。

表 4-21 モジュール B 項目一覧

No.	項目
1	BDS Consultation Methods And Procedures
2	Corporate Diagnosis and Reporting
3	SWOT Analysis
4	Recommendations for Quality and Productivity Improvement
5	Kaizen Implementation and Reporting
6	5S Implementation
7	Industrial Engineering for Kaizen
8	Quality Control Implementation
9	Occupational Health Safety and Environmental Management (OSHEM)

BDS Fundamentals（自己学習）

No.	項目
1	Corporate Diagnosis/Shindan
2	Kaizen Fundamentals
3	5S Fundamentals
4	Quality Control and Visualization
5	Corporate Management and Strategies
6	Entrepreneurship Development
7	Economy of Ghana and Selected Policies Targeted at the Youth and SMEs
8	SME Management
9	Production Management
10	Marketing and Marketing Assessment
11	Business Plan Preparatoin
12	Accounting , Finance and Taxation
13	Business Law for SMEs
14	Information Communication Technology and SME
15	Corporate Seminars

4.5.2 戦略モデルの参照資料

戦略モデルの各モジュールに沿ってモジュール A のワークフローの参照資料、モジュール B の BDS 提供・斡旋能力強化に関する参照資料が作成された。各資料リストは別添 5 を参照のこと。

資料の作成にあたっては、モジュール A のワークフローの資料は、NBSSI の既存のマニュアルがあれば、内容の見直し、更新を行い、新規の資料に関しては、ワークショップを通じて日本人専門家の指導のもと C/P が作成を行った。モジュール B では、日本人専門家が 2 週間研修や 9 週間 OJT 用に作成した資料を C/P が研修やガーナの状況に合わせて加工した。モジュール A はワークフロー項目を州事務所にて実施、モジュール B の参照資料は TOT で実際に使用することにより、修正を重ね、最終化した。また、中間レビューにて提言があり、関係者に戦略モデルの共通の理解を持ってもらうために戦略モデル図を作成し、2014 年 5 月 20 日の第 8 回モニタリング WG 会合で共有、協議を行い、2014 年 5 月 27 日の第 5 回 JCC にて承認された。戦略モデル図は別添 8 を参照のこと。

また、別添 9 にあるとおり、戦略モデル図の説明図書を作成し、戦略モデルの理解の促進をはかった。

4.6 全国展開計画

戦略モデルの全国展開計画は、主にタスク 3 の工程通りに策定された。

4.6.1 全国展開計画の策定

戦略モデルを全国展開させるため、当該モデルの施策としての位置づけを確保し、さまざまなオプションを比較検討の上で全国展開計画を策定したが、NBSSI 本局の各部の部長を中心に全国展開 WG を形成し、全 8 回の会合、2 回のサブ会合を通じて協議、策定のための作業を行った。

全国展開メンバー、主要な協議事項を下表に示す。

表 4-22 全国展開 WG メンバー

	氏名	所属	役職
1	Lukman Abdul-Rahim	NBSSI 本局	局長
2	Dawarnoba Baeka	NBSSI 本局	副局長
3	Saeed Owusu-Brobby	NBSSI 本局/NBSSI アシヤンティ	副局長/アシヤンティ州事務所長
4	Anna Armo-Himbson	NBSSI 本局 Entrepreneurship Development Department (EDD)	部長
5	Kwaku Adarkwah Pepra	NBSSI 本局 Policy Planning, Monitoring and Evaluation Department (PPME)	部長
6	Kwame Siame	NBSSI 本局 Finance	部長
7	Habiba Sumani	NBSSI 本局 Women Entrepreneurship Development Department (WEDD)	部長
8	Ahmed Jamal Iddrisu	NBSSI 本局 Investment and Credit Department (I&C)	部長
9	Judith Ayeh-Datey	NBSSI 本局 EDD	アシスタントビジネスアドバイザー

表 4-23 全国展開 WG の開催

WG 会合	主要な議題	主要な報告、イベント対応等
第 1 回 (2013 年 2 月)	他州の受容性に関する内容	プロジェクトチーム 2 州訪問報告等 展開における優先州等に係る事項
第 2 回 (2013 年 5 月)	シナリオの設定	PSDS-II、EDAIF 等の他のプロジェクトファンドへの提案書素案
第 3 回 (2013 年 9 月)	シナリオの設定—2	資金源確保の可能性、プロジェクト延長要請書の確認 フォーラム (2014 年 2 月) 等の開催企画
第 4 回 (2013 年 11 月)	シナリオの設定—3	他州州事務所向けスタディーツアーでの他州事務所の意向等の確認 JICA フェーズ 2 にかかわる議論 コンセプトペーパー (PSDS II 向け) 確認 NBSSI BDS フォーラム開催計画
オフサイト会合 (2013 年 11 月)	他ドナー向けコンセプトペーパー策定	PSDS II 以外のドナー向けコンセプトペーパー作成
第 5 回 (2014 年 2 月)	戦略モデルの全国展開計画の素案	全国展開計画素案化 ファンド向けの提案書の比較検討 MOTI 向けへの提案説明書の検討
第 6 回 (2014 年 6 月)	全国展開にかかわる実施体制の検討	プロポーザル提出後の進捗状況 戦略モデルの全国展開計画素案のレビュー 戦略モデル実践・管理体制の検討
オフサイト会合 (2014 年 7 月)	EDAIF 向け全国展開プロポーザル作成	EDAIF と NBSSI の 5 年計画に戦略モデルの全国展開計画を統合

WG 会合	主要な議題	主要な報告、イベント対応等
第 7 回 (2014 年 10 月)	全国展開計画実施体制の確定	EDAIF プロポーザル提出後の進捗状況 他州州事務所の全国展開実施体制の確定 他州州事務所長向け研修内容の検討 戦略モデル実践・管理にかかわるドラフト計画のレビュー
第 8 回 (2014 年 11 月)	全国展開の最終ロードマップ及び提言の確認	他州州事務所におけるアクションプランの確認 戦略モデル実践・管理にかかわるドラフト計画の確定 提言の承認

NBSSI 本局から、全国展開ではフェーズを 3 つに分け、アシャンティ州以外の 9 州に展開していき、フェーズ 1 で養成された BAC ヘッドがアシャンティ州とともに隣接する州への戦略モデルの展開を行っていくことが提案された。

フェーズ 1 : Northern 州、Brong Ahafo 州、Central 州

フェーズ 2 : Greater Accra 州、Eastern 州、Upper East 州

フェーズ 3 : Western 州、Upper West 州、Volta 州

全国展開計画の承認

NBSSI において PSDS II 向けコンセプトペーパー、JICA 向け要請書、他ドナー向けプロポーザルが作成されたが、個々のプロジェクト案の位置付けを明確にし、全体としての全国展開を見通すための「Framework for National Expansion on Strategic Model」を全国展開 WG を通じて形成した。これを NBSSI よりプロジェクト・プロポーザルとともに 2014 年 3 月に MOTI に提出し、2014 年 6 月に MOTI から全国展開について正式承認を得た。Framework for National Expansion on Strategic Model については、別添 10 を参照のこと。

EDAIF 向けプロポーザル

NBSSI は EDAIF に対し全国展開支援要請を行っている。NBSSI と EDAIF は 2013 年から 2018 年の 5 年計画について合意しており、この計画に沿って、NBSSI は年ごとにワークプランを提出し、EDAIF の承認を得て資金を得ているが、2014 年 7 月に EDAIF に全国展開計画を盛り込んだ改訂版のワークプランが提出された。2015 年 2 月現在、EDAIF の決定を待っている状況である。

戦略モデル実践・管理にかかわるドラフト計画

2014 年 6 月に NBSSI 各州事務所に現状分析のためのアンケートを実施し、戦略モデルを展開、管理していくために必要な NBSSI 本局、州事務所の体制整備にかかわるドラフト計画を策定し、2014 年 11 月の他州州事務所長向け戦略モデル技術移転研修の際に意見を収集し、適宜修正を行って最終化させた。この計画をもとに全州の州事務所が全国展開のためのアクションプランを策定し、NBSSI 本局に提出された。

全国展開詳細計画

2015年1月に、フェーズ1全国展開を担う3州の州事務所、NBSSI本局に設置される全国展開でのPMUメンバー、アシャンティ州事務所と合同でワークショップを開催し、コンセプトペーパー、全国展開計画をもとにして、第一年次の詳細全国展開計画の策定を行い、NBSSI本局に提出された。

4.6.2 全国展開主流化のための活動

NBSSI本局及びNBSSIアシャンティ州事務所が行う「戦略モデル」をNBSSI全体の本来業務として位置付けるための活動であり、2年次以降、全9回の活動を行った。アンケート結果より、全イベントで目的を達成したと言える。

表 4-24 全国展開主流化のための活動一覧

	イベント名	時期	対象	目的	プログラム
1	アシャンティ州カイゼンフォーラム	2013年 2月	アシャンティ州州政府、郡役所、関連省庁、産業パートナー、産業・経済団体、MSE、ドナー機関、メディア、NBSSI等	プロジェクトやプロジェクトの開始後一年間の成果を紹介する。カイゼンコンセプトの啓発と普及を行う。	プロジェクト、企業診断、カイゼンの紹介、パイロット企業での事例紹介
2	ステーキホルダー向けスタディーツアー	2013年 6月	関連機関（EDAIF、PSDS II等）、モニタリングWGメンバー、NBSSI本局の担当部局	戦略モデルの紹介を行い、関連機関のプロジェクトにおいてBACを活用する等、小零細企業の振興に向けてNBSSIとの協働を促進する	Mampong BACとNkawie BACのパイロット企業を視察。 戦略モデルの実施に向け本プロジェクトとの連携、課題への対応策、普及促進への広報活動への支援策を協議。
3	他州事務所長向けスタディーツアー	2013年 10月	NBSSI他州州事務所長、州都のBACヘッド	本プロジェクトの戦略モデルの他州普及への啓発と普及への課題・対応策に関して検討を行う。他州州事務所から戦略モデル実施の合意を得る。	Obuasi BACのパイロット企業、2週間研修の視察。 他州における普及への課題・対応策の協議、全国展開普及計画へのコメントを受ける。
4	アクラNBSSI BDSフォーラム	2014年 2月	関連省庁、Greater Accra州政府、郡役所、関係機関、産業・経済団体、ドナー機関、産業関係NGO、メディア、NBSSI州事務所長、Greater AccraのBAC、MSE	NBSSIの戦略モデル、小零細企業向けBDS提供への活動方針等を説明、関係者の理解と協力を得る。 メディアを通してPRを行う。	プロジェクト、企業診断、カイゼン、パイロット企業での事例紹介、全国展開計画の説明、全国展開や中小企業発展の方策の意見交換。

	イベント名	時期	対象	目的	プログラム
5	Central 州 カイゼンフォーラム	2014 年 6 月	Central 州 / Brong Ahafo 州政府、郡役所、関連省庁、産業パートナー、産業・	プロジェクトとカイゼンを含む BDS の紹介と普及。戦略モデルの全国展開実施時の課題の分析と対応策の検討。全国展開実施の関心を測る。	プロジェクト、企業診断、カイゼン、パイロット企業での事例紹介、全国展開計画の説明、 Central / Brong Ahafo 州での展開時の課題・対応策について協議。
6	Borong Ahafo 州カイゼンフォーラム	2014 年 6 月	経済団体、MSE、ドナー機関、メディア、Central 州 / Brong Ahafo 州 BAC 等		
7	他州事務所長 向け戦略モデル 技術移転研修	2014 年 11 月	NBSSI 他州州事務所長、各州のプロジェクトオフィサー、NBSSI 本局のオフィサー	戦略モデルの各モジュール、実施・管理体制の理解を高める。戦略モデルの全国展開実施に必要な能力を向上させる。	戦略モデル、ワークフローコンポーネント、BDS コンポーネント（企業診断 / カイゼン）、戦略モデル実施・管理体制、全国展開計画の説明。 各州でのアクションプラン作成。
8	アシャンティ州カイゼンフォーラム	2015 年 1 月	アシャンティ州州政府、郡役所、関連省庁、モニタリング WG メンバー、産業パートナー、産業・経済団体、MSE、ドナー機関、教育機関、メディア、NBSSI 本局、アシャンティ、Volta、Western、Easten 等	ステークホルダーに対しプロジェクト活動成果の報告、アシャンティ州での今後の活動についての紹介。全国展開及びアシャンティ州の今後の活動について意見を収集する。	プロジェクト成果発表、パイロット企業の感謝状贈呈、全国展開計画及びアシャンティ州活動計画説明、協議
9	Northern 州カイゼンフォーラム	2015 年 1 月	Northern 州州政府、郡役所、MOTI 他関連省庁、産業パートナー、産業・経済団体、MSE、ドナー機関、教育機関、メディア、NBSSI 本局、Northern、Upper West、Upper East 等	プロジェクトとカイゼンを含む BDS の理解を得る。戦略モデルの全国展開実施についての紹介。全国展開への関心・協力の意向を得、実施時の課題を収集する。	プロジェクト、企業診断・カイゼン、パイロット企業での事例紹介、全国展開計画説明、Northern 州活動計画説明、協議

BDS フォーラム及びカイゼンフォーラムの議事録は別添 11 を参照のこと。

4.7 会議

4.7.1 JCC

当初 JCC は 1 年に 1 回の開催の予定であったが、C/P からの要請により半年に 1 回に変更になり、全 7 回開催された。JCC のメンバー機関は以下のとおりである。

- Ministry of Food and Agriculture (MOFA)
- Association of Small Scale Industries (ASSI)

- Association of Ghana Industries (AGI)
- Ghana National Chamber of Commerce & Industry (GCCI)
- Department of Gender (MoGCSP)
- Ministry of Trade and Industry (MOTI)
- Private Sector Development Strategy Secretariat (PSDS II)
- 在ガーナ日本大使館 Japan Embassy
- JICA ガーナ事務所

JCC で協議・決定された事項を表 4-25 に記す。

表 4-25 JCC の主な議題・決定事項

	日程	場所	主な議題、決定事項
第 1 回	2012 年 4 月 24 日	クマシ Miklin Hotel	<ul style="list-style-type: none"> • ワークプランの承認 • JCC 及びモニタリング WG の頻度について協議、回数増の承認
第 2 回	2012 年 11 月 7 日	アクラ 野口研究所	<ul style="list-style-type: none"> • プロジェクト進捗報告書（第一号）の承認 • ワークフローの承認 • PDM 指標の暫定値の決定 • 第 1 回本邦研修参加者の決定
第 3 回	2013 年 5 月 29 日	アクラ 野口研究所	<ul style="list-style-type: none"> • プロジェクト進捗報告書（第二号）の承認 • 第 1 回本邦研修の報告
第 4 回	2013 年 11 月 13 日	アクラ 野口研究所	<ul style="list-style-type: none"> • プロジェクト進捗報告書（第三号）の承認 • 中間レビューの結果及び提言について協議
第 5 回	2014 年 5 月 27 日	アクラ 野口研究所	<ul style="list-style-type: none"> • プロジェクト進捗報告書（第四号）の承認 • 中間レビューで提言された事項への対応の進捗状況確認 • 戦略モデルの概念図の承認 • 今後のプロジェクトの予定について
第 6 回	2014 年 12 月 3 日	アクラ野口研究所	<ul style="list-style-type: none"> • プロジェクト進捗報告書（第五号）の承認 • エンドライン調査の結果概要説明 • 終了時評価の結果及び提言について協議 • 今後のプロジェクトの予定について
第 7 回	2015 年 2 月 4 日	クマシ Royal Lamerta Hotel	<ul style="list-style-type: none"> • プロジェクト事業完了報告書の説明・協議 • 全国展開計画の進捗確認 • トレーナー認定 <p>2015 年 2 月 5 日にスタディーツアーを開催</p>

全 JCC の議事録は別添 12 を参照のこと。

4.7.2 モニタリング WG 会合

モニタリング WG はアシャンティ州のステークホルダーで形成され、当初半年に 1 回の開催の予定であったが、C/P からの要請により四半期に 1 回に変更となり、全 11 回開催された。モニタリング WG メンバーは以下のとおり。

- The Regional Officer, MOTI, Ashanti
- The Regional Chairman, AGI, Ashanti
- The Regional Director, Department of Women, Ashanti
- The RTF Manager, GRATIS, Mampong - Ashanti
- Chairperson, ASSI, Ashanti
- Chairperson, Ghana National Chamber of Commerce and Industry, Ashanti
- Representative of Regional Coordination Council, Ashanti
- The Regional Director, Ghana Employers Association, Ashanti

モニタリング WG で主な報告・協議事項を表 4-26 に記す。

表 4-26 モニタリング WG での主要な報告・協議事項

	日程	主要な報告・協議事項
第 1 回	2012 年 5 月 10 日	プロジェクト概要説明、メンバーの確定 アシャンティ州郡役所 (District Assembly) に対するインダクション・ワークショップも開催
第 2 回	2012 年 9 月 4 日	第 1 回 2 週間研修、ベースライン調査の報告、OJT の説明、第 1 回 9 週間 OJT 開講式も開催
第 3 回	2012 年 11 月 13 日	第 1 回 9 週間 OJT の活動報告、カイゼンフォーラムへの参加呼びかけ
第 4 回	2013 年 2 月 26 日	第 2 回 2 週間研修、カイゼンフォーラムの実施報告
第 5 回	2013 年 5 月 7 日	プロジェクト事業進捗報告書 (第二号) の説明、第 2 回 9 週間 OJT の説明、スタディーツアーへの参加の呼びかけ
第 6 回	2013 年 9 月 3 日	プロジェクトの進捗状況の説明、第 1 回スタディーツアー、第 2 回 9 週間 OJT の結果報告 州及び全国展開に向けた協業、企業への啓発について協議
第 7 回	2014 年 1 月 21 日	プロジェクト事業進捗報告書 (第三号) の内容説明、第 4 回 JCC の結果 (特に中間レビューの提言) 報告、第 3 回 9 週間 OJT の説明、戦略モデルについて説明 州及び全国展開に向けた協業、企業への啓発活動の進捗確認
戦略モデル WS	2014 年 3 月 18 日	戦略モデルの説明、モニタリング WG メンバー機関の協力について SWOT 分析を行い、課題の対応策について協議、アクションプラン案を作成
第 8 回	2014 年 5 月 20 日	第 3 回 9 週間 OJT、BDS フォーラム、BDO 研修結果の報告 州及び全国展開に向けたモニタリング WG メンバーとの NBSSI の協業、戦略モデルの概念図について協議
第 9 回	2014 年 8 月 20 日	第 4 回 9 週間 OJT、カイゼンフォーラム、第 2 回本邦研修とアクションプラン、エンドライン調査と全国展開の進捗の報告、TOT について説明、協議
第 10 回	2014 年 11 月 3 日	TOT、エンドライン調査の報告、全国展開計画の進捗確認、終了時評価、第 2 回アシャンティ州カイゼンフォーラムの説明
第 11 回	2015 年 1 月 21 日	全国展開に向けた本プロジェクトでのモニタリング WG からの教訓、州及び全国展開に向けた協業の宣言書作成

モニタリング WG 会合の議事録、第 11 回モニタリング WG 会合で作成された宣言書は別添 13 を参照のこと。

4.7.3 その他会議

2013 年 3 月 15 日にエチオピア、アディスアベバにて TICAD V 閣僚級準備会合サイドイベント「カイゼン・セミナー」が開催され、NBSSI 副局長及びプロジェクトのチーフアドバイザーが派遣され、本プロジェクトの活動について紹介を行った。

4.8 報告書

JICA 及びガーナ側 C/P に提出した報告書は以下の通りである。

表 4-27 JICA 及びガーナ関係者に提出する報告書リスト

No	レポート名	提出時期
1	ワークプラン (W/P)	2012 年 5 月
2	プロジェクト事業進捗報告書 (第一号)	2012 年 11 月
3	プロジェクト事業進捗報告書 (第二号)	2013 年 5 月
4	プロジェクト事業進捗報告書 (第三号)	2013 年 11 月
5	プロジェクト事業進捗報告書 (第四号)	2014 年 5 月
6	プロジェクト事業進捗報告書 (第五号)	2014 年 12 月
7	プロジェクト事業完了報告書 (F/R)	2015 年 3 月

技術協力成果品

JICA 及びガーナ側 C/P に提出する技術協力成果品は以下の通りである。

- 「戦略モデル」 参照資料
 - 1) 戦略モデル図と説明資料
 - 2) モジュール A : NBSSI アシャンティ州事務所の BAC 能力強化実践のためのワークフローの資料
 - 3) モジュール B : BDS 提供・斡旋強化のためのマニュアル、テキスト、講義用資料、OJT、BDS 実施の優良事例集
- 「戦略モデル」 の全国展開計画
 - 1) 「戦略モデル」 の全国展開計画
 - 2) 戦略モデル実践・管理にかかわるドラフト計画

モジュール A、モジュール B の参照資料リストは別添 5 を参照のこと。

4.9 広報

成果 1 で記載の通り NBSSI アシヤンティ事務所のホームページ (<http://www.nbssiashanti.org/nbssi/>) を立ち上げ、プロジェクト及び BAC の活動の広報を行った。パイロット BAC がある郡にて約 50 名から 100 名の企業を対象にパブリックヒアリングを行い、プロジェクト、カイゼンを含んだ BDS の紹介をし、PR ツールとしては、5S ポスター、カイゼンポスター、プロジェクト紹介 DVD、パンフレットを作成し、配布を行った。

メディアを通じた PR としては、2013 年 8 月から 2014 年 4 月にかけて、パイロット BAC である Juaso、Mampong、Obuasi、Konongo、Kumasi、Nkawie BAC ヘッドが各郡のローカルラジオ局もしくはクマシのラジオ局にてラジオ番組放送を実施し、プロジェクトとカイゼンを含んだ BDS の紹介を行った。各フォーラムではメディアを招待し、新聞、ラジオ、テレビのニュースにてプロジェクト及びフォーラムについて紹介された。

また、PR コンサルタントを通じ、2014 年 12 月、2015 年 2 月にテレビ番組にパイロット企業や NBSSI 局長が出演、カイゼン活動の紹介を行い、2015 年 1 月、2 月に新聞にてプロジェクト及び NBSSI の BDS の PR 記事を掲載した。

プロジェクト紹介の DVD は、現地再委託を行って作成した。概要を以下に示す。

再委託契約名：DVD 制作

再委託業者名：Benjamin Aidoo

履行期間：2013 年 10 月 28 日から 2014 年 2 月 28 日

契約金額：GHS 4,000.00 (182,120 円) 平成 25 年 10 月 JICA 精算レート適用

再委託業務の概要：本プロジェクト及び戦略モデルの全国展開に向けた PR 活動の一環として、プロジェクトの紹介、パイロット企業が研修に参加した後の実際の企業の活動等の変化や企業経営者の効果に関するインタビューをまとめたドキュメンタリーを制作する。

選定方法：再委託業者選定に当たっては、C/P からの推薦により、一定の技術水準を満たし、適切な経験を有しているかを検討した上で、2 名に見積書の提出を依頼した。提出された見積書において、見積金額が最も低かった Benjamin Aidoo が契約交渉第 1 位となった。

契約交渉の経緯：契約書の内容、見積金額が妥当であること、技術仕様書通りに業務が可能であることをカウンターパートと共に確認した。

成果品の納品：2014 年 2 月末に DVD 5 部が納品され、C/P とともに検収確認を行った。

第5章 実施運営上の教訓

5.1 工夫

本プロジェクト実施における強みとしては、州事務所長他の C/P のコミットメント及び能力の高さがあり、意欲のあるパイロット企業も多く選定できたことである。また、BAC ヘッドは意欲、能力にばらつきはあるが、トレーナーとして全国展開を担えるパイロット BAC ヘッドの確保ができたことは大きな成果であった。

タスク 1 からタスク 4 実施での共通の工夫としては、下記の主要な課題を特定し、その対応を図った。

- ① ワークフローの実施・改善
- ② 研修構成の見直し・改善
- ③ 全国展開に係る対応
- ④ 定期的な会議実施及びプロジェクト管理の効率化

個々のタスクでの工夫を以下に記す。

タスク 1

ワークフローの作成のための現状分析を実施し、その結果から問題点を把握して組み立てを行った。州事務所のプロジェクトオフィサーからのサポートが十分でなく、テクニカルユニットのメンバーであったパイロット BAC ヘッドの離職もあり、テクニカルユニットの教育が滞った時期もあったが、プロジェクトオフィサー交代後にテクニカルユニットの再構築を行い、技術移転の集中、強化をすることで対応した。

タスク 2

当初の想定よりも BAC の基礎能力、特に創造力、理解力、論理性、表現力、集中力、協調性、チームマネジメント能力に弱い部分があり、特に IT スキルが低く、数理ができないことが判明した。そこで、MS オフィスなど一般的なソフトウェアの操作方法の技術移転に時間をかけた。さらに、最初の座学中心の集合研修の教訓から、その後の集合研修の実施内容、方法の見直しを行い、集合研修では座学のみでなく、演習を加えた講座を取り入れた。これが OJT 及び TOT にも役だった。研修内容は、基礎的な手法の理解、実践面で必要と思われる事項を包括的に教えること、企業診断も経営能力の見える化の手法、一定のカイゼン提案もできるレベルを目標にした。

タスク 3

中間レビューでも指摘があったが、戦略モデルの定義が十分に明確ではなく、またパイロット州での実施であったことから首都にいる NBSSI 本局との理解促進のために、戦略モデルの定着に時間を要したが、会議やワークショップの開催、各研修・イベントで戦略モデルの説明を必ず入れ込み、戦略モデル図の配布を行い、共通の理解の促進を行った。

参照図書の作成とともに、全国展開計画の策定、主流化の活動であったが、専任の担当者を入れて実施を行い、全国展開向けの資金獲得のアプローチ、他プロジェクトとの連携が促進できたものと判断する。技術移転の要点は、以下のとおりである。

- (1) NBSSI のイニシアチブを引き出し組織的な取り組みとなるように関係者を巻き込み組織的合意として全国展開の体制を固める
- (2) 政策との整合性に留意しつつ、他のプロジェクトやファンド機関との連携による実質的な予算を確保する
- (3) 現実の動きを論理的に整理しフレームワークを作成、合意するとともに、正式な手続きに乗せる
- (4) カイゼンを NBSSI のすべての活動に内在化させる方向で議論を促進する

5.2 教訓

他類似案件への参考に資することを目的に C/P との連携、運営、プロジェクト設計についての教訓を下記に示す。

C/P との連携

C/P の他の活動にもファンド獲得の必要があるため、もともと積極的に他ファンドにも働きかけを行っているが、他州の BAC へのトレーニングのための費用の手当では未確定であり、ポストプロジェクトに向けたフォローアップの必要性を早い段階で共有化し、他ファンドへのアプローチを開始することが重要である。

また、本局の部長レベルは、全国展開 WG やフォーラムへの参加、他ファンドへのプロポーザル作成等で十分プロジェクトへのコミットメントを獲得できたが、全国展開の実務的なタスクを担うオフィサーレベルのプロジェクトへの参加が得られなかった。本局が円滑に全国展開を実施し、また持続性を担保するために、全国展開を見据えた本局の体制整備を早い段階で検討し、当初から実務者レベルが C/P としてプロジェクトに参画することについて了解を得ることが必要である。

運営面

ワークプランの変更を柔軟に行い、目標を設定して、活動を定め、実施の問題点を把握して、活動を変更するというターゲット型で逆引きの PM 方式の採用は効率的な計画の実施、同じ資源でよりよく整備ができたが、一部準備期間が少なく、研修パッケージの整備の遅れなど混乱があったことも否めない。効率的な運営のためには現状把握調査を早急に行うこと、頻繁にモニタリングを実施すること、柔軟なワークプランの変更などが挙げられる。また、プロジェクト開始当初の状況調査では、C/P の通常業務が活発ではなく、本プロジェクトに割く時間が多く確保されていたが、他のファンドでの活動も開始され、BAC の運営実施体制や州事務所の管理能力が追いつかない場面があり、技術移転項目や時期の変更を行った。C/P の人数の増減により、供与する機材や研修の組み立ても変更した

が、適宜必要に応じて C/P の要員、活動状況を把握し、プロジェクトに影響を及ぼす可能性があることを予測し、早めに対応することが重要である。

プロジェクト設計

- 1) OJT という研修手法はガーナに適している。これはパイロット BAC の能力強化のみならず、パイロット企業にガーナにとって新しいカイゼンというコンセプトや、カイゼンを含んだ BDS の導入効果について理解してもらうのに非常に有効であった。
- 2) カイゼンの効果、優良事例の明示は、企業のカイゼンの効果への理解を高め、カイゼン実施のモチベーションの向上にもなっている。ドナーやステークホルダーにもカイゼンを含んだ BDS 導入の効果、有効性を理解してもらい、協業を促進することにつながるため、インパクトの明示が必要である。
- 3) NBSSI では REP 等のファンドとの連携を行って中小企業振興を行うメカニズムがあり、戦略モデルの全国展開についても同じ中小企業向けのサービスをターゲットとする EDAIF 等のファンドとの連携できるようアプローチを行っている。C/P の他のファンドとの連携・提案実施状況を把握し、早期に将来にわたって連携可能性のある機関を特定し、協業のための活動をプロジェクトの設計に反映させると、効率的であり、持続性の担保につながる。
- 4) 戦略モデルの形成においては、パイロット企業の育成を含む OJT とその経験、優良事例を共有するトレーニングとを組み合わせているが、パイロット企業のフォローアップの重視がなされていなかったため、カイゼンの効果を継続的に測定するためにもフォローアップを設計に大きく取り入れる必要がある。
- 5) 集合研修と OJT との組み合わせは有効であったが、連携性、整合性を十分に取ったプログラム化が必要である。
- 6) 能力向上を測る指標は、研修員の自己評価と合わせて客観的な評価、たとえば技術標準の設定やパイロット企業等の第三者からの評価を取り入れることも検討が求められる。

5.3 提言

終了時評価での提言の実施状況及びプロジェクト終了後の全国展開に関連した提言を示す。

5.3.1 終了時評価提言の今後への対応への提言

第 6 回 JCC で関係機関に調査団から説明されたとおり、終了時評価での主な提言は、パイロット州での実践を通じた最終的な「戦略モデル」の策定、BAC の新 BDS 提供能力の強化、アシャンティ州事務所の管理能力の強化であった。2015 年 2 月時点での対応を下表に示す。

表 5-1 終了時評価の提言内容とその対応

終了までの実施の提言		
提言の概要	対応実績	今後の課題/検討
戦略モデルの完成 (参照資料の完成を含む)	参照資料として完成させ、アシャンティ州事務所とともに確認を行った。戦略モデル図の説明資料も作成した。	-
戦略モデルの実践 (ワークフローの実施とカイゼン活動の実施)	<ul style="list-style-type: none"> 州事務所の年度計画にワークフローが反映され、アシャンティ州の 2015 年 1 月の年次総会で州事務所から州展開方針が示され、BAC のアクションプランにもカイゼンを含んだ BDS 実施計画が盛り込まれた。 パイロット BAC がカイゼン活動の提案を他ファンド等に行い、4BAC にて実施した。 パイロット BAC 以外の BAC も企業診断、カイゼン活動をプロジェクトの支援のもと実施、パイロット BAC ヘッドがメンタリングを行ったが、メンタリングや実施能力について課題が特定され、対策が協議された。 テクニカルユニットがスタディーグループのワークショップや BAC ヘッド向け研修、カイゼンフォーラムの計画・実施を行った。 パイロット BAC が PR 実施マニュアルに沿ってパブリックヒアリングを実施した。 2014 年 11 月の州事務所向け戦略モデル技術移転研修にて他州州事務所にもワークフローの説明を行った。 	BAC と州事務所、BAC 間のコミュニケーションの改善、BAC のコミットメントの確保、BAC によるカイゼン提案の充実等の課題への対策をマニュアルに入れ込む。
継続的学習システムの開発	テクニカルユニット主導のスタディーグループワークショップが 3 回開催された。	スタディーグループの活動資金の確保。
フォローアップの継続実施 (BAC の能力開発とパイロット企業の継続的発展)	パイロット企業に対し、フォーマットを使ったフォローアップが実施された。	-
全国展開計画の準備 (運営及び技術面)	PMU、全国展開のフェーズ 1 に指定されている 3 州、アシャンティ州事務所が全国展開の初年度の詳細計画を策定し、本局に提出した。	-
アシャンティ州事務所スタッフの補強	2015 年 3 月にオフィサーがアサインされることが正式に決定した。	-
中長期的な内容としての提言		
提言の概要	対応実績	今後の対応
カイゼン実施の必要資金の確保 (アシャンティ州事務所及び全国展開)	<ul style="list-style-type: none"> アシャンティ州事務所年度計画にて本局に申請 REP にカイゼン実施のプロポーザルを継続的に提出している 本局から EDAIF に対し全国展開のプロポーザルが提出され、継続的に働きかけを行っている 他の MOTI 関連機関にも資金獲得へのアプローチを継続的に実施している 	<ul style="list-style-type: none"> 進捗のモニタリング 連携可能性のある機関の特定、アプローチを継続的に実施

<p>便益を受ける企業の数の増加（優良事例蓄積及び新規企業数）</p>	<ul style="list-style-type: none"> ● 上述の通り REP にカイゼン実施のプロポーザルを提出済 ● アシヤンティ州事務所は、カイゼンを含んだ BDS 実施や優良事例数の目標値の設定等を含んだ中期方針を作成した 	<p>進捗のモニタリング</p>
<p>中小企業政策への貢献（優良事例の蓄積とプロジェクト経験の政策策定への貢献）</p>	<ul style="list-style-type: none"> ● MOTI に対し中小零細企業振興政策策定の資金手当ての依頼及び継続的な働きかけを行う ● 上述の通り、全国展開時の優良事例の継続的な確保と蓄積がアシヤンティ州事務所の中期方針に反映された 	<p>進捗のモニタリング</p>

このように、C/P は終了時評価への提言の対応を着実にしている。特にアシヤンティ州における全国展開に向けた準備は、確実に進展している。一方、他ファンドでの資金確保は不確定であり、自主的な計画、活動を制約することから、今後とも定期的な進捗確認とともに財源確保のための活動への注力が必要である。さらに、全国展開に向けた組織強化に関する具体的な対応策の策定も課題として存在している。

5.3.2 全国展開への提言

上記の通り、今後とも短期、中期の全国展開実施管理体制整備に向けた組織強化が求められるが、その他全国展開での主要な課題へ対応を含む提言をここに示す。

(1) 全国展開の管理体制

- 1) 現状とあるべき状況⁶の差異分析に基づく州事務所とBAC（BACヘッドとBDO）の能力向上に焦点を当てる。
- 2) 複数の利用可能なプロジェクト／プログラム予算の円滑な執行とプロジェクト／プログラム横断的な問題解決のために NBSSI 本局、各州事務所の調整機能を向上させる。具体的には、① 複数のプロジェクトからの予算獲得とその調整、管理、② 各州のパイロット BAC、パイロット MSE の選定における調整を行う。
- 3) 州レベルでの関係者（本プロジェクトでのモニタリング WG メンバーのような各州での有力なステークホルダー）との効果的な調整、連携のために、各州事務所が定期的に関係者会議を実施する。
- 4) 各州事務所（州事務所長、スタッフ、パイロット BAC）の実施能力の向上、担保のために、本局の PMU に強い権限を与え、実施能力の高い人材を配置する。

(2) 運営・実施に係る事項

- 1) アシヤンティ州事務所及びテクニカルユニットによる他州に対する円滑かつ効果的なトレーニング実施のために、アシヤンティ州事務所及びテクニカルユニット継続的な能力向上を確保する。

⁶ BAC に関してはワークフローにある BAC 能力チェックリストにてあるべき姿を特定しており、州事務所長、プロジェクトオフィサー、トレーナーについては、今回のプロジェクトで強化したメンバーがロールモデルとなる。

- 2) PMU の運営能力も同様に向上させるための研修等を確保する。

(3) 全国展開の初動期以降を見据えた活動

全国展開では、初動期は各州でパイロット BAC の育成を行い、合わせてパイロット企業の成長を促すものであるが、その後の州内での拡大に向けて、以下の観点での活動を行うことが重要である。

- 1) 中小企業政策の形成を視野に入れつつ、特に下記分野において NBSSI の実施機関としての更なる強化を目指し MSE 振興ツールやモデルを開発する。
 - 起業家支援（若者及び中途退学者）
 - 地方経済におけるクラスタリング
 - 産業近代化と技術高度化
- 2) 効果的な新 BDS サービスの適用をより可能にするために、成功したセクター、製品事例などを含む優良事例の蓄積と普及方法の確定を行う。

(4) 補完的な提言

ファンドアクセス改善に向けたメカニズムの開発

ガーナ政府からの予算確保が不確実であることから、NBSSI の自主財源が減少しており、他のプロジェクト、ファンドのサービス実施者としての活動を通して中小企業振興を図っているため、下記の活動が求められる。

- 1) 継続的に他ファンドからの資金を獲得しなければならないため、NBSSI 本局が中心となり、資金獲得のメカニズム（他のドナーから資金獲得しやすいプロジェクトの提案、調整ができる人材の配置等）を確立する必要がある。
- 2) REP 等 NBSSI 本局や州事務所を通さず、BAC から直接プロポーザルを受け付ける機関に関しては、州事務所でも所轄の BAC の状況を把握しきれていない場合が散見され、効率的な NBSSI の運営のためにも、本局、州事務所の活動及び資金管理体制の改善が求められる。
- 3) 一方で、NBSSI 自体の財源を確保し、自らが運営者として中小企業振興プロジェクトを形成できる活動を重視する。MOTI でも NBSSI の財源確保を積極的に行う動きが出てきており、それと連動した活動が求められる。

ガーナ版カイゼンの制度化

中小企業政策立案への貢献が提言されているが、長期的にはガーナ独自のカイゼンの制度化、たとえば中小企業振興に関連するプロジェクトでは原則カイゼン実施を盛り込むこと等が必要とされ、それを支持する政策的な裏付けの継続的な検討も重要である。一方、

セクター別のカイゼンノウハウの蓄積、提供とともに、他の関係教育機関におけるカイゼン講座の設定等、カイゼンの裾野を広げ、教育との一体的な運用も望まれる。

ターゲット層の拡大

全国展開では、零細とともに中堅企業の発掘とその活動へのインパクトの形成を重視した組み合わせを行うことが重要である。そのために、EDAIF の輸出企業支援に代表される輸出振興、また政府が標榜している恒常的な輸入超過への対応としてガーナ製製品購入促進を行う輸入代替振興が NBSSI としても主要なテーマとなってきている。一方、職業訓練としての COTVET の Skill Development Fund (SDF)、政策化された MOTI の Youth Employment Support Strategy (YES) に代表される青年層の雇用促進への貢献が求められている。経済成長に向けたこれらのプロジェクトへの協力をはじめ、ターゲット層を拡大し、これらに貢献する BDS 提供の有効な仕組みを構築し、明示していくことが必要である。

カイゼンの高度化

新サービスの提供のための BAC 能力は向上したが、カイゼン提案、実施の指導能力及びメニューが未だ少ないため、カイゼンメニューの増加、高度化が必要である。特に、中堅企業向けのカイゼン手法の高度化も視野に入れていく必要がある。

別 添

別添 1 : 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: The activities to replicate the “Strategic Model”^{i ii iii} in the whole of Ghana are initiated by MOTI and NBSSI, which contributes to enhancing the development of MSEs.</p>	<ol style="list-style-type: none"> 1. Activities to replicate the “Strategic Model” in the regions outside Ashanti, and contents of BDS implemented by BACs in those regions are improved. . 2. Statements of MOTI and/or NBSSI to replicate the “Strategic Model” in the whole of Ghana are issued. . 	<ol style="list-style-type: none"> 1. Meeting record and the results of questionnaire survey 2. Statements and the results of questionnaire survey 	<p>Ghana economy does not experience serious recession</p>
<p>Project Purpose: The “Strategic Model” for sustainable capacity development of BACs’ BDS (including KAIZEN^{iv} related BDS^v) provision/facilitation^{vi} 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"> 1. HDQs of NBSSI recognises “Strategic Model” as a nation-wide applicable practice. 2. NBSSI officials of other regions show interest to replicate “Strategic Model” 	<ol style="list-style-type: none"> 1. Meeting record and official document of NBSSI 2. National seminar report which summarize the result of questionnaire survey 	<p>Policy framework on strengthening of BDS for MSE is maintained.</p>
<p>Outputs^{vii}</p> <ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> (1) Actions on “Strategic Model” in the workflow are articulated in the official document. (2) Within the activities (seminar/ workshop/ OJT) of capacity development for BACs implemented by NBSSI Ashanti Regional Office. XX activities get good response from participating BACs. (3) XX BAC staff are qualified as the trainers to disseminate “Strategic Model”. 2. <ol style="list-style-type: none"> (1) Evaluation results on capacity of BAC increase by XX %. (2) XX % of pilot MSEs perform improvement in indicators of KAIZEN. (3) XX good practices are demonstrated. 3. <ol style="list-style-type: none"> (1) Reference materials are prepared. (2) Expansion plan of “Strategic Model” comprised of replicable modules is prepared. (3) XX times of mainstreaming activities are conducted. 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> (1) official document (e.g., NBSSI work plan, quarterly report and official letter) (2) Project record (3) Project record 2. <ol style="list-style-type: none"> (1) Base-line and end-line survey report (2) Project record (3) Project record 3. <ol style="list-style-type: none"> (1) reference materials (2) Expansion Plan 	<p>Other initiatives for strengthening of BDS like REP are implemented as planned.</p>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<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 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,</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 diagnosis</p> <p>2-3-3 Choose 3 pilot MSEs from the 10 candidate MSEs</p> <p>2-4 Plan and prepare the contents^{viii} 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^{ix}</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>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 vehicle provided for the project by JICA</p> <p>(9) Cost for material printing</p>	<p><Ghanaian side></p> <p>(1) Staff allocation by NBSSI</p> <ul style="list-style-type: none"> (i) NBSSI Headquarters: <ul style="list-style-type: none"> - Project Director - Deputy Project Director (ii) NBSSI Ashanti Regional Office <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 the Project of JICA.</p>	<p>a) Transfer of officials of Ashanti Regional Office of NBSSI does not adversely affect the project activities.</p> <p>b) Trained BAC officials do not leave their office substantially.</p> <p><u>Preconditions</u></p> <p>a) Natural disaster, security disturbance etc., do not badly affect the project activities</p> <p>b) Outreach system of NBSSI/BAC is not drastically changed.</p>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
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 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”			

<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.

ⁱ “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.

ⁱⁱ “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).

ⁱⁱⁱ “Strategic Model” consists of a number of modules

^{iv} “KAIZEN” is the philosophy/concept of continuous improvement of quality and productivity

^v “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.

^{vi} 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.

^{vii} Output 1 and 2 are the contents of “Strategic Model” as mentioned above, but Output 3 covers the arrangements to be prepared in order to replicate the “Strategic Model” in the whole of Ghana

^{viii} 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.

^{ix} When conducting workshops and seminars about the 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.

別添 2 : PDM1

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

Version 1

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Overall Goal: The activities to replicate the “Strategic Model”^{i ii iii} in the whole of Ghana are initiated by MOTI and NBSSI, which contributes to enhancing the development of MSEs.</p>	<p>1. Activities to replicate the “Strategic Model” in the regions outside Ashanti, and contents of BDS implemented by BACs in those regions are improved. . 2. Statements of MOTI and/or NBSSI to replicate the “Strategic Model” in the whole of Ghana are issued. .</p>	<p>1. Meeting record and the results of questionnaire survey 2. Statements and the results of questionnaire survey</p>	<p>Ghana economy does not experience serious recession</p>
<p>Project Purpose: The “Strategic Model” for sustainable capacity development of BACs’ BDS (including KAIZEN^{iv} related BDS^v) provision/facilitation^{vi} is established in Ashanti Region, and the arrangements to replicate the model in the whole of Ghana are in place.</p>	<p>1. HDQs of NBSSI recognises “Strategic Model” as a nation-wide applicable practice. 2. NBSSI officials of other regions show interest to replicate “Strategic Model”</p>	<p>1. Meeting record and official document of NBSSI 2. National seminar report which summarize the result of questionnaire survey</p>	<p>Policy framework on strengthening of BDS for MSE is maintained.</p>
<p>Outputs^{vii} 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</p>	<p>1. (1) Actions on “Strategic Model” in the workflow are articulated in the official document. (2) Within the activities (seminar/workshop/OJT) of capacity development for BACs implemented by NBSSI Ashanti Regional Office. 80% activities get good response from participating BACs. (3) 8 BAC staff are qualified as the trainers to disseminate “Strategic Model”. 2. (1) Evaluation results on capacity of BAC increase by 30%. (2) 70 % of pilot MSEs perform improvement in indicators of KAIZEN. (3) 25 good practices are demonstrated. 3. (1) Reference materials are prepared. (2) Expansion plan of “Strategic Model” comprised of replicable modules is prepared. (3) 5 times of mainstreaming activities are conducted.</p>	<p>1. (1) official document (e.g., NBSSI work plan, quarterly report and official letter) (2) Project record (3) Project record 2. (1) Base-line and end-line survey report (2) Project record (3) Project record 3. (1) reference materials (2) Expansion Plan</p>	<p>Other initiatives for strengthening of BDS like REP are implemented as planned.</p>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<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 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,</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 diagnosis</p> <p>2-3-3 Choose 3 pilot MSEs from the 10 candidate MSEs</p> <p>2-4 Plan and prepare the contents^{viii} 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^{ix}</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</p>	<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 vehicle provided for the project by JICA</p> <p>(9) Cost for material printing</p>	<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: <ul 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 the Project of JICA.</p>	<p>a) Transfer of officials of Ashanti Regional Office of NBSSI does not adversely affect the project activities.</p> <p>b) Trained BAC officials do not leave their office substantially.</p> <p><u>Preconditions</u></p> <p>a) Natural disaster, security disturbance etc., do not badly affect the project activities</p> <p>b) Outreach system of NBSSI/BAC is not drastically changed.</p>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
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 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”			

<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.

ⁱ “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.

ⁱⁱ “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).

ⁱⁱⁱ “Strategic Model” consists of a number of modules

^{iv} “KAIZEN” is the philosophy/concept of continuous improvement of quality and productivity

^v “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.

^{vi} 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.

^{vii} Output 1 and 2 are the contents of “Strategic Model” as mentioned above, but Output 3 covers the arrangements to be prepared in order to replicate the “Strategic Model” in the whole of Ghana

^{viii} 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.

^{ix} When conducting workshops and seminars about the 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.

別添 3 : PDM2

Project Design Matrix (PDM) Ver. 2

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

Duration: 3 years (from April 5, 2012 to April 4, 2015)

Target direct beneficiaries: NBSSI HDQs and Ashanti Regional Office, BACs in Ashanti Region and active client MSEs of BACs in Ashanti Region

Version: 2

Date: November 13, 2013

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Overall Goal: The activities to replicate the “Strategic Model”^{1 2 3} in the whole of Ghana are initiated by MOTI and NBSSI, which contribute to enhancing the development of MSEs.</p>	<p>1. Activities to replicate the “Strategic Model” in the regions outside Ashanti, and contents of BDS implemented by BACs in those regions are improved. 2. Statements of MOTI and/or NBSSI to replicate the “Strategic Model” in the whole of Ghana are issued.</p>	<p>1. Monitoring report(s), NBSSI regular report(s), Meeting record(s) and results of questionnaire surveys 2. Statements and results of questionnaire surveys</p>	<p>Ghanaian 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>	<p>1. NBSSI Headquarters recognises the “Strategic Model” as a nationwide applicable practice. 2. NBSSI officials of regions other than Ashanti show interest(s) to replicate the “Strategic Model”.</p>	<p>1. Meeting record(s) and NBSSI official document(s) (i.e., FY2014 annual plan, Strategic plan 2016-2020, Official letters) 2. Questionnaire survey report(s), Approved National Expansion Action plan, by NBSSI HQ</p>	<p>Policy framework on strengthening of BDS for MSE is maintained.</p>
<p>Outputs⁷ 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.</p>	<p>1. (1) Actions on the workflow in the “Strategic Model” are articulated in official documents. (2) The activities (e.g., seminar/workshop/OJT) for BAC capacity development implemented by NBSSI Ashanti Regional Office get good response (minimum of 80%) when evaluated by both participating BACs and Japanese experts⁸. (3) 8 BAC staff members are qualified as the trainers to disseminate the “Strategic Model”. (4) A draft plan on management/implementation structure of the Strategic Model within Ashanti Region is submitted to NBSSI Headquarters. 2. (1) Evaluation results on capacity of BAC increase by 30%. (2) 70% of pilot MSEs perform activities to improve quality/productivity. (3) 25 good practices are demonstrated. (4) The activities (e.g., seminar/workshop/OJT) for BAC capacity development implemented by NBSSI Ashanti Regional Office get good response (minimum of 80%) when evaluated by participating BACs.</p>	<p>1. (1) Official document(s) (e.g., NBSSI work plan(s), quarterly report(s) and official letter(s)) (2) Project record(s) (3) Project record(s) (4) A draft plan on management/ implementation structure of the Strategic Model within Ashanti Region 2. (1) Base-line and end-line survey report(s) (2) Project record(s) (3) Project record(s) (4) Project record(s)</p>	<p>Other initiatives for strengthening of BDS (e.g., REP) are implemented as planned.</p>

<p>3. The tools to be utilised in the expansion of the “Strategic Model” established in Ashanti Region to the whole country are in place.</p>	<p>3. (1) Reference materials are prepared. (2) Expansion plan of the “Strategic Model” comprised of replicable modules is prepared. (3) 5 times of mainstreaming activities are conducted. (4) A draft plan on management/implementation structure of the Strategic Model at national level is prepared and circulated to NBSSI Regional Offices.</p>	<p>3. (1) Reference materials (2) Expansion Plan (3) Project record(s) (4) A draft plan on management/ implementation structure of the Strategic Model at national level</p>	
<p>Activities 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 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 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 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 diagnosis 2-3-3 Choose 3 pilot MSEs from the 10 candidate MSEs 2-4 Plan and prepare the contents⁹ of workshops/seminars/trainings based on the results of base-line survey of 2-1 and selection process of 2-3. 2-5 Conduct workshops and seminars concerning BDS and basics of KAIZEN to all BACs in Ashanti Region¹⁰ 2-6 Conduct OJTs for the staff member(s) 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”)</p>	<p>Inputs <Japanese side> (1) Dispatch of experts - 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 expert(s) with specific fields of technical expertise as necessity arises. (2) Counterpart training(s) in Japan (3) Equipment provision - Two 4x4 vehicles - Equipment for the project activities (e.g., personal computers, printers, copy machines, digital cameras, multi projector, white board) upon mutual agreement (4) Base-line/end-line survey expenses (5) Training /workshop/ seminar expenses (6) Cost(s) for contracting local resource persons (7) Travel allowances for Japanese experts (8) Cost(s) for fuel and maintenance of the vehicle procured in the Project (9) Cost(s) for material printing</p>	<p><Ghanaian side> (1) Staff allocation by NBSSI (i) NBSSI Headquarters: - Project Director - Deputy Project Director (ii) NBSSI Ashanti Regional Office - Project Manager - Staff members for daily operation: 1) Kumasi BAC Head 2) Senior Project Officer of NBSSI Ashanti Regional Office (iii) 12 BAC Heads participating in 9-week OJT (2) Travel allowances for the counterpart personnel (3) Office space with furniture and cost for utilities for Japanese Experts (4) Partial cost(s) for trainings/workshops/ seminars (5) Partial cost(s) for contracting local resource persons (6) Maintenance cost(s) for the equipment provided by JICA (7) Cost(s) for hiring drivers for the vehicles procured in the Project.</p>	<p>a) Transfer of staff member(s) of Ashanti Regional Office of NBSSI does not adversely affect the project activities. b) Trained BAC staff member(s) do not leave their office(s) substantially. <u>Preconditions</u> a) Natural disaster, security disturbance, and any other man-made disaster do not badly affect the project activities. b) Outreach system of NBSSI/BAC is not drastically changed.</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 member(s) 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> <p>3-1 Prepare “reference materials” to be utilised in the expansion of the “Strategic Model” to the whole of Ghana</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 NBSST’s activities and programmes</p> <p>3-3-1 Conduct a mid-term national seminar on the “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 source (e.g., radio, TV, and website)</p> <p>3-3-4 Conduct a final national seminar on the “Strategic Model”</p>			
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¹ “Strategic Model” is a 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:

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

³ “Strategic Model” consists of a number of modules.

⁴ “KAIZEN” is a philosophy/concept of continuous improvement of quality and productivity

⁵ “KAIZEN related BDS” is a BDS to promote the introduction of the methodologies of KAIZEN such as 5Ss, 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 deliverable services of BDS offered by BACs.

⁶ BDS “provision” means direct support/coaching/consulting done by BAC staff member(s) to the client MSEs. BDS “facilitation” means function of BACs to mediate/introduce 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. Output 3 covers the arrangements to be prepared in order to replicate the “Strategic Model” in the whole of Ghana

⁸ Japanese experts evaluate performance of 9-week training participants.

⁹ In terms of “KAIZEN related BDS”, it is important to extract the applicable and effective elements of KAIZEN methodology to be adopted by MSEs in Ashanti region before considering the contents of workshops/seminars/trainings.

¹⁰ When conducting workshops and seminars about the basics of KAIZEN, not only all BACs but also potential resource persons such as staff member(s) 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.

別添 4 : 研修員リスト

1. 2 週間研修

(1) 第 1 回 2 週間研修

期間 : 2012 年 6 月 11 日から 23 日

参加者 : 計 30 名

アシヤンティ州事務所長、BAC ヘッド 20 名、BDO 8 名、MOTI オフィサー 1 名

No.	氏名	役職	ディストリクト
1	Patience Asamoah Aidoo	BAC ヘッド	Agona
2	Kipo Dari	BAC ヘッド	Akomadan
3	Kwasi Boateng	BAC ヘッド	Bekwai
4	Nyame Alexander	BAC ヘッド	Bosome Freho
5	Kwasi Owusu	BAC ヘッド	Effiduase
6	Kanbontaa Abraham	BAC ヘッド	Ejura
7	Eric Oti Nyarko	BAC ヘッド	Ejisu
8	David K. Poku Oduro	BAC ヘッド	Fomena
9	Aikins Agyepong	BAC ヘッド	Juaso
10	Michael O. Golightly	BAC ヘッド	Kumasi
11	Priscilla Kwakye-Fosu	BAC ヘッド	Konongo
12	Tchedre Ibrahim	BAC ヘッド	Kumawu
13	Nana Sam-Himbson	BAC ヘッド	Kuntense
14	Thomas Fofie	BAC ヘッド	Mampong
15	Mohammed Maahi	BAC ヘッド	Mamponteng
16	Agyenim Boateng Kwame	BAC ヘッド	Manso Nkwanta
17	Benson Adjei	BAC ヘッド	Nkawie
18	Kelvin Ofori-Atta	BAC ヘッド	Obuasi
19	Theodore Bayeldeng	BAC ヘッド	Offinso
20	Thomas Opoku	BAC ヘッド	Tepa
21	Saeed Owusu-Brobbery	Ashanti 州事務所長	
22	Mensah Abankwa Boateng	BDO	Akomadan
23	Afua Serwaa Agyei	BDO	Ejura
24	Patrick Asafo Agyei	BDO	Juaso
25	Andrews Amoako Dapaa	BDO	Formena
26	Samuel Adjei	BDO	Konongo
27	Fosu Darkwa	BDO	Kumasi
28	Lous Adjei Twum	BDO	Kuntense
29	Addai Stephen	BDO	Nkawie
30	Osman Mamuda	Officer/MOTI	Kumasi

Source: Project (October 26, 2013)

(2) 第 2 回 2 週間研修

期間：2013 年 2 月 4 日から 16 日

参加者：計 32 名

アシャンティ州事務所長、BAC ヘッド 20 名、BDO 9 名、NBSSI 本局オフィサー
1 名、MOTI オフィサー 1 名

グループ	No.	氏名	役職	ディストリクト
A	1	Micheal Odartey Golightyly	BAC ヘッド	Kumasi
	2	Nana Sam-Himbson	BAC ヘッド	Kuntense
	3	Alex Nyame	BAC ヘッド	Bosome Freho
	4	Kanbontaa Abraham	BAC ヘッド	Ejura
	5	Mohammed Maahi	BAC ヘッド	Mamponteng
	6	Agyenin Boateng	BAC ヘッド	Manso Nkwanta
	7	Kipo Dari	BAC ヘッド	Akomadan
	8	Stephen Addai	BDO	Nkwaie
	9	Iliasu Abdul Rahman	BDO	Agona
	10	Stephen Fosu	BDO	Kumawu
	11	Saeed Owusu-Brobbery	アシャンティ州事務所長	NBSSI アシャンティ
B	1	Aikins Agyepong	BAC ヘッド	Juaso
	2	Priscilla Kwakye-Fosu	BAC ヘッド	Konongo
	3	Thomas Opoku	BAC ヘッド	Tepa
	4	Theodore Bayeldeng	BAC ヘッド	Offinso
	5	Kwasi Boateng	BAC ヘッド	Bekwai
	6	Eric Oti Nyarko	BAC ヘッド	Ejisu
	7	Ibrahim Tchedre	BAC ヘッド	Kumawu
	8	Andrew Dapaa Amoako	BDO	Fomena
	9	Louis Agyei	BDO	Kuntense
	10	Osman Mamuda	Officer	MOTI
	11	Evans Anyane (As observer)	Senior Project Officer	NBSSI アシャンティ
C	1	Benson Adjei	BAC ヘッド	Nkawie
	2	Patience Asamoah-Aidoo	BAC ヘッド	Agona
	3	Thomas Fofie	BAC ヘッド	Mampong
	4	David Oduro	BAC ヘッド	Fomena
	5	Kwasi Owusu	BAC ヘッド	Effiduase
	6	Kelvin Ofori-Attah	BAC ヘッド	Obuasi
	7	Isaac Agyenim-Boateng	Officer	NBSSI HQ - Accra
	8	Patrick Asafo-Agyei	BDO	Juaso
	9	Vincent Abakah Woode	BDO	Manso Nkwanta
	10	Samuel Agyei	BDO	Konongo
	11	Efua Serwaa Agyei	BDO	Ejura

Source: Project (October 26, 2013)

(3) 第3回2週間研修

期間：2013年10月21日から11月2日

参加者：計30名

アシャンティ州事務所長、BACヘッド23名、BDO5名、MOTIオフィサー1名

グループ	No.	氏名	役職	ディストリクト
A		田島 悟 専門家担当		
	1	Nana Himbson-Sam	BAC ヘッド (リーダー)	Foase
	2	Priscilla Kwakye-Fosu	BAC ヘッド (サブリーダー)	Konongo
	3	Patience Asamoah-Aidoo	BAC ヘッド	Agona
	4	Micheal Odartey Golightly	BAC ヘッド	Kumasi
	5	Alexander Nyame	BAC ヘッド	Bosome Freho
	6	Mohammed Maahi	BAC ヘッド	Mampong
	7	Agyenin Boateng	BAC ヘッド	Mankraso
	8	Marina Serwaa Kusi	BAC ヘッド	Kodie
	9	Benjamin Marfo	BAC ヘッド	Nyinahin
		Saeed Owusu-Brobby	アシャンティ州事務所長	NBSSI アシャンティ
B		関 隆治 専門家担当		
	1	Thomas Fofie	BAC ヘッド (リーダー)	Mampong
	2	Aikins Agyepong	BAC ヘッド (サブリーダー)	Juaso
	3	Thomas Opoku	BAC ヘッド	Tepa
	4	Theodore Bayeldeng	BAC ヘッド	Offinso
	5	Kwasi Boateng	BAC ヘッド	Bekwai
	6	Eric Oti Nyarko	BAC ヘッド	Ejisu
	7	Tchedre Ibrahim	BAC ヘッド	Kumawu
	8	Antiri Irenaeus Ahwireng	BAC ヘッド	Jacobi
	9	Louis Agyei	BDO	Kuntense
10	Osman Mamuda	Officer	MOTI	
C		永井 多聞 専門家担当		
	1	Kelvin Ofori-Atta	BAC ヘッド (リーダー)	Obuasi
	2	Benson Adjei	BAC ヘッド (サブリーダー)	Nkawie
	3	Kipo Dari	BAC ヘッド	Akomadan
	4	David Oduro	BAC ヘッド	Fomena
	5	Kwasi Owusu	BAC ヘッド	Effiduase
	6	Kanbontaa Abraham	BAC ヘッド	Ejura
	7	Joshua Addo	BDO	Mampong
	8	Patrick Asafo-Agyei	BDO	Juaso
	9	Vincent Abakah Woode	BDO	Manso Nkwanta
10	Prince Anisem	BDO	Obuasi	

(4) 3 週間 TOT

期間：2014 年 9 月 23 日から 10 月 15 日

参加者：22 名 BAC ヘッド 22 名

グループ	トレーナー (BAC)	トレーニー (BAC)	担当日本人 専門家
1	Kelvin Ofori-Atta (Obuasi) Patience Asamoah Aidoo (Agona)	David Oduro (Fomena) Nana Antiri (Jacobu)	田島 悟
2	Aikins Agyepong (Juaso) Kwasi Boateng (Bekwai)	Marina Kusi (Kodie) Kwasi Owusu (Effiduase)	永井 多聞
3	Priscilla Kwakye Fosu (Konongo) Eric Oti Nyarko (Ejisu)	Abraham Kanbontaa (Ejura) Theodore Bayeldeng (Offinso)	関 隆治
4	Thomas Fofie (Mampong) Michael Golightly (Kumasi)	Alexender Nyame (Bosome Freho) Benjamin Marfo (Nynahin)	永井 多聞
5	Thomas Opoku (Tepa) Mohammed Maahi (Mamponteng)	Kipo Dari (Akomaden) Agyenim Boateng (Manso-Nkwanta)	関 隆治
6	Nana Sam-Himbson (Foase)	Ibrahim Tchedre (Kumau)	田島 悟

2. 9 週間 OJT

(1) 第 1 回 9 週間 OJT

期間：2012 年 9 月 4 日から 11 月 3 日

- ① Michael Odartey Golightly, Kumasi BAC ヘッド
- ② Aikins Agyepong, Juaso BAC ヘッド
- ③ Benson Adjei, Nkawie BAC ヘッド

(2) 第 2 回 9 週間 OJT

期間：2013 年 5 月 7 日から 7 月 5 日

- ① Priscilla Kwakye-Fosu, Konongo BAC ヘッド
- ② Thomas Fofie, Mampong BAC ヘッド
- ③ Kelvin Ofori-Atta, Obuasi BAC ヘッド

(3) 第 3 回 9 週間 OJT

期間：2014 年 1 月 21 日から 3 月 21 日

- ① Patience Asamoah-Aidoo, Agona BAC ヘッド
- ② Kwasi Boateng, Bekwai BAC ヘッド
- ③ Thomas Opoku, Tepa BAC ヘッド

(4) 第 4 回 9 週間 OJT

期間：2014 年 5 月 6 日から 7 月 3 日

- ① Eric Oti Nyarko, Ejisu BAC ヘッド
- ② Nana Sam-Himbson, Kuntense BAC ヘッド
- ③ Mohammed Maahi, Mampong BAC ヘッド

3. 本邦研修

(1) 第 1 回本邦研修

期間：2013 年 3 月 10 日から 3 月 23 日

参加者：5 名（NBSSI 局長、アシャンティ州事務所長、アシャンティ BAC ヘッド 3 名）

研修員氏名	役職
1 Lukman ABDUL-RAHIM	NBSSI 局長
2 Saeed OWUSU-BROBBEY	NBSSI アシャンティ州事務所長
3 Michael Y Odartei GOLIGHTLY	Kumasi BAC ヘッド
4 Aikins AGYEPONG	Juaso BAC ヘッド
5 Benson ADJEI	Nkawie BAC ヘッド

(2) 第 2 回本邦研修

期間：2014 年 7 月 20 日から 8 月 2 日

参加者：10 名（NBSSI 州 Northern 州事務所長 1 名、アシャンティ州 BAC ヘッド 9 名）

研修員氏名	役職
1 Eric Anthony AFFRAM	NBSSI Northern 州事務所長
2 Patience Asamoh AIDOO	Agona BAC ヘッド
3 Kelvin OFORI-ATTA	Obuasi BAC ヘッド
4 Thomas FOFIE	Mampong BAC ヘッド
5 Priscilla KWAKYE-FOSU	Konongo BAC ヘッド
6 Maahi MOHAMMED	Mampong BAC ヘッド
7 Nana SAM-HIMBSON	Foase BAC ヘッド
8 Eric Nyarko OTI	Ejisu BAC ヘッド
9 Thomas OPOKU	Tepa BAC ヘッド
10 Kwasi BOATENG	Bekwai BAC ヘッド

4. BDO 研修

期間：2014 年 5 月 13 日から 15 日

参加者：24 名（NBSSI アシヤンティ州 BDO）

No.	氏名	ディストリクト
1	Abdul-Rahman Eliasu	Agona
2	Tetteh Priscilla Dede	Akomadan
3	Hawawu Huseiru	Asokore Mampong
4	Georgina Tandoh	Bekwai
5	Abigail Owusu	Bosome Freho
6	Umara Zakaria Banse	Effiduase
7	Afua Serwaa Agyei	Ejura
8	Brian Afriyie	Ejisu
9	Mahimud Jibrila	Foase
10	Andrews Amoako Dapaa	Fomena
11	Frank Forkuoh	Jacobi
12	Patrick Asafo Agyei	Juaso
13	Frank Oppong	Kodie
14	Samuel Adjei	Konongo
15	Fosuhene Darkwa Felix	Kumawu
16	Louus Adjei Twum	Kuntanase
17	Joshua Addo	Mampong
18	Armiyau Haruna	Mampongten
19	Isaac Donkor	Mankranso
20	Vincent Abakah Woode	Manso Nkwanta
21	Stephen Addai	Nkawie
22	Nicholas Korley	Nyinahin
23	Prince Ntisem	Obuasi
24	Prince Anku	Tepa

5. 戦略モデル技術移転研修

期間：2014年11月10日から14日

参加者：20名（NBSSI本局オフィサー3名、州事務所長9名、州プロジェクトオフィサー8名¹⁾）

No.	氏名	役職	州
1	Anthony Akolbire	州事務所長	Brong Ahafo
2	Albert Boachie-Amofa	州事務所長	Central
3	Rebecca Kodua	州事務所長	Eastern
4	Eric Affram	州事務所長	Northern
5	Bashir Manu	州事務所長	Upper West
6	Daniel Boffour	州事務所長	Upper East
7	Gershon Koomson	州事務所長	Western
8	Emmanuel Yao Nyarko	州事務所長	Volta
9	Kwaku Adarkwa Pepra	PPME 部長/州事務所長	NBSSI 本局/Greater Accra
10	Godfred Boakye	Business Advisor	NBSSI 本局 PPME
11	Jonas Amoako	Business Advisor	NBSSI 本局 PPME
12	Isaac Agyenim-Boateng	Business Advisor	NBSSI 本局 EDD
13	Collins Kwamena Korkor	プロジェクトオフィサー	Central
14	Abubakar Adnaan	プロジェクトオフィサー	Eastern
15	Ahmed Abdul Razak	プロジェクトオフィサー	Northern
16	Yunus Alhassan	プロジェクトオフィサー	Upper West
17	Nii Lante Lamptey	プロジェクトオフィサー	Upper East
18	Grace Honare	プロジェクトオフィサー	Western
19	Liman Narambah	プロジェクトオフィサー	Volta
20	Philomena Dsane	BAC ヘッド	Greater Accra

¹⁾ Brong Ahafo 州プロジェクトオフィサーは欠席。

別添 5 : 参照図書一覧

戦略モデルモジュール A (ワークフロー) 参照図書一覧

項目	タイトル	
計画・予算	1.	Template for Annual Review Meeting
	2.	Guidelines and Template for Action Plan
	3.	Guidelines for Training Plan on BACs
実施・評価	4.	Guidelines for monitoring and evaluation for BACs in the national expansion
	5.	Monitoring Working Group Procedure
	6.	Structure and Management Instructions
	7.	Guidelines for Technical Unit
	8.	Guidelines for NBSSI Ashanti
	9.	Guidelines for Group Training
	10.	Guidelines for Mentoring of Action Plan Implementation
	11.	Coaching Manual
	人材育成	12.
13.		Capacity Check Lists
14.		Fundamentals for BACs
PR	15.	Web Development Manual
	16.	PR Materials (poster, brochure and documentary)
	17.	PR Implementation Manuals
実施支援	18.	Linkage with Stakeholders
	19.	Manual for Stakeholder Meeting
	20.	Business Idea Generation Training Manual
アドミ	21.	Office Management Manual

14 Fundamentals for BAC の詳細リスト

No.	タイトル
14-1	Basic Skills for MSE Consultation
	1) Leadership
	2) Team Work
	3) Communication Skills
	4) Time Management
	5) Presentation Skills
	6) Logical Thinking
14-2	Manual for Preparing Manual
14-3	MC Training Manual

戦略モデルモジュール B (BDS 提供・斡旋能力強化) 参照図書一覧

I. 研修教材リスト

No.	タイトル
1	BDS Consultation Methods And Procedures
2	Corporate Diagnosis and Reporting Manual
3	SWOT Analysis
4	Guidelines For Recommendations for Quality and Productivity Improvement
5	Kaizen Implementation and Reporting Manual
6	5S Implementation Manual
7	Industrial Engineering for Kaizen
8	Quality Control Implementation Manual
9	Occupational Health Safety and Environmental Management (OSHEM) Manual

II. BDS 基礎

No.	タイトル
1	Corporate Diagnosis/Shindan
2	Kaizen Fundamentals
3	5S Fundamentals
4	Quality Control and Visualization
5	Corporate Management and Strategies
6	Entrepreneurship Development
7	Economy of Ghana and Selected Policies Targeted at the Youth and SMEs
8	SME Management
9	Production Management
10	Marketing and Marketing Assessment
11	Business Plan Preparation
12	Accounting , Finance and Taxation
13	Business Law for SMEs
14	Information Communication Technology and SME
15	Corporate Seminars

別添 6 : ベースライン調査要約

Summary of Baseline Survey

August 2012
JICA BDS Project

The baseline survey was conducted from the May 2012 to August 2012 by NBSSI Ashanti Regional Office, BACs in Ashanti Region and the JICA Project Team. The baseline survey has two objectives. Firstly, it aims at identifying the needs for business development service by BACs. Secondly, it will also be used to compare the situation before and after the Project.

The baseline survey has **3 components**. The target and method of each component is as follows.

- 1) **BACs in Ashanti Region**: self evaluation of all 20 BACs by BAC Heads.
- 2) **MSEs in Ashanti Region**: Each BAC conducted survey for 20-25 client enterprises. In total, 479 samples were collected.
- 3) **BDS providers other than BACs**: Public and private BDS Providers, including business consultants, universities, associations and so forth were surveyed. In total, 30 samples were surveyed.

1. Summary of findings

(1) MSEs' expectation to BDS

The survey found that the most needed BDS by MSEs in Ashanti Region was financial service. They expect BDS to improve their access to finance though there are fewer institutions which provide financial services compared to other services. Training for enhancing management and production skill is also needed by MSEs. More specifically, there are slightly more favored for training related to technology than business management. It is presumed that MSEs think that enhanced technology is more directly linked to increased sales or income than enhanced management is or a new introduction of technology can make a breakthrough, since the majority of the client MSEs dedicate manufacturing.

(2) BACs' self evaluation

The survey found that BAC Heads see themselves competent enough to provide and facilitate BDS. However some BACs said that their knowledge and skill on inventory, corporate diagnosis and consultancy need improvement. Almost all BACs feel that the lack of facility and equipment hinders them from providing and facilitating services needed by their client MSEs. Furthermore, irregular provision of operational resources makes them difficult to predict their future plan of operation.

(3) Other BDS providers

There is a wide range of BDS providers other than BACs and there is a room for further cooperation. BACs should find and establish their unique characteristics and make it known by clients in order to stand out in this competitive sector.

(4) Baseline of Project indicators

(4-1) Output 1: XX BAC staff are qualified as the trainers to disseminate "Strategic Model"

The survey asked BAC Heads how much confident they are to promote Strategic Model for its nationwide expansion in the scale of 5. 4 BACs out of 20 scored "5" in the scale of 5. The average of 20 BAC heads was 3.975.

(4-2) Output 2: Evaluation results on capacity of BAC increase by XX%.

According to the result of the survey, 68.2 % of MSEs answered that they appreciate or highly appreciate activities by BACs. The average score out of 5 was 3.97. The average of BACs self-evaluation of their capacity to provide and facilitate BDS as an office in the scale of 5 was 3.8 while the average of BAC Heads' self-evaluation of their own capacity was 4.35.

2. Findings of each component

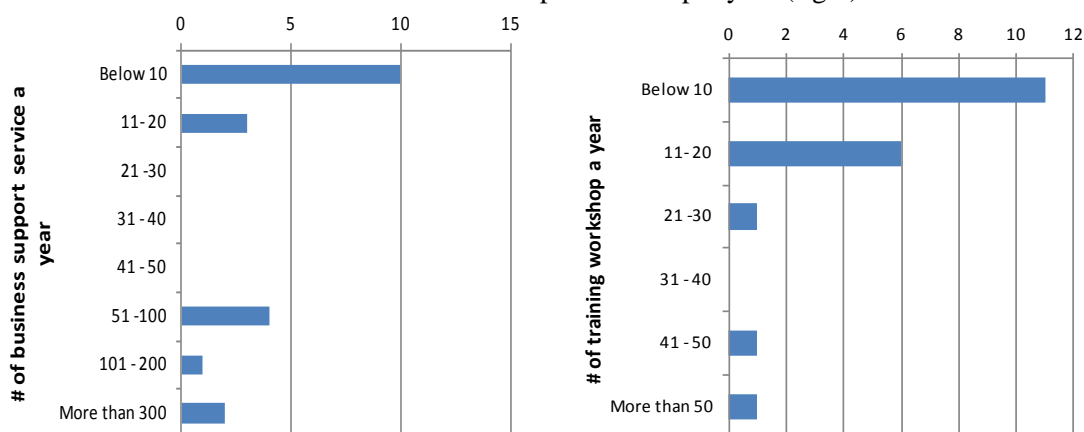
(1) Questionnaire for BACs in Ashanti Region [Appendix 1]

(1-1) Contents of service and their frequency

As BDS provider, the major services the BACs offer are management and technical training, accounting, market research and technical consultation. Management and technical training and consultation are the major areas that they provide service as BDS facilitator too. Other services they mainly facilitate are finance, accounting, product designing and so on.

The frequency of major services is shown in Figure 1. The number varies among the BACs. As a result, the average number of business support service (advice)¹ the BACs provide per year was 54.3. As for the workshop/seminars, the average number of workshops/seminars they conduct per year was 15.45.

Figure 1: Number of business support service per year (left)
and number of workshop /seminars per year (right)

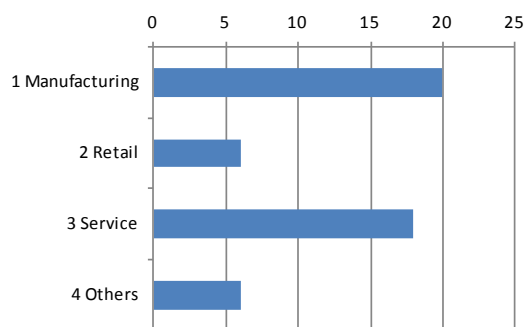


(1-2) Clients

The most of the BACs in Ashanti Region are targeting companies than individuals. They have more small enterprises (6-29 employees) clients than micro enterprises (1-5 employees) clients. The clients MSEs dedicate manufacturing, service and retail. In the manufacturing sector, agro-processing, wood processing, carpentry, water production are the major categories.

¹ Business service (advice) is defined as service to make any suggestions and guidance to minor and basic inquiries such as (how to deal with business registration), as well as general counseling.

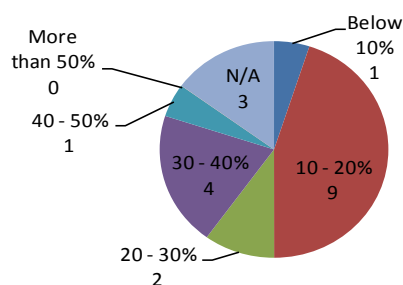
Figure 2: Sectors to which client MSEs dedicate



(1-3) Price of service

Though the cost of service depends on the content, generally, it is partially bared by clients. The average ratio which is borne by clients is 27%. Business advice is given free of charge by most of the BACs.

Figure 3: The ratio of cost borne by clients



(1-4) Problems

The BACs are struggling to provide services needed by MSEs because they feel that there is not enough facilities, equipments and operation resources. The BACs also think their service is too pricy for their client MSEs and there is too much competition among institutions which provide BDS. Some BACs claim that it is difficult to provide efficient service because of clients' lack of literacy level.

(1-5) Acquaintance with KAIZEN

Since the questionnaire for BACs was conducted prior to 2-week training for BACs (June 2012), not all BACs were familiar with KAIZEN. 5 BACs were familiar with KAIZEN, while the majority of BACs (14) do not know it very well.

(1-6) Self evaluation of ability

a) BAC's ability to provide and facilitate BDS

BAC Heads self evaluated their BAC's ability as an office to provide and facilitate BDS to their clients in the scale of 5. The average point of BACs in Ashanti Region was 3.8. Reasons for high score were motivation and morale of their staff, location and space of the office and clientele base. On the other hand, reasons for low score were mainly about lack of funds, means of transportation and facility (e.g. internet).

b) BAC Head's ability to provide and facilitate BDS

BAC Heads also self evaluated their own ability to provide and facilitate BDS in the scale of 5. The average point was 4.35. Some BACs claim that they lack knowledge and skill on inventory, corporate diagnosis and consultation.

c) Competency as Strategic Model Promoter

The Project plans to formulate Strategic Model of BAC training for the nation-wide expansion. Selected BAC Heads of Ashanti Region are supposed to be the promoters of Strategic Model. Thus the survey asked BAC Heads how much confident they are to be the one in the scale of 5. The average of 20 BAC heads was 3.975.

(2) Questionnaire for MSEs in Ashanti Region [Appendix 2]

The survey covered 479 enterprises in Ashanti Region. The chart below shows the number of employees of the surveyed enterprises.

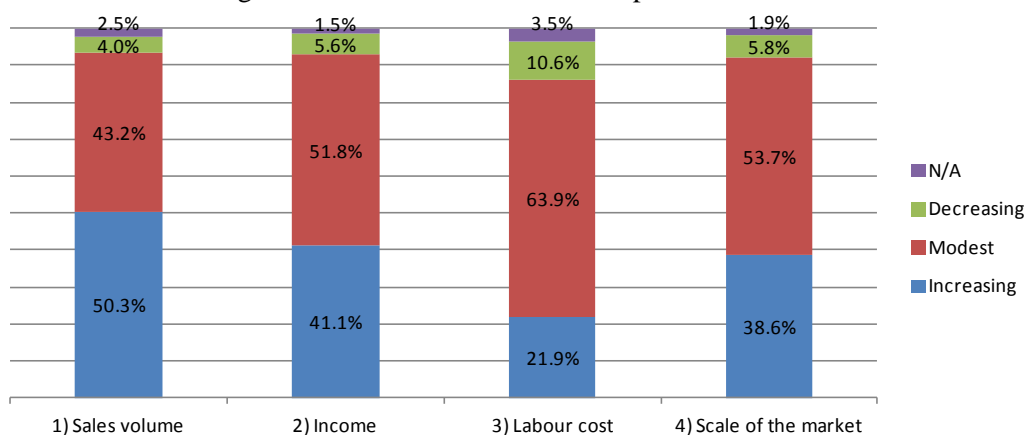
1 to 5 employees	358
more than 6 employees	121

The capital range of the surveyed enterprises is from GHC 85 to GHC 895,000.

(2-1) Current situation of MSEs in Ashanti Region

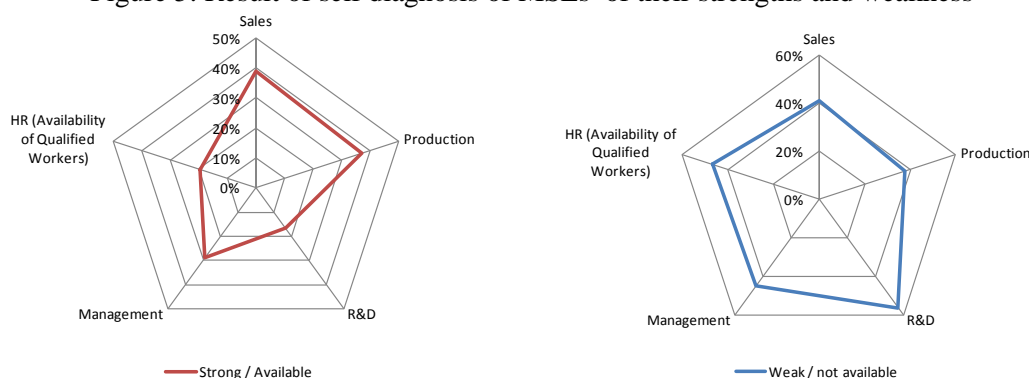
50.3% of respondents answered that they are currently increasing the sales volume. Most of the enterprises maintains or increases their income too.

Figure 4: Performance record of respondent MSEs.



In the questionnaire, respondent MSEs self-diagnosed their strengths and weaknesses of major 5 areas, namely Sales, Production, Research and Development, Management and Human Resources. Out of those 5 areas, they feel that they are particularly weak at Research and Development, Human Resources and Management, while they are relatively more confident with their Sales and Production.

Figure 5: Result of self diagnosis of MSEs' of their strengths and weakness



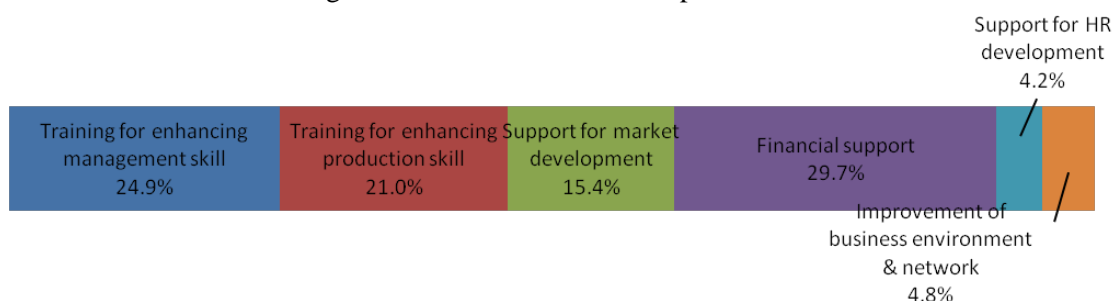
Looking at the breakdown of each area, it is noted that 53.2% of the respondents feel that they are weak at maintenance. On Management, almost 2-third of the respondents thinks their fund raising capacity is weak. Regarding Human Resource, they feel that it is difficult to employ qualified mid-level managers. The surveyed also found that employees at the production are more motivated than engineers, sales and managers. Almost half of the respondents do not conduct training for mid-level workers, while more than half of them do train workers.

(2-2) Needs for Business Development Service (BDS)

a) Priorities

The survey found that BDS which was the most needed by the MSEs in Ashanti Region was Financial Service. They think that Financial Support should be most prioritized (29.7%). Training for enhancing management skill and production skill are also popular, as 24.9% and 21.0% answered they should be prioritized.

Figure 6: BDS which should be prioritized



b) Breakdown

Among the Financial services, more than 90% of respondent MSEs needs general financial service for MSEs, credit guarantee and interest compensation facility. However, MSEs are less willing to get capital participation, since 13% of the respondents answered they do not need it.

Regarding the Management, support for entrepreneurship and business incubation was the most needed. The managers wants consultation on their management, though some of them (11.1%) are reluctant to get management training.

On the Human resource development, technical education and education and training for skilled workers are the most popular. Training for engineers, mid-level workers, trainees and MSE consultants are less needed. It is presumed from their scale of business that they may not have or need those workers currently.

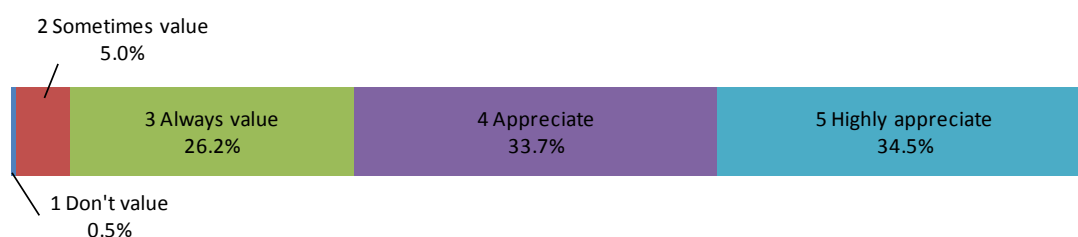
Support for market development is generally needed too. More than 90% of respondents needed BDS for product development and designing, capacity for market development and marketing information service. 80% of respondents are interested in getting support for exportation.

They also think that production skills need to be enhanced by attending training on specific technology, applying technology from foreign country and getting advice on modernization of equipment.

(2-3) Evaluation of activities by BACs

Activities by BACs are generally appreciated by client MSEs. 68.2 % of MSEs answered that they appreciate or highly appreciate activities by BACs and only 0.5% of MSEs do not value their activities. The average point was 3.97.

Figure 7: MSEs' evaluation of activities by BACs



(2-4) Acquaintance with KAIZEN

Japanese experience on productivity improvement is little known among the MSEs in Ashanti Region. 87.5 % of respondent enterprises never heard of KAIZEN activities.

(3) Questionnaire for BDS Providers [Appendix 3]

There is a wide range of BDS providers other than BAC in Ashanti Region. The survey researched 30 public and private BDS provider. They can be divided into 5 categories.

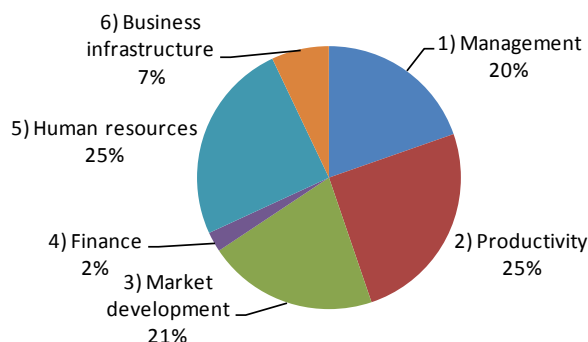
1. Public and semi-public institutions: e.g. COTVET, Rural Enterprises Programme (REP), Ministry of Women and Children (MOWAC), Integrated Community Centre for Employable Skills (ICCES)
2. Associations: e.g. Association of Ghana Industries (AGI), Association of Small Scale Industries (ASSI), Furniture and Wood Product Association of Ghana (FAWAG)
3. Universities: e.g. Kumasi Polytechnic, Ghana Baptist University College
4. NGOs: e.g. Centre for Development of People
5. Private consultants, companies and banks

The survey reconfirmed that there are many institutions and enterprises which provide services similar to BACs. Thus, it can be said that there is a room for further cooperation with them for more effective service delivery. At the same time, it can also be said that there is a lots of competition among the BDS providers and BACs should deliver quality service to stand out in this competitive sector.

(3-1) Content of their service

The BDS providers cover a wide range of areas, namely, productivity improvement, market development, management and human resources, while only 2% of respondents provide financial service.

Figure 8: Content of BDS Providers' service

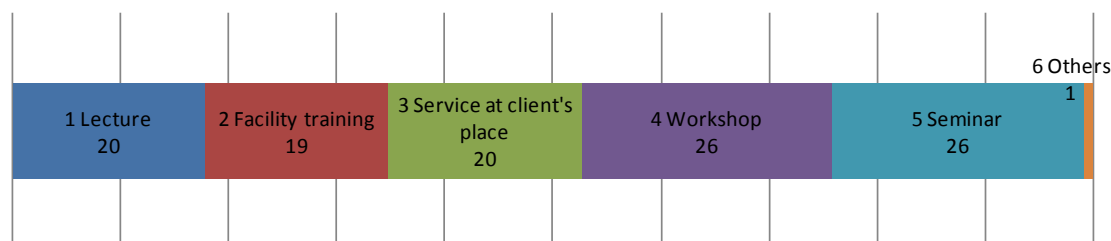


In the management, more than 20 out of 30 respondents provide training for managers and entrepreneurs and management consultation. On productivity improvement, they rather focus on technology improvement, since many providers offer training and consultation on technology and advice on modernization of equipment. Market development is also a popular area of service. More concretely, they provide training and consultation on product development, market development. They also provide marketing information service and organize trade fairs. On finance, only 5 respondents provide financial service. They are COTVET, REP, Kumasi Polytechnic, a bank and a consultant. On service in human resource development, the target of training is mostly skilled workers, mid-level managers and trainees. Besides, 18 providers offer technical education.

(3-2) Means of service

Most of the providers conduct seminar, workshop and lecture for their client MSEs. 20 out of 30 go to their client enterprises and provide service at site.

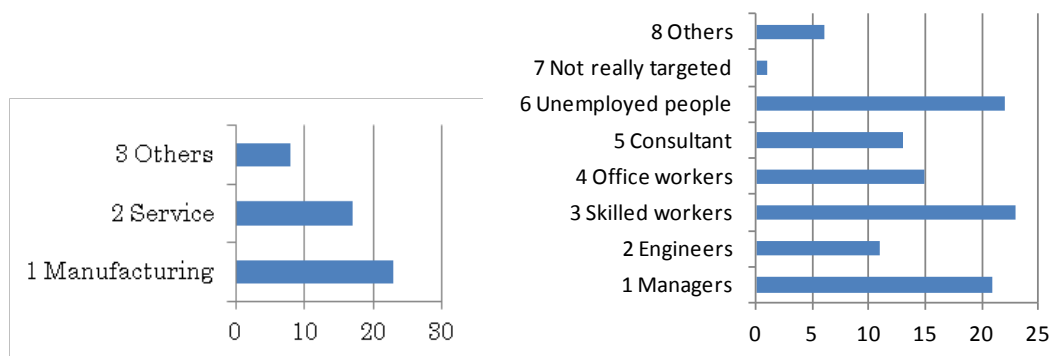
Figure 9: Means of service of BDS providers



(3-3) Clients

The respondents of the questionnaire dedicate manufacturing (23 out of 30) and service (17 out of 30). The target clients are skilled workers, managers and office workers, while 22 of 30 providers are targeting unemployed people as well.

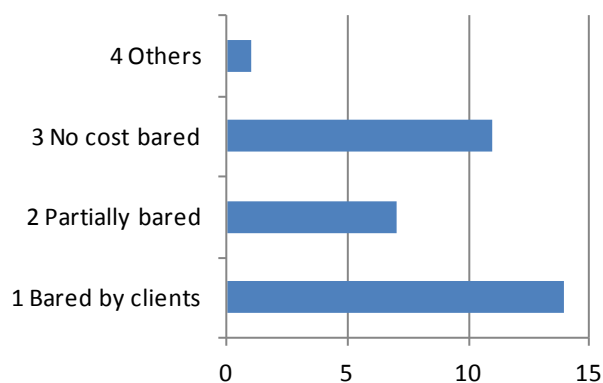
Figure 10: Business category and job category of clients of BDS providers



(3-4) Price of service

The price of service depends on its content and client. There are 11 providers, public and private, provide service free of charge. Even among donor funded project, such as REP, COTVET, RTIMP and CEDIP, the cost sharing ratio varies.

Figure 11: Price of the services BDS providers offer



End

別添 7 : エンドライン調査要約

End-line Survey Summary Report on Project for Formulating a Strategic Model for Quality and Productivity Improvement through Strengthening BDS for MSEs

November 2014

JICA BDS Project

1. Outline of the End-line Survey

The End-line survey was conducted from June 2014 to September 2014 by NBSSI Ashanti Regional Office, BACs in Ashanti Region, a contracted local consultant and the JICA Project Team. The End-line survey had two objectives: to collect information related to the Project and analyze outcomes and to quantify performance gaps versus targets for the Project indicators.

The End-line survey had three components. The target and methods of each component were as follows:

(1) BACs in Ashanti Region

Self-evaluation of all 22 BAC Heads was conducted. Originally there were 20 designated BAC Heads as of the beginning of the Project, but three new BAC Heads were assigned to newly established BACs and one BAC Head resigned, resulting in 22 BAC Heads as of July 2014.

(2) MSEs in Ashanti Region

20 BACs distributed the End-line survey to 20-25 client MSEs that were sampled during the Base-line survey. In total 405 MSEs answered out of 479 MSEs surveyed. In addition, Pilot MSEs of 9-week OJT were surveyed in terms of evaluation of Pilot BACs.

(3) BDS Providers other than BACs

Public and private BDS providers including business consultants, universities and associations were surveyed.

25 out of 35 BDS providers sampled during the Base-line responded for the End-line survey. Due to the difference in the number of valid responses, the comparison was made on a percentage basis. Some comparison charts for easy reference are presented in Attachment.

2. Summary of the Findings

(1) BACs in Ashanti Region

The Findings of End-line Survey

The survey found that:

- BAC Heads evaluated themselves as having highly improved capacities of BDS provision and facilitation through the Project in terms of the frequency of the BDS provision and facilitation as well as the understanding of the new BDS, i.e. Corporate Diagnosis and Kaizen.
- Survey results on the Strategic Model showed that BAC Heads understood either very well or well the Strategic Model and its usefulness except one person was neutral in the evaluation. The average of responses for their understanding the model was 4.3 while for usefulness of the model the average was 4.6 out of 5.

The Achievement based on the Comparison to the Base-line Survey

- a) The number of times both provision and facilitation of BDS by BACs to client enterprises has steadily increased from 2012.
- b) Progress has also been made in the alliance with the development partners.
- c) The average frequency of BDS provision as an office, on a scale of 1-5, was 3.8 which showed a 25% increase against the 3.1 results of the Base-line survey. Likewise provision by BAC Heads was 3.8 leading to a 41% increase against the 2.7 Base-line results.
- d) The average frequency of BDS facilitation by BAC Offices increased by 26% from 2.3 to 2.9 and that by BAC Heads increased 27% from 2.6 to 3.3.

- e) The average score of the capacity of BAC Office in BDS provision and facilitation including Corporate Diagnosis and Kaizen was 4.4 which increased by 16% against 3.8, and that of BAC Heads was 4.5 which rose by 3% against 4.35.
- f) The score of understanding Kaizen and confidence of conducting new BDS including Kaizen was enhanced by 147%.

Table 1 Average Score and Increase Rate Regarding the Survey on BACs

Indicator		Base	End	Increase Rate
Frequency of BDS Provision	by BAC	3.1	3.8	22%
	by BAC Head	2.7	3.8	41%
Frequency of BDS Facilitation	by BAC	2.3	2.9	26%
	by BAC Head	2.6	3.3	27%
Capacity of BDS Provision/ Facilitation	by BAC	3.8	4.4	16%
	by BAC Head	4.35	4.50	3%
Understanding Kaizen/confidence in conducting new BDS		1.80	4.45	147%

Note: 1-5 scale (5 is the highest score and 1 is the lowest)

(2) MSEs in Ashanti Region

The Findings of the End-line Survey

It is demonstrated that 94% MSEs valued the BACs' business support activities. The average score on a 1-5 scale was 4.01 in this survey. MSE's highest expectation of BDS was to access to credit or credit facilities, and counseling on various management issues was the second. 69% of MSEs recognized new BDS, however 50% out of the 69% do not know it very well. 84% of MSEs showed interest in receiving new BDS.

36 Pilot MSEs of 9-week OJT evaluated Pilot BAC Heads in terms of provision of new BDS with an average score of 4.97 and they assessed a score of 4.94 in response to whether BDS provided by Pilot BAC Heads had been highly improved compared with that before the Project. All Pilot MSEs answered that they would continue to use new BDS.

The Achievement based on the Comparison of Base-line Survey

- a) The evaluation of BAC was already high in the Base-line survey, and this assessment was maintained in the End-line survey; i.e. the average score on a 1-5 scale was 4.01 in the End-line survey against 3.97 in the Base-line survey.
- b) The recognition of the new BDS increased compared to the results of Base-line. In the Base-line, 12% of MSEs had heard about the new BDS for an average score, on a 1-3 scale, of 1.12. The End-line survey showed that 69% of MSEs recognized the new BDS with a score of 1.90, an increase of 70%.

(3) BDS Providers

The Findings of the End-line Survey

The End-line survey shows that 88% of BDS providers recognized the value and effectiveness of the BACs' activities and the number of collaborative activities increased compared with 2012. The change of BACs could be seen by BDS Providers after the implementation of the Project, and the expectation that BACs would introduce the new BDS and expand their role was positively expressed. The Kaizen activities were recognized by 72% of BDS providers whereas the information on the Strategic Model reached 48% of them. The average score of effectiveness of the Strategic Model was 3.71.

In the End-line survey, more publicity of BAC services to their stakeholders and clients and further collaboration with BDS providers were recommended.

The Achievement based on the Comparison of Base-line Survey

- a) The BAC's activities were rated high in both surveys indicated by an average score of 4.16 in the End-line survey against 4.09 in the Base-line survey.
- b) The Base-line survey presented that 20% of BDS providers did not expect the BACs to introduce new services and initiatives, such as Kaizen, related to BDS and to expand their roles and functions, for example to grant facilities, whereas 100% of BDS providers expressed this expectation in the End-line survey.
- c) In the Base-line survey, only 15.2% of BDS providers knew Kaizen very well and the average score on a 1-3 scale was 1.6. On the other hand, the End-line survey found that 48% of BDS providers knew Kaizen very well and the average score was 2.3, resulting in a 44% increase of the acquaintance with Kaizen.

(4) The Achievement on the Project Indicators

The survey has confirmed the achievement of the targets set out in the Project.

- 1) Output 1(2) and Output 2 (4): The activities (e.g., seminar/workshop/OJT) for BAC capacity development implemented by NBSSI Ashanti Regional Office receive good responses (minimum of 80%) when evaluated by both participating BACs and Japanese experts.**

The survey presented that 100% of BAC Heads were satisfied with the activities to enhance the BAC capacity, i.e. 64% of BAC Heads rated "Very satisfied" and 36% of them scored "Satisfied".

- 2) Output 2 (1): Evaluation on capacity of BACs increases by 30%**

According to the result of the survey, the average of BACs self-evaluation of their capacity to provide new BDS including Kaizen, on a scale of 1-5, was 4.45. In the second JCC, the formula to scale the capacity of BAC was settled as follows.

The formula = 25% x (Self-evaluation on the business trainings) + 25% x (company assessment) + 50% x (Self-evaluation on the MSE Consultation with Kaizen)

The increasing ratio is calculated based on the above formula and the result is shown as below.

$$\begin{aligned} \text{Base-line Amount} &= 25\% \times 4.3 + 25\% \times 4.0 + 50\% \times 1 = 2.6 \\ \text{End-line Amount} &= 25\% \times 4.5 + 25\% \times 4.0 + 50\% \times 4.45 = 4.35 \\ &4.35 (\text{End-line Amount}) \div 2.6 (\text{Base-line Amount}) = 1.67 \end{aligned}$$

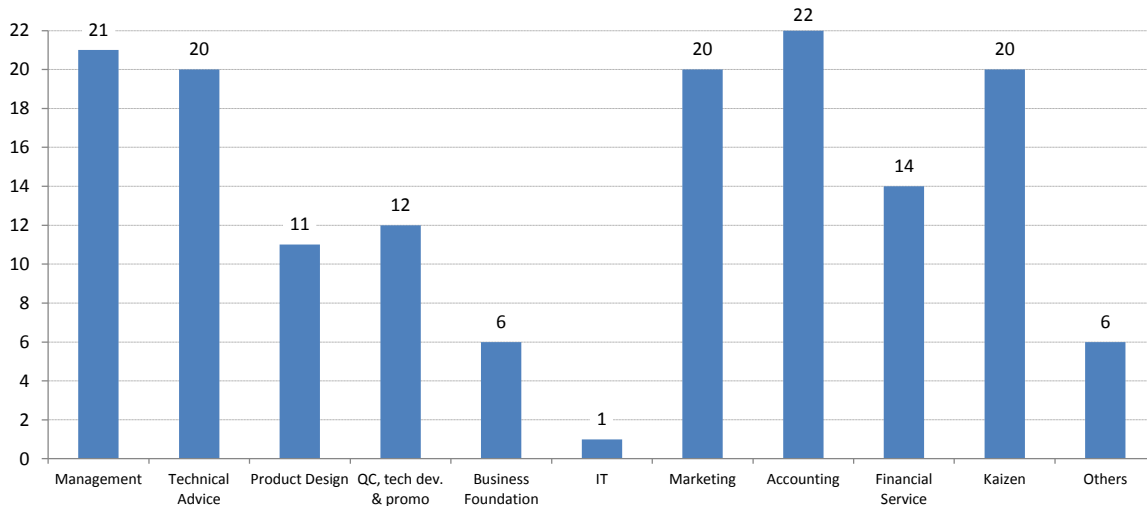
It results that the capacity of BAC increased by 67 % comparing with Base-line Survey.

The Results the End-line Questionnaire Survey for Business Advisory Centres in Ashanti Region, Ghana

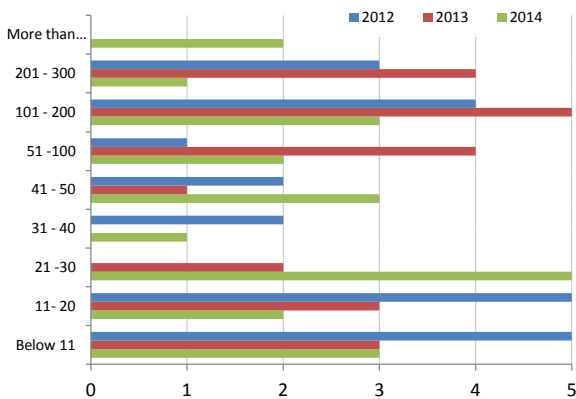
November, 2014

BDS Provision

Q.1 Contents of BDS Provision



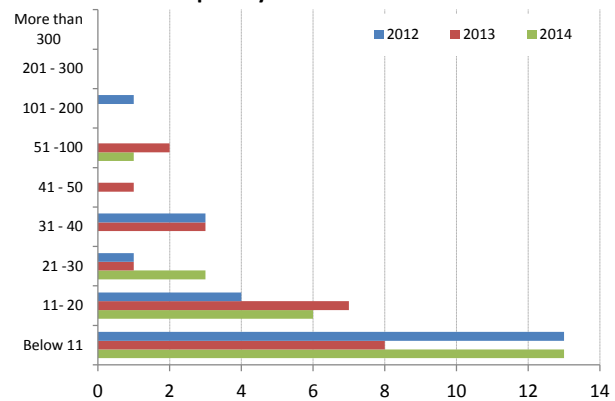
Q2.1 The Number of Consultation/Advice provided to MSEs in a year



Average 2012 : 69 2013: 102 2014: 84

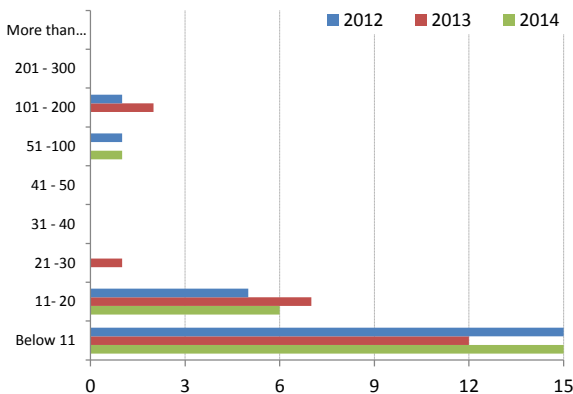
Note: The figure in 2014 was as of June 2014 so that it could cover for a half of year.

Q2.2 The Number of Consultation/Advice provided to Individuals to start up in a year



Average 2012:14 2013: 22 2014: 15

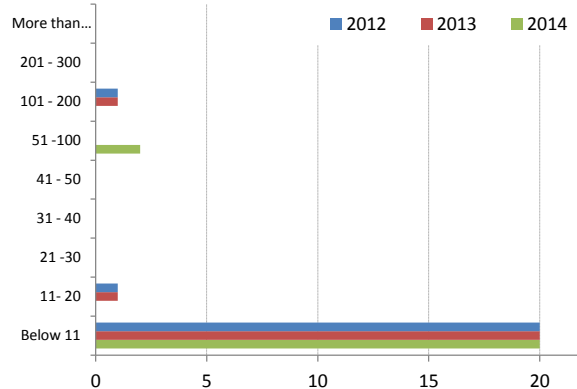
Q2.3 The Number of Training, Workshop/Seminar provided to MSEs in a year



Average 2012:10 2013: 22 2014: 12

Note: The figure in 2014 was as of June 2014 so that it could cover for a half of year.

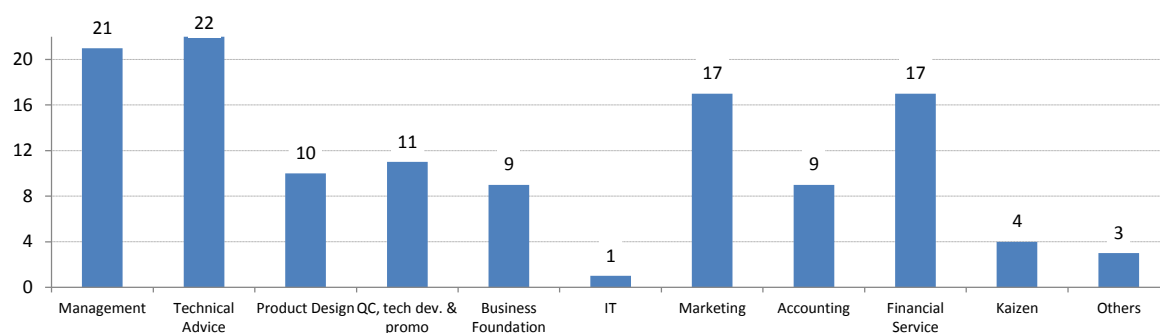
Q2.4 The Number of Training, Workshop/ Seminar provided to Individuals to Start up in a year



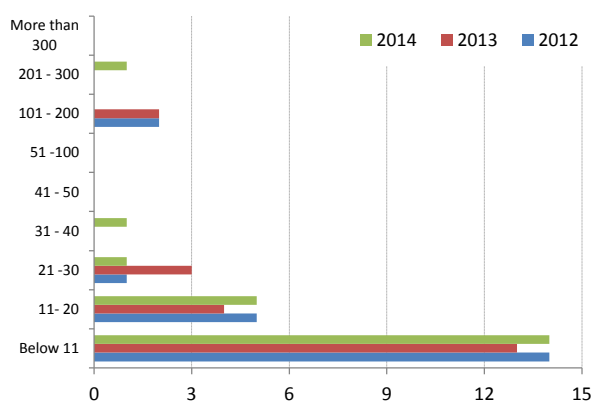
Average 2012:3 2013: 10 2014: 9

BDS Facilitation

Q.3 Contents of BDS Provision



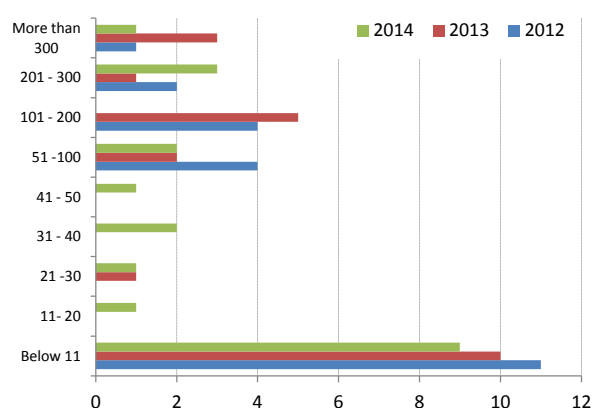
Q.4 Number of Facilitation of BDS in a year



Average 2012:20 2013: 25 2014: 19

Note: The figure in 2014 was as of June 2014 so that it could cover for a half of year.

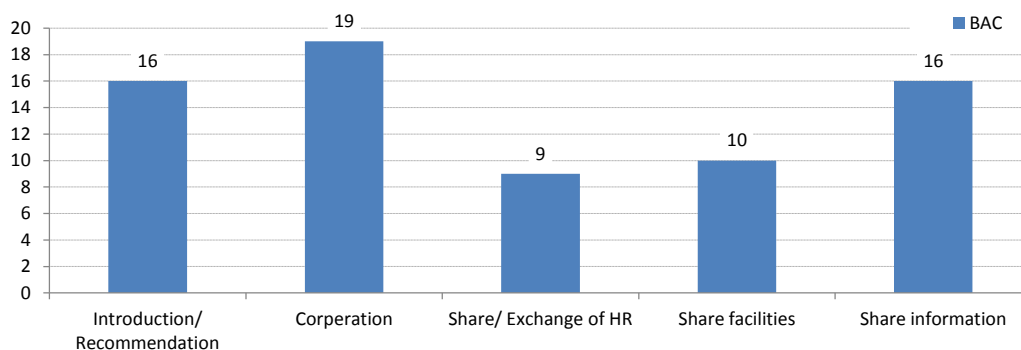
Q.5 Number of Enterprises to be facilitated BDS in a year



Average 2012:91 2013: 117 2014: 71

Alliance with Organisations

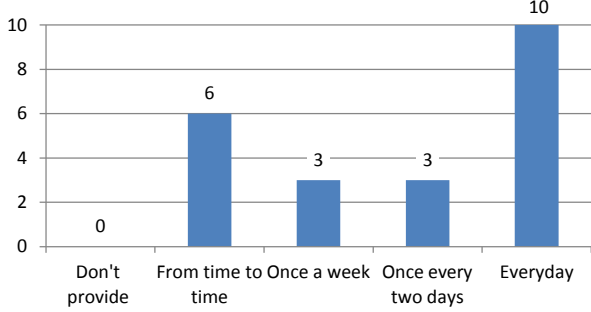
Q.6 Alliance with Organisation



Introduction/Recommendation of activities of other institutions	RTIMP, GSA, FDA,EPC, RGD, ITTU, RTF, REP, EDAIF, MOFA, Community Development, Hunger Project, Community Dev't Department, Okomfo Anokye Rural , EDAIF, RTSC, University of Education (Mampong), MOFA, NBSSI/JICA BDS Project, REP, EDAIF, World Vision, ROCHA Ghana (NGO), Cooperatives, Financial institutions, MASLOC, Registrar General's department
Cooperate with other institutions for a service/ project	Mine Workers Wives Association, FDA, GSA, ITTU, RGD, Asante Akyem Rural Bank, GRATIS, Okomfo Anokye Rural Bank, DA, REP, MOFA, NBSSI/JICA BDS Project, RTSC, University of Education, MOFA, NBSSI/JICA BDS Project, REP, MOFA, EDAIF, RTIMP, DA, Gyeeda, Community Dev't, Adra Ltd, Individuals, Beverage & Soap Making, ROCHA Ghana, EDAIF, RTIMP, Millennium Villages Project, REP, Care International, NGO, Community Development, First Step, LESDEP, Community Development, EDAIF, Cooperatives
Share/exchange of human resources	NBSSI/JICA BDS Project, REP, Community Dev't, Gari processing (Mampong), MOFA, Dep't of Cooperatives, Community Dev't, MOH, Revenue Services, LESDEP
Share facilities	RTF, MOFA, Community Dev't, Hunger project , District Assembly, NBSSI/JICA BDS Project, Bosomtwe DA, RTSC, Gyeeda, LESDEP, Resource person
Share information	Department of cooperatives, MOFA, Hunger project, Community Development, RGD, Cooperative, Department, Community Dev't, NBSSI/JICA BDS Project, REP,RTSC, ASSI, MSEs, Gyeeda, LESDEP, Millennium Villages Project, Care International, First Step, District Assembly

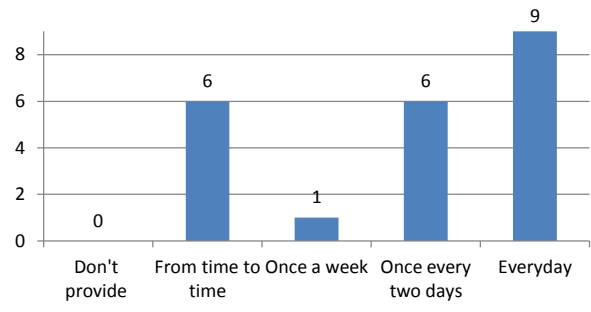
Self Evaluation

Q7. Frequency of BDS Provision by BAC office



Average: 3.77

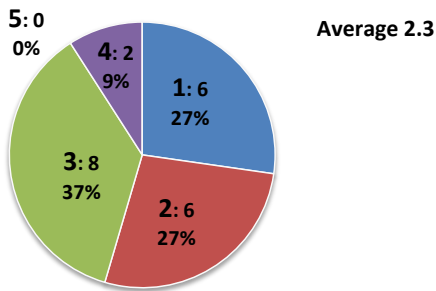
Q8. Frequency of BDS Provision by BAC Heads



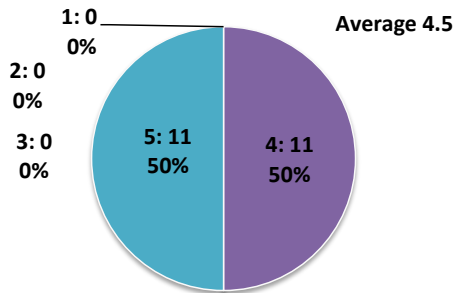
Average: 3.82

Q9. Score of BAC Head Capacity in the BDS provision including Corporate Diagnosis and Kaizen

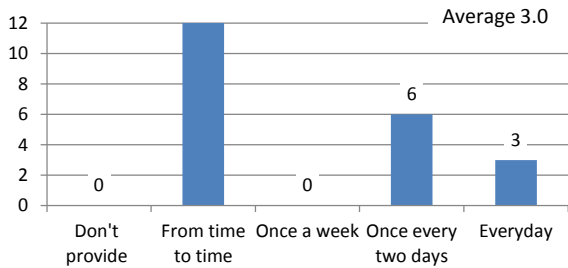
a) Before implementation of Project



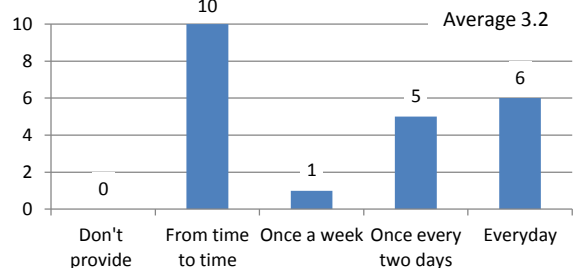
b) After implementation of Project



Q10. Frequency of BDS Facilitation by BAC office

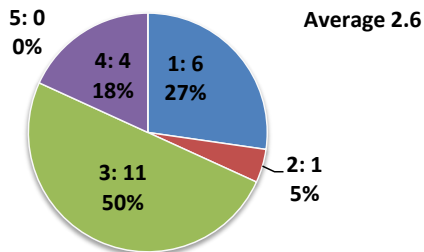


Q11. Frequency of of BDS Facilitation by BAC Heads

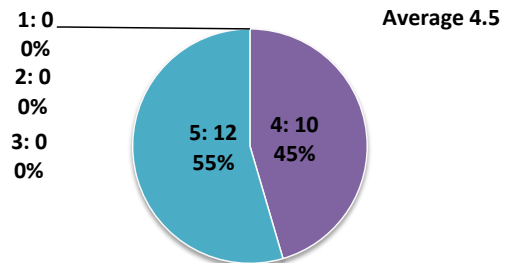


Q12. Score of BAC Head Capacity in the BDS facilitation including Corporate Diagnosis and Kaizen

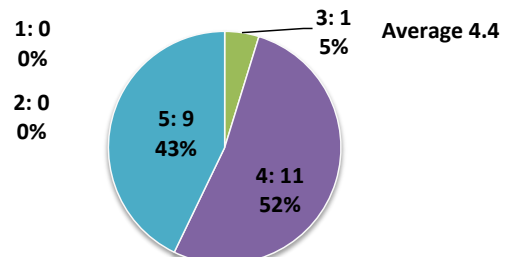
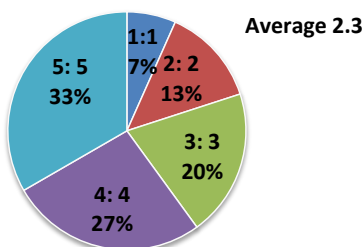
a).Before implementation of the Project



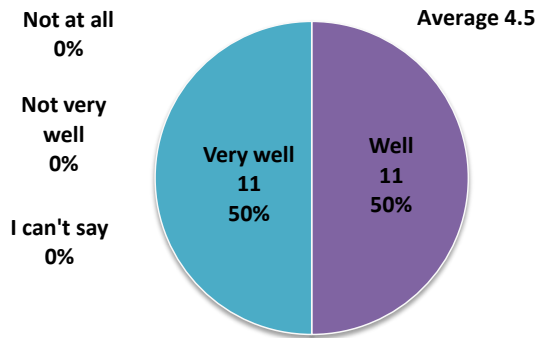
b).Present/After implementation of theProject



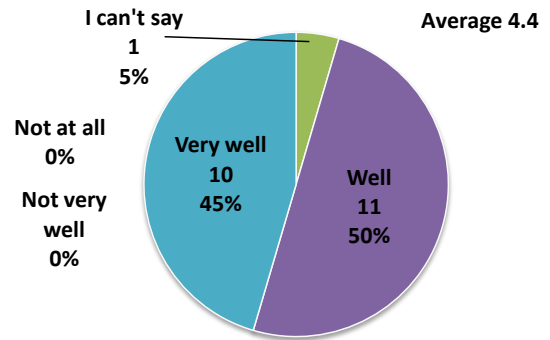
Score of BAC Capacity in the BDS Provision and facilitation including Corporate Diagnosis and Kaizen



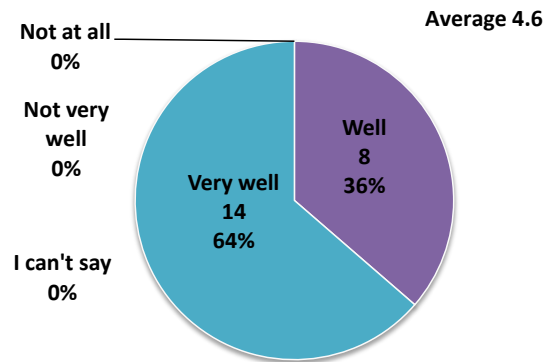
Q13. Understanding Corporat Diagnosis



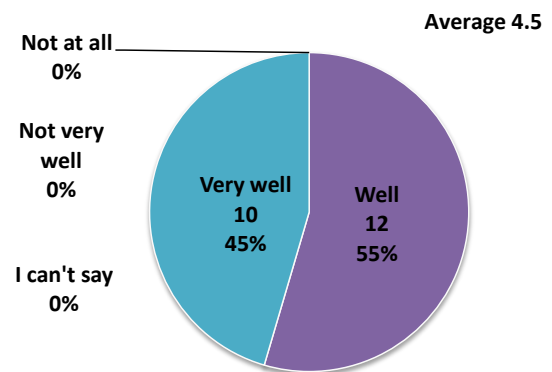
Q14. Confidence in conducting Corporate Diagnosis



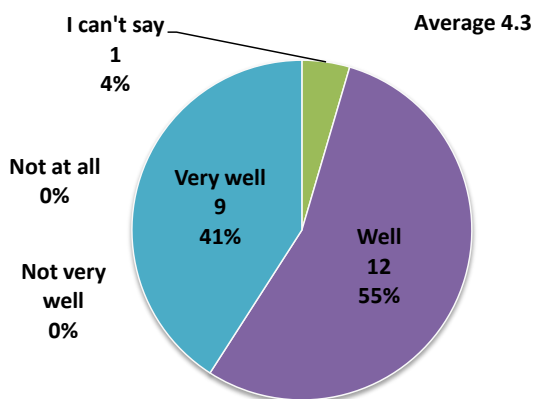
Q15. Understanding Kaizen concept



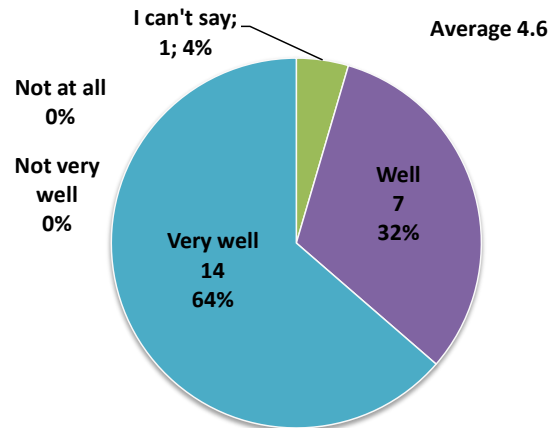
Q16. Confidence in conducting site instruction & follow-up



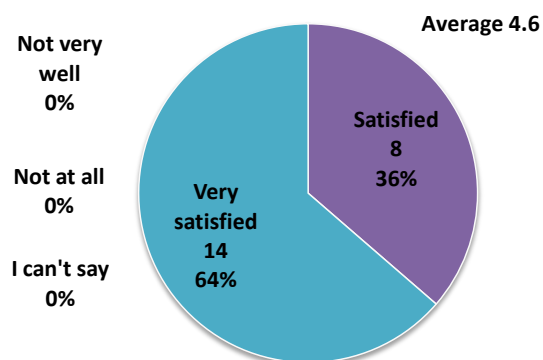
Q17. Understanding the Strategic Model



Q18. Evaluating the usefulness of the Strategic Model



Q19. Satisfaction of activities to build BAC's capacity



Analysis of the Achievement on the Capacity Improvement of the BACs in Ashanti Region

November, 2014

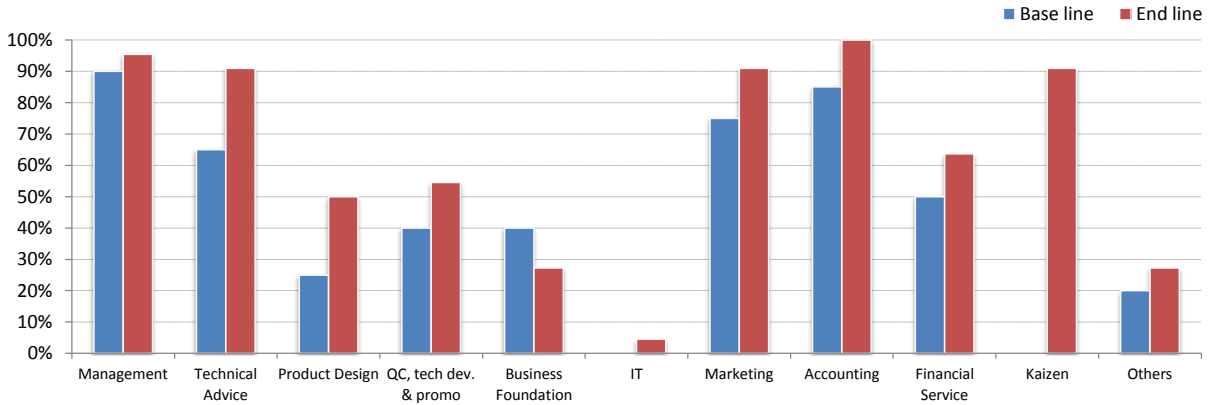
The number of BAC

Base-line Survey 20 BAC End-line Survey 22 BAC

Due to the increase of BACs by 22 BACs, the comparison is made on percentage basis.

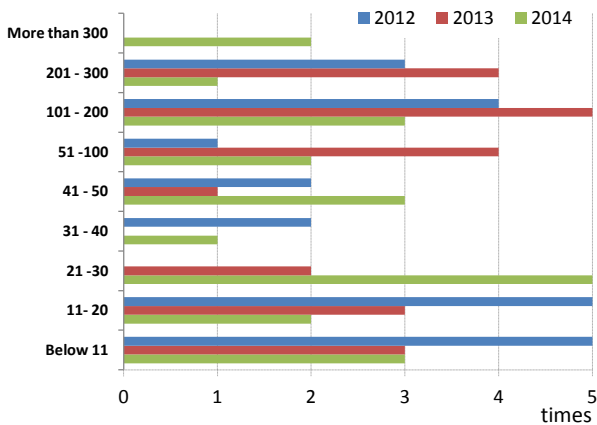
BDS Provision

1. Contents of BDS Provision



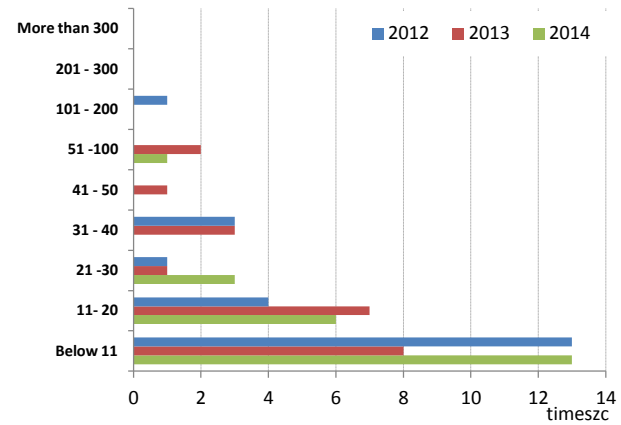
2-1. The Number of Consultation/Advice provided to MSEs in a year

Average 2012 : 69 2013: 102 2014: 84



2-2. The Number of Consultation/Advice provided to Individuals to start up in a year

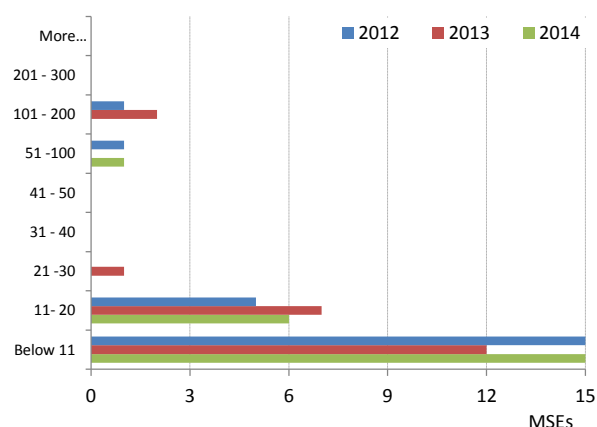
Average 2012:14 2013: 22 2014: 15



Note: The figure in 2014 was as of June 2014 so that it could cover for half of a year.

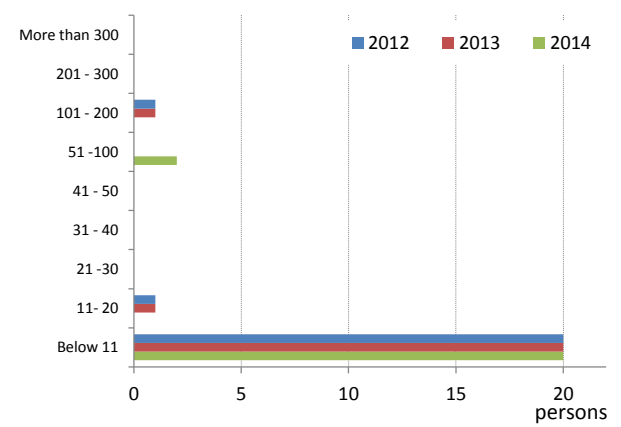
3-1. The Number of Training, Workshop/Seminar provided to MSEs in a year

Average 2012:10 2013: 22 2014: 12



3-2. The Number of Training, Workshop/ Seminar provided to Individuals to Start up in a year

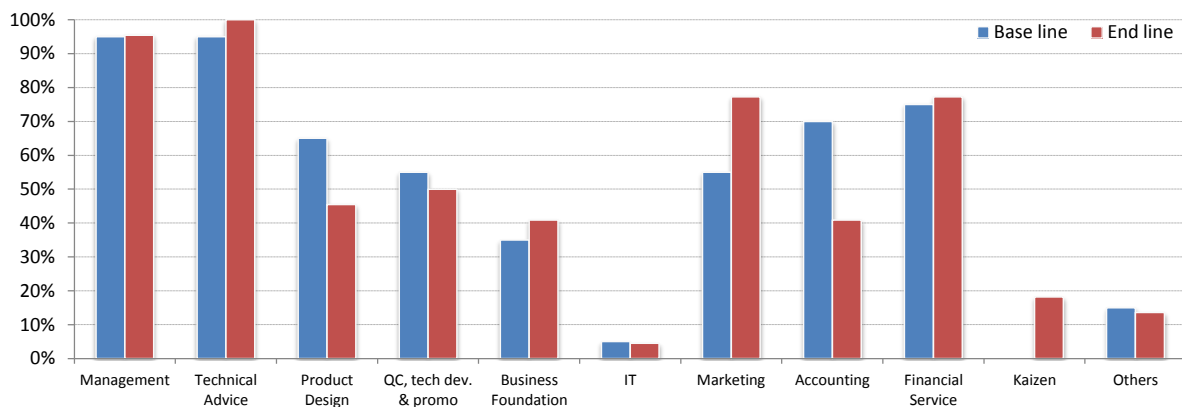
Average 2012:3 2013: 10 2014: 9



Note: The figure in 2014 was as of June 2014 so that it could cover for half of a year.

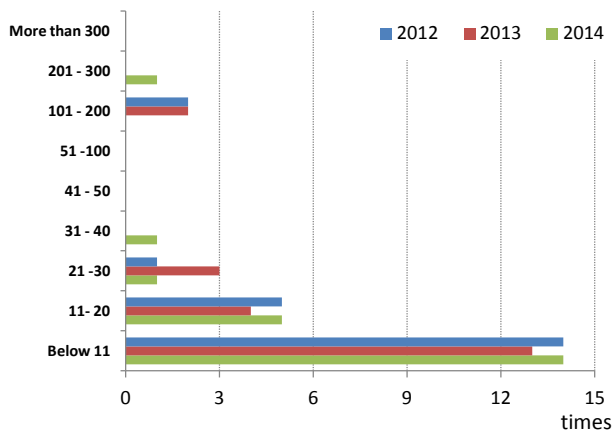
BDS Facilitation

4. Contents of BDS Provision



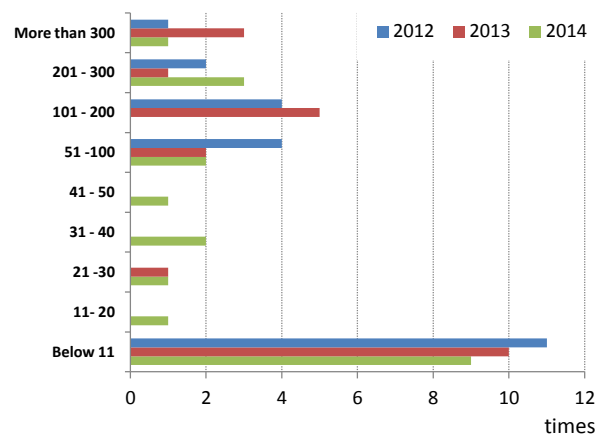
5-1. The Number of Facilitation of BDS in a year

Average 2012:20 2013: 25 2014: 19



5-2. The Number of Enterprises to be facilitated BDS in a year

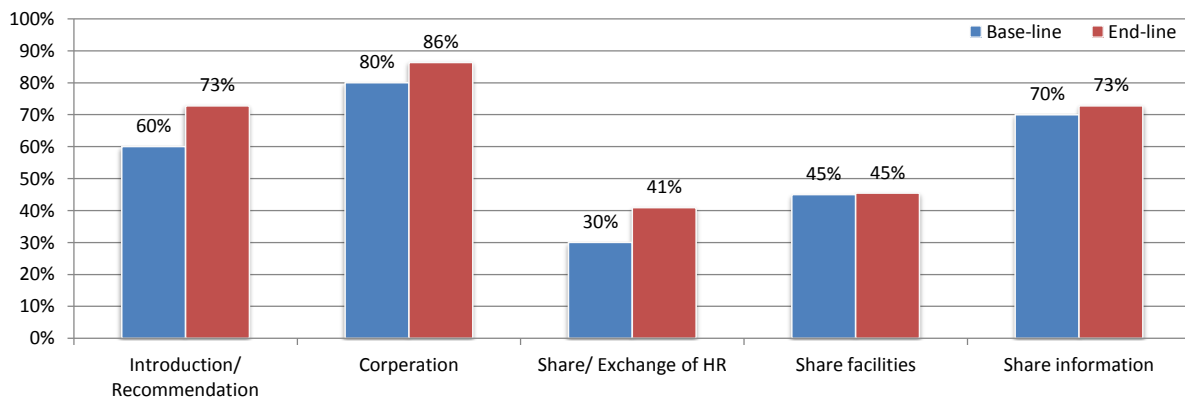
Average 2012:91 2013: 117 2014: 71



Note: The figure in 2014 was as of June 2014 so that it could cover for half of a year.

Alliance with Organisations

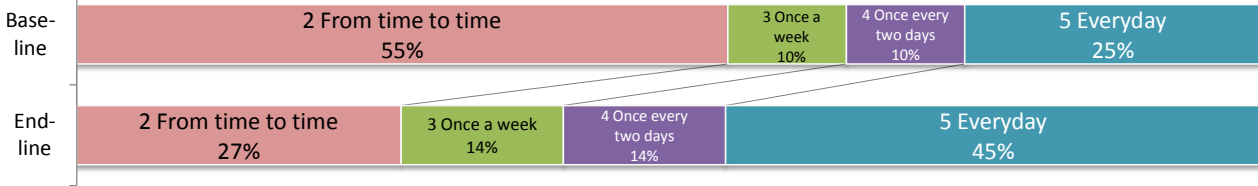
6. Alliance with Organisation



Self Evaluation

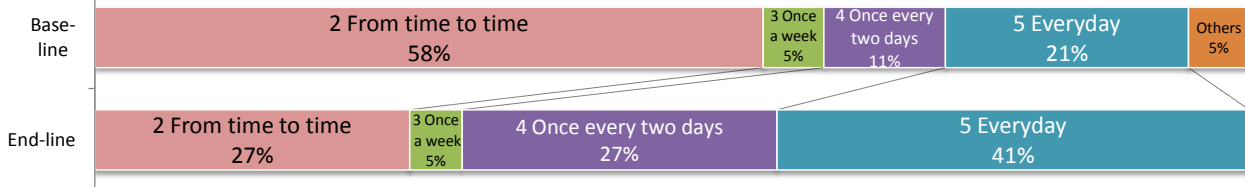
7-1. Frequency of BDS Provision by BAC Office

Average Score Base-line: 3.1 End-line: 3.8 **23% increase**



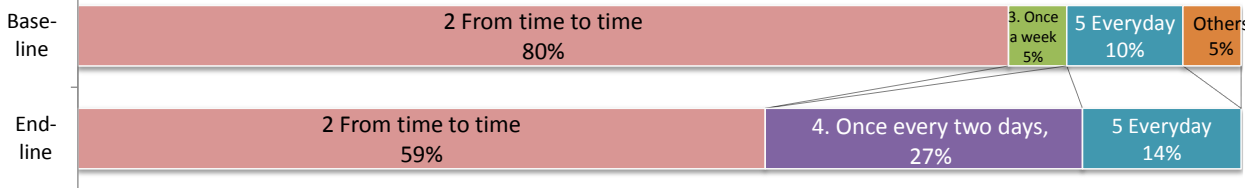
7-2. Frequency of BDS Provision by BAC Heads

Average Score Base-line: 2.7 End-line: 3.8 **41% increase**



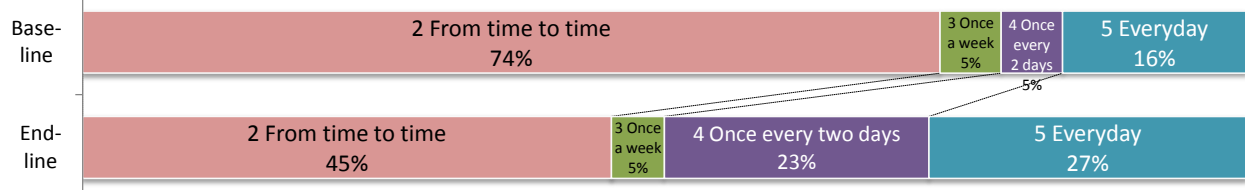
8-1. Frequency of BDS Facilitation by BAC Office

Average Score Base-line: 2.3 End-line: 2.9 **26% increase**



8-2. Frequency of of BDS Facilitation by BAC Heads

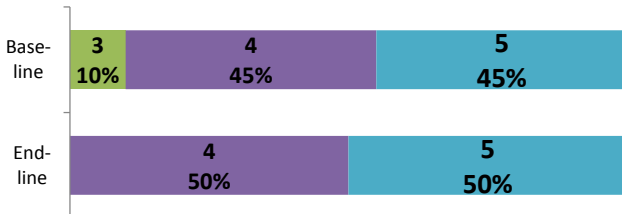
Average Score Base-line: 2.6 End-line: 3.3 **27% increase**



9. Score of BAC/BACHead Capacity in BDS Provision and Facilitation including Corporate Diagnosis and Kaizen

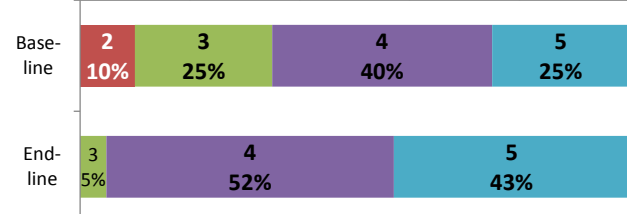
BAC Office

Average Score Base-line: 3.80 End-line: 4.40 **16% increase**



BAC Head

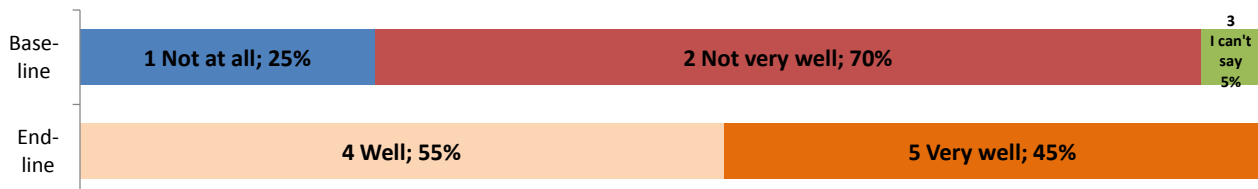
Average Score Base-line: 4.35 End-line: 4.50 **3% increase**



Note: 5 scale (5 is the highest score and 1 is the lowest)

10. Understanding Kaizen and Capacity to Confidence in Conducting Site-Instruction and Follow Up

Average Score Base-line: 1.80 End-line: 4.45 **147% increase**



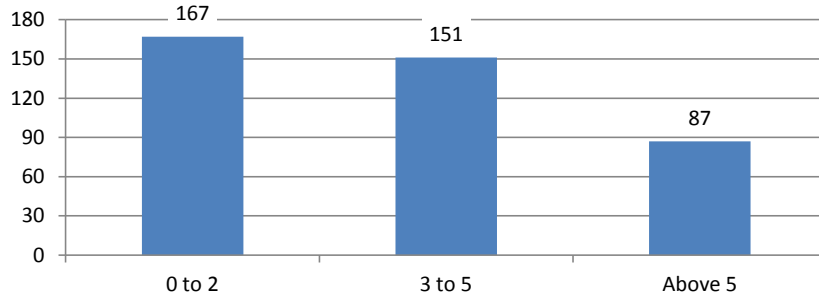
The Results the End-line Questionnaire Survey for MSEs

November, 2014

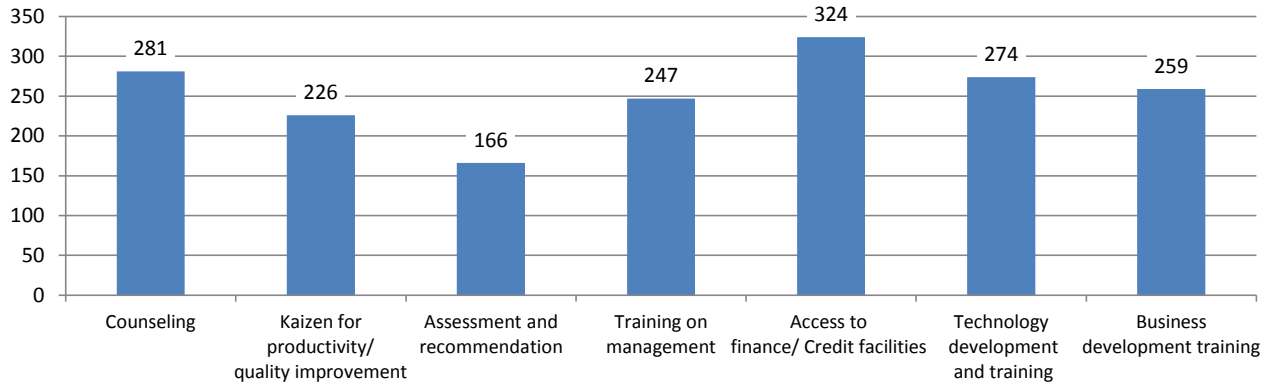
Number of the Enterprises surveyed: 480
(Valid: 405 Enterprises)

Number of employees 0 to 5 : 311 Enterprises
More than 5 : 94 Enterprises

Number of effective advice or business

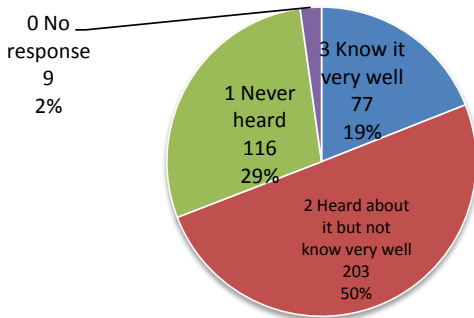


Expectations of BDS provision/facilitation



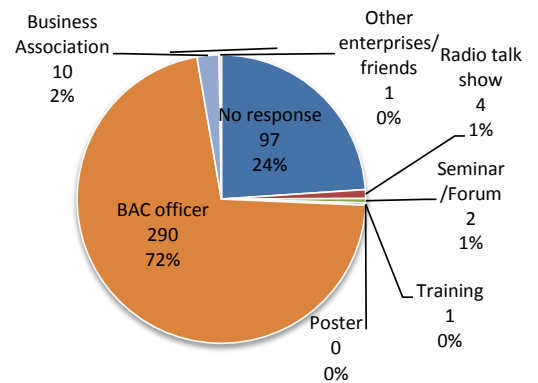
Recognition of new BDS

(Corporate Diagnosis, recommendations, on site instruction and implementation of KAIZEN activities)



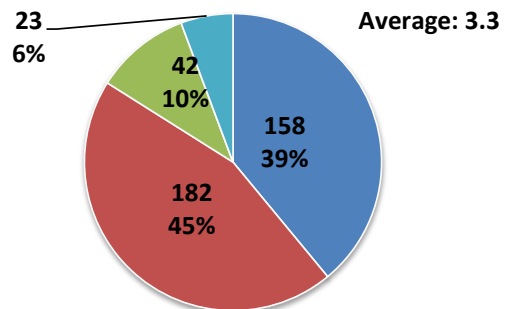
Average: 1.9

The Medium through which Enterprises knew the new BDS



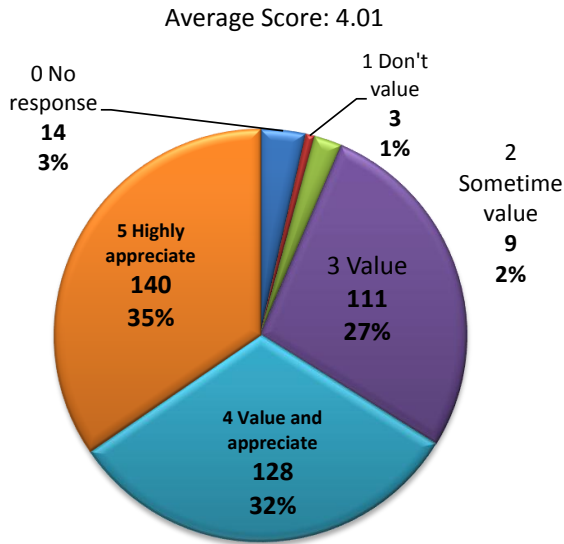
Willingness to receive new BDS

- 4 I'd like to and pay if necessary for Kaizen
- 3 I'd like to if it is free of charge
- 2 Not very interested
- 1 Not interested at all
- 0 No response



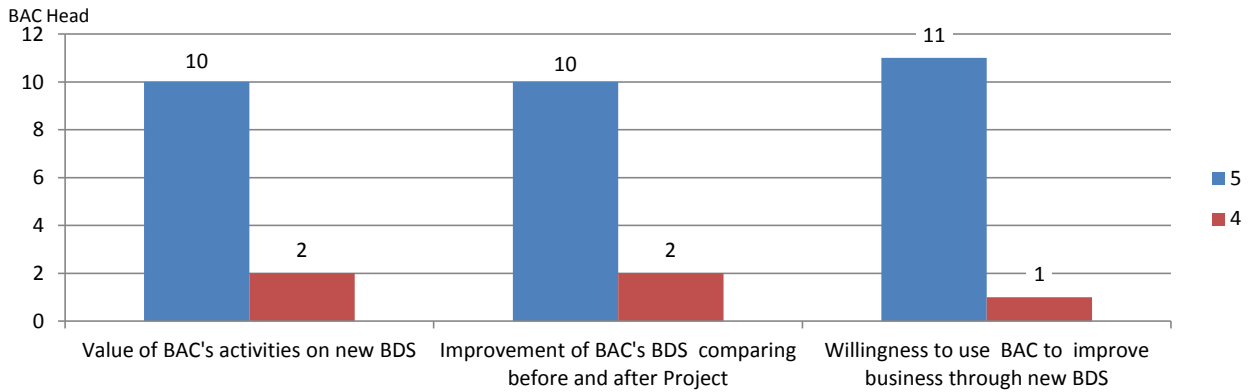
Average: 3.3

Evaluation of BAC's activities (BDS Provision and Facilitation)



	BAC	Average
1	Akomadan	4.27
2	Agona	4.32
3	Bekwai	3.65
4	Bosome Freho	3.42
5	Effiduase	5.00
6	Ejisu	3.20
7	Ejura	3.48
8	Fomena	4.67
9	Juaso	5.00
10	Konongo	4.95
11	Kumasi	4.32
12	Kumawu	3.89
13	Kuntenase	3.67
14	Nkawie	3.00
15	Mampong	4.12
16	Mamonteng	3.53
17	Manso	3.78
18	Obuasi	4.20
19	Offinso	3.50
20	Tepa	3.95

Evaluation of Pilot BAC Head by OJT Pilot MSEs



	Pilot BAC	Value of BAC's activities on new BDS	Improvement of BDS comparing before and after Project	Willingness to use BAC to improve business through new BDS	Average
1	Agona	4.67	5.00	5.00	4.89
2	Bekwai	5.00	5.00	5.00	5.00
3	Ejisu	5.00	5.00	5.00	5.00
4	Juaso	4.67	5.00	5.00	4.89
5	Konongo	5.00	5.00	5.00	5.00
6	Kumasi	5.00	5.00	5.00	5.00
7	Kuntenase	5.00	4.67	5.00	4.89
8	Nkawie	5.00	4.67	4.67	4.78
9	Mampong	5.00	5.00	5.00	5.00
10	Mamonteng	5.00	5.00	5.00	5.00
11	Obuasi	5.00	5.00	5.00	5.00
12	Tepa	5.00	5.00	5.00	5.00
	Average	4.97	4.94	4.97	4.95

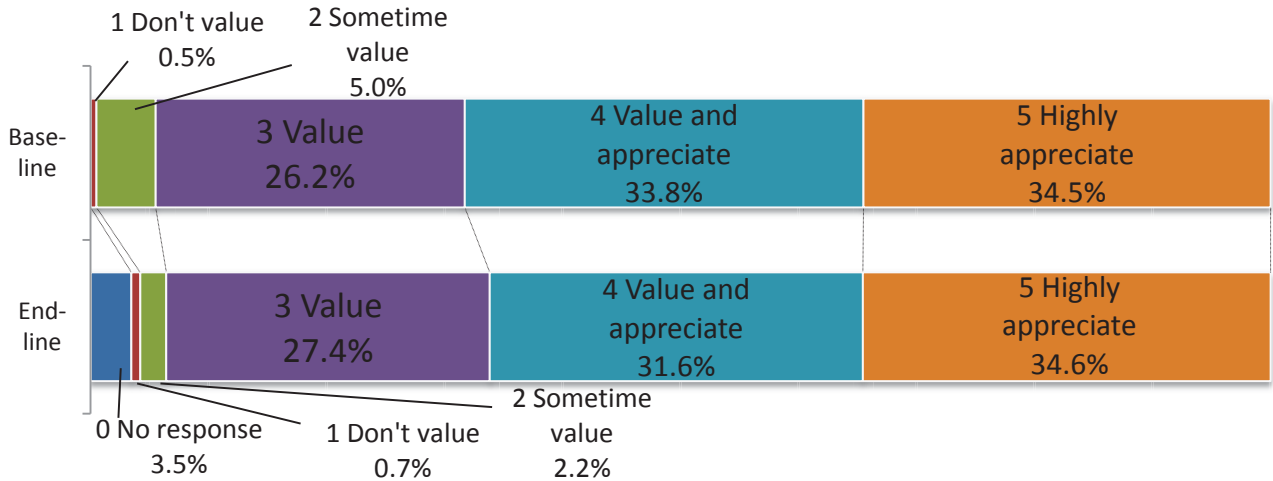
The Comparison of the results of Base-line Survey and End-line Survey for MSEs

November, 2014

		Base-line	End-line
No. of Enterprises	Total	479	479
	Valid	479	405
No. of Employees	0 to 5	358	311
	More than 5	121	94

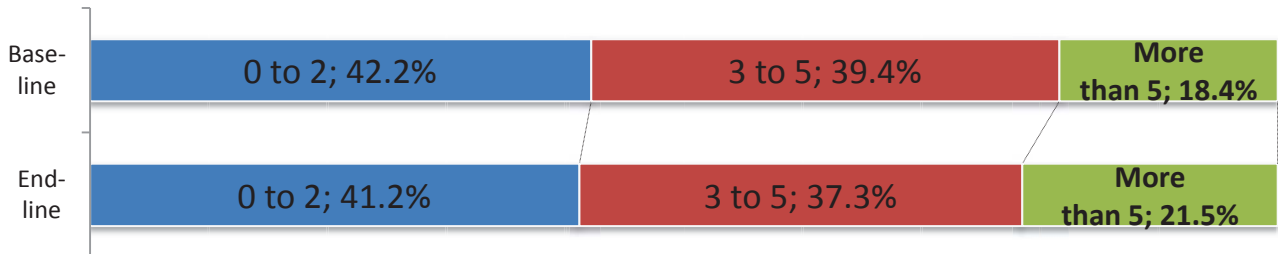
Evaluation of BAC's activities(BDS Provision and Facilitation)

Average Score Base-line: 3.97 End-line: 4.01



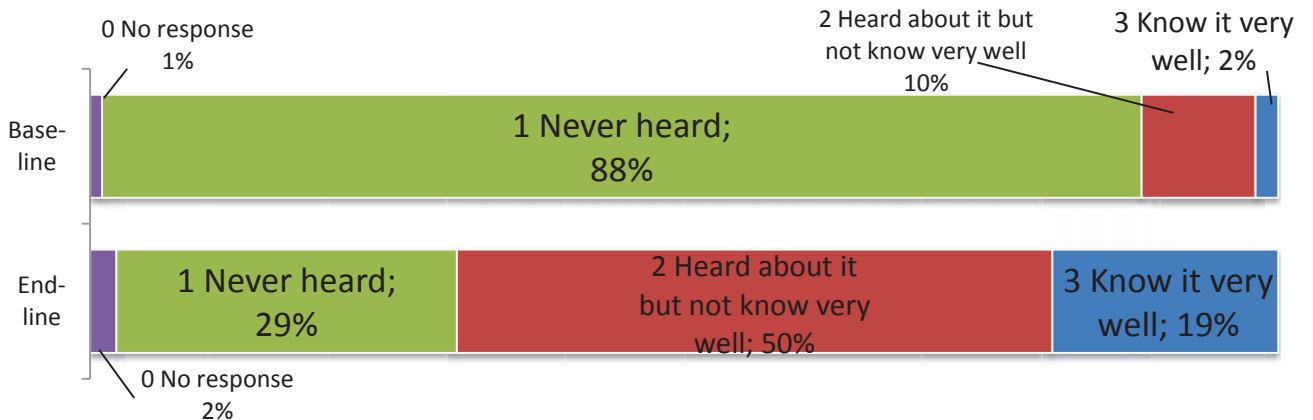
Number of effective advice or business support activities received from BACs

Average Score Base-line: 4.79 End-line: 3.71



Recognition of new BDS

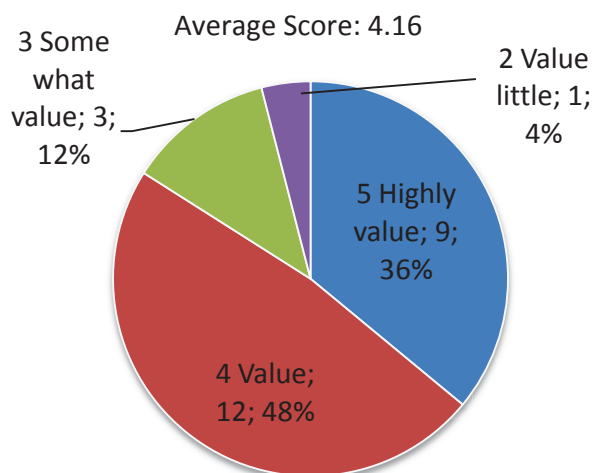
Average Score Base-line: 1.12 End-line: 1.90



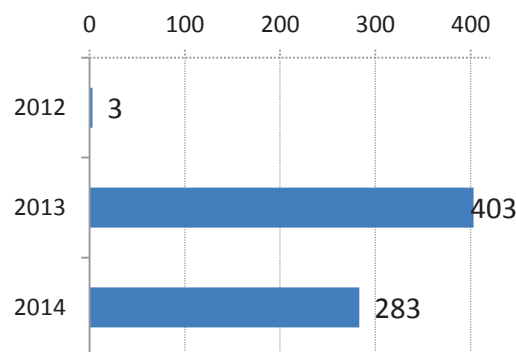
The Results the End-line Questionnaire Survey for BDS Providers

November, 2014

Evaluation of the effectiveness of BACs activities on BDS provision and facilitation



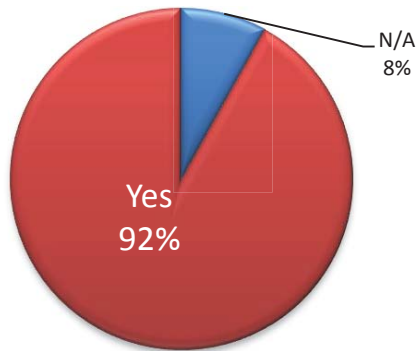
The Number of Collaborative Activities with BAC



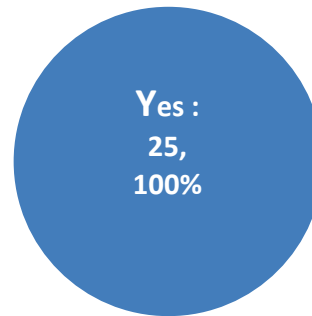
BDS Providers Collaborative Activities with BACs

1	GRATIS/RTF: Design and prototype equipment building for cassava & oil palm processor, Developed hydraulic cassava press to support MSEs, Conduct training for RTFs to supply and repair equipment
2	RTIMP: Group dynamics for yam farmers in Mampong municipality
3	Centre for Business Development: Training business incubates on management of SMEs, Colloboration with NBSSI and Venture Capitalist
4	Rural Enterprise Programme (REP): Training and facilitation of BDS for MSE through BACs and facilitation of MSEs access to credit
5	ASSI : Financial support services with focus on venture capital fund and EDAIF and visit to clients to discuss issues on Kaizen
6	Graduate Entrepreneurship and Bussiness Incubation Centre: Collaborated in running training programme for SMEs on marketing, basic book keeping, customer care and business plan development
7	GIPC: Engaged BACs to sensitize stakeholders on package investment opportunities in the district to seek prospective partners (ie.local and foreign)
8	Devascom Foundation: Collaborations have helped to identify groups with a common identity and trained them to improve upon their businesses
9	Kumasi Polytechnic: Sharing of information in the polytechnics and private sector shareholders during forum
10	By His Grace Enterprise: TOT in beads, pomade and powder making in collaboration with BACs
11	Business Ideas Consult: Training of BAC heads on entrepreneurship, MSE management, corporate seminars
12	EDC Consulting Limited: Delivered intermediate and advance business skills to MSEs sponsored by REP
13	Searchnet Consult Limited: Collaborated with BACs in proposal development, training and fund sourcing for MSEs (clients)

Expectation of BACs to introduce new services and initiatives such as Kaizen related to BDS



Expectation of BACs to expand their roles and functions such as grant facilities



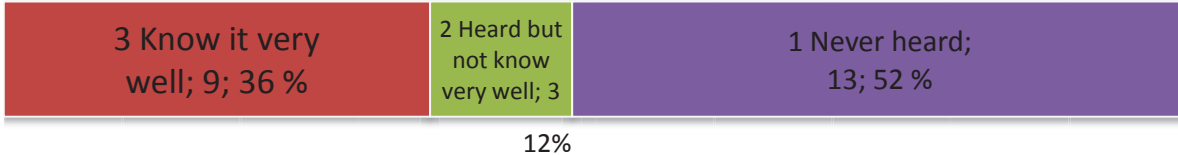
Recognition of any Kaizen activities conducted by the Project

Average Score: 2.25 on the scale of 3 grade



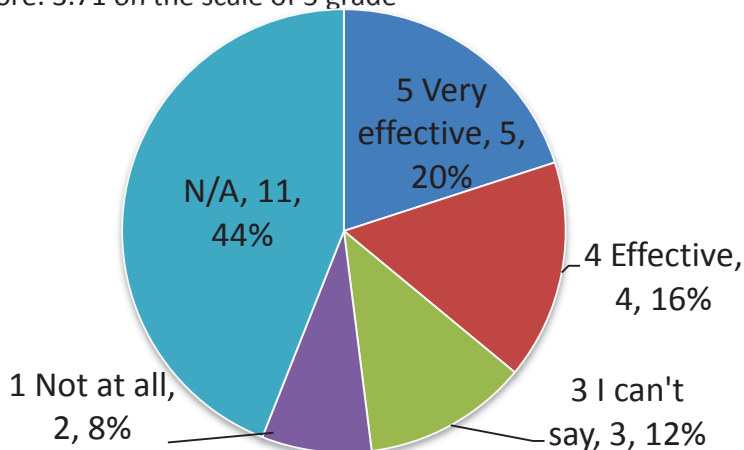
Recognition of the Strategic Model developed by the Project

Average Score: 1.84 on the scale of 3 grade



Evaluation of the effectiveness of the Strategic Model

Average Score: 3.71 on the scale of 5 grade



Changes observed in BDS provision within the past 2 years

1	Introduction of new BDS concept has improved the operations of the BACs
2	Education and training on the new concept has enhanced the understanding of problem and possible solutions of MSEs
3	BACs have been introduced to proper enterprise diagnosis and improvement activities for MSEs
4	RTIMP beneficiaries who have undergone training have acquired proper skills in records keeping, banking culture and access to matching grants
5	Many MSEs are being introduced to the new concept and the success story of beneficiaries is an encouragement to other MSEs to access the service
6	The relevance of MSE training is understood by MSEs and the demand for the new BDS has increased
7	The introduction of 5S and other components of Kaizen have contributed in promoting cleanliness and reduction of waste to improve productivity
8	Introduction of new concept has added value to BACs BDS provision
9	There has been tremendous change in strategy, Kaizen implementation, REP project funding and EDAIF funding for MSE activities
10	BDS providers provide the necessary support or services to clients but the economy do not help these clients to realize their potential

Suggestion for BACs BDS Provision/facilitation

1	BACs should have at least 5years work experience in business enterprise at the time of their appointment as business advisors
2	BAC heads should be housed in the districts where the BACs are located to enhance prompt and effective work
3	Capacity of BAC heads and BACs should be continuously built especially in the areas of regular and sustained hands-on coaching, referral services and follow-ups.
4	More publicity should be done to introduce BAC activities and Kaizen concept to more MSEs
5	BDS provided by BACs should be comprehensive and of quality
6	Criteria for selection of MSEs under the JICA BDS Project should be reviewed to cover more MSEs
7	More collaborations should be done between the BACs and trade/business association such as AGI, ASSI and GCCI
8	New strategies for BDS facilitation and provision must be developed and employed to enhance BACs' work
9	BAC heads should identify investment potentials in their respective districts
10	BDS provision/facilitation should be extended to higher educational institutions and well as share knowledge with private BDS providers
11	FAWAG and other associations should introduced to Kaizen concept

Suggestion for BACs BDS Provision/facilitation

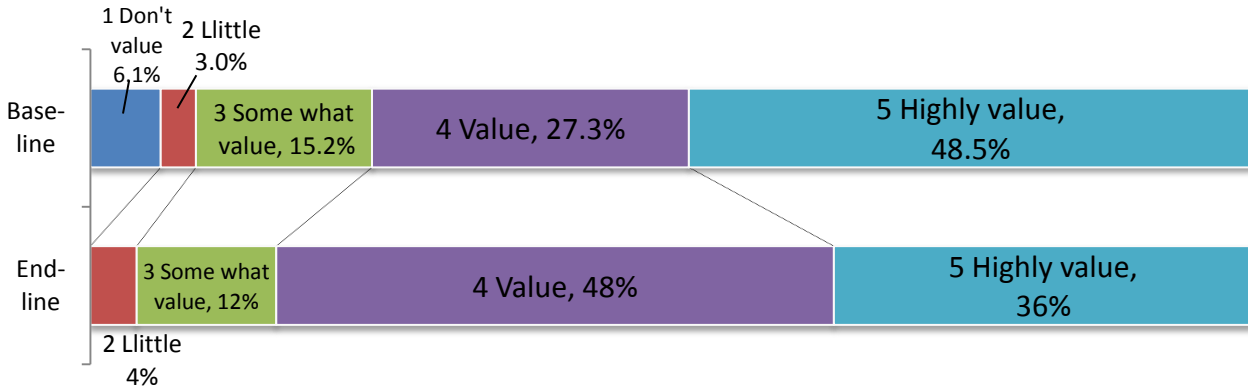
1	AGI will continue to introduce its members to BACs and provide the platform to publicize BACs activities to its members
2	RTF will support MSEs with the development equipment prototype, repairs and innovation of technologies for MSEs
3	MOTI will assist in the delivery of BDS including Kaizen concept to MSEs recommended by BACs
4	BACs should collaborate with the business incubator in KNUST
5	BACs will be invited to introduce the Kaizen concept to all ASSI members during meetings
6	Private BDS providers should be invited to training sections and planning meetings to be acquainted with the activities of the project
7	Training or sensitization programme should be organized for private BDS providers to introduce the concept well to them

The Comparison of the results of Base-line Survey and End-line Survey for BDS Providers

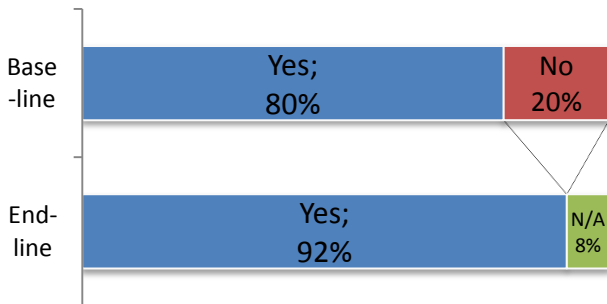
November, 2014

Evaluation of the effectiveness of BACs activities on BDS provision and facilitation

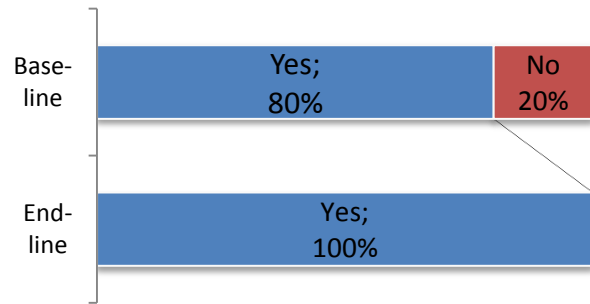
Average score Base-line: 4.09 End-line 4.16



Expectation of BACs to introduce new services and initiatives such as Kaizen related to BDS

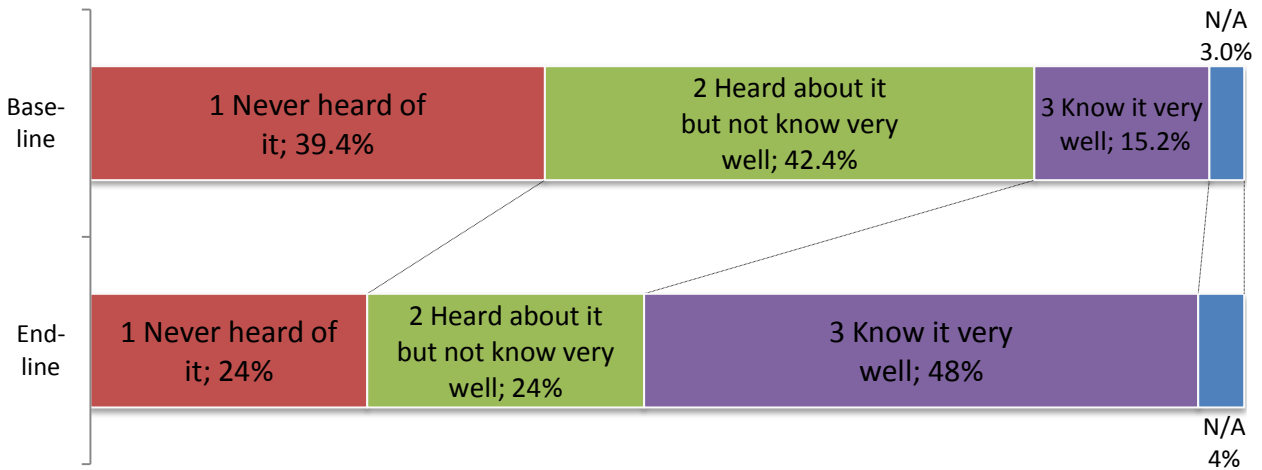


Expectation of BACs to expand their roles and functions such as grant facilities

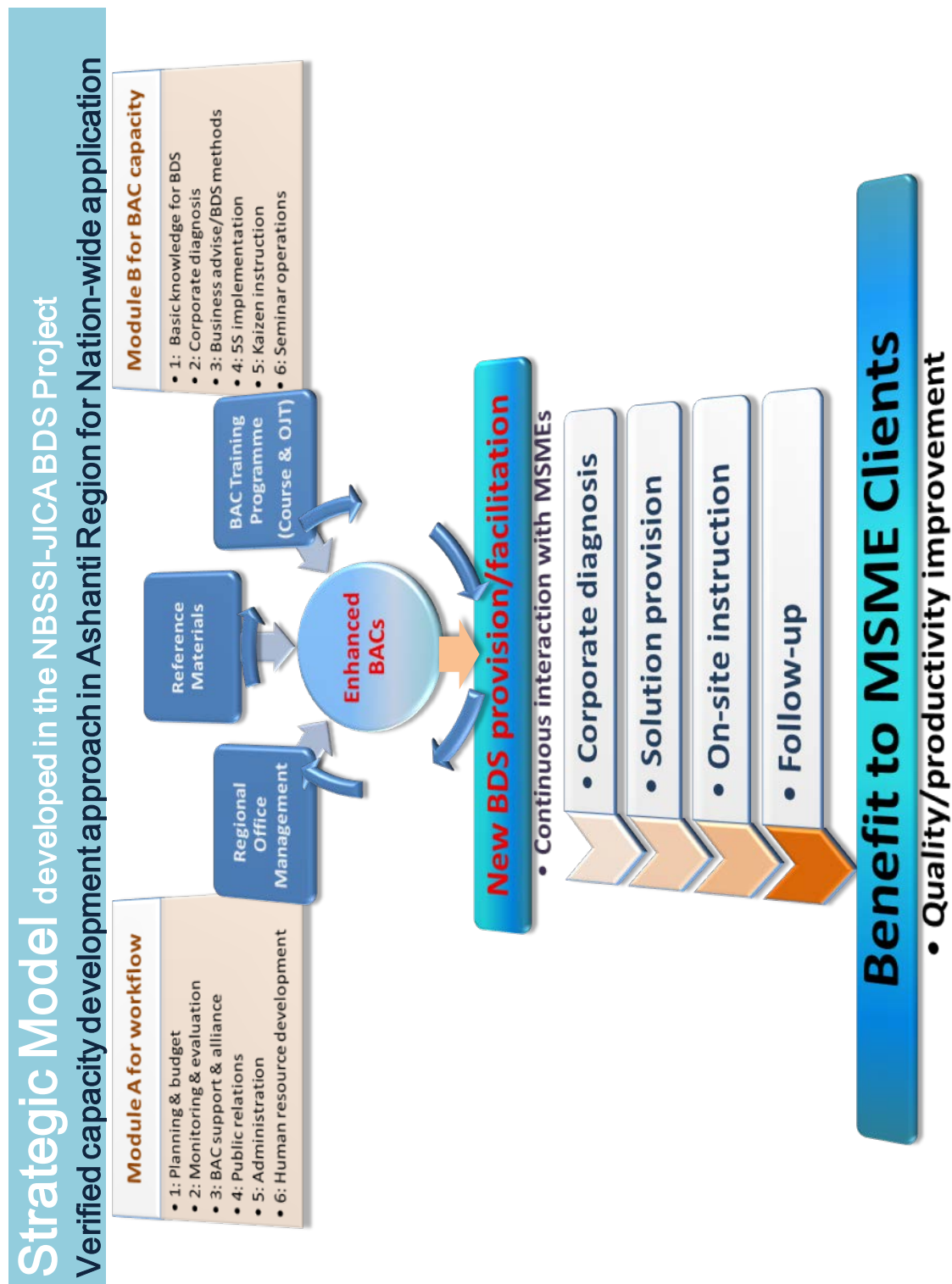


Recognition of any Kaizen activities conducted by the Project

Average Score Base-line: 1.6 End-line: 2.3



別添 8 : 戦略モデル図



別添 9 : 戦略モデル説明資料

Explanatory Note of the Strategic Model

1. What is the Strategic Model?

The 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 NBSSI-JICA BDS Project.

2. How is it developed?

The Strategic Model has been tested and developed through the NBSSI-JICA BDS Project. The Strategic Model is composed of:

- (i) Module A for workflow targeting mainly Regional Office: Planning & budget, Monitoring & evaluation, BAC support and alliance, Public relations, Administration, and Human resource development
- (ii) Module B for BAC capacity targeting mainly BAC: Basic knowledge for BDS, Corporate diagnosis, Business advice/BDS methods, 5S implementation, Kaizen instruction, and Seminar operations
- (iii) Reference materials for Module A, B, and self-learning

3. What is the use of the Strategic Model?

- Continuous capacity development of the Regional Offices on management of BDS provision/facilitation
- Continuous capacity development of the BAC Heads on BDS provision/facilitation
- Enhanced linkage with the stakeholders through the monitoring working group and PR
- Enhanced BDS provision/facilitation including Kaizen to the client-MSEs, which consists of the steps of (1) corporate diagnosis, (2) solution provision based on the diagnosis, (3) Kaizen implementation according to the solution, and (4) follow-up.

4. What is the mandate of the NBSSI?

The NBSSI is to implement the Strategic Model through the trained Trainer BAC Heads, developed Materials, and well organized implementing structure of the HQs, Regional Offices, and BACs in order for enhanced BDS provision/facilitation including Kaizen for MSEs development.

5. How does the NBSSI fund the implementation?

NBSSI is to mainstream the Strategic Model in its operation and utilize normal funding sources to implement the Strategic Model.

6. How is it implemented?

Each Regional Offices shall establish the workflow for capacity development of BACs and enhanced BDS provision/facilitation including Kaizen by them with assistance of the Ashanti Regional Office under HQs supervision. Certified BAC Trainers in Ashanti Region shall provide a series of training/mentoring to the selected other BAC Heads according to the training package nation-wide under the Ashanti Regional Office management and HQs supervision. Newly trained BAC Heads in other Regions shall provide training/mentoring to the remaining BAC Heads in the Region to cover all the BAC Heads under the respective Regional Office management.

別添 10 :

Framework for National Expansion of Strategic Model

February 2014

Framework for National Expansion of Strategic Model

1.0 Introduction

NBSSI/JICA has been implementing the project titled 'project for formulating a strategic model for quality/productivity improvement through strengthening business development services for micro and small enterprises'. The objective of the project is to sustainably develop the capacity of BACs in the provision and facilitation of quality business development services (including Kaizen) to MSEs. The project is being implemented in the Ashanti Region on pilot basis with the duration of three years (March 2012-April 2015). Afterwards, the outcome of the project called as "Strategic Model" is expected to be replicated in the other nine regions upon its successful completion.

2.0 National Expansion Framework

The replication of Strategic Model is referred as "National Expansion". The basic idea of National Expansion is for trained BAC Heads in Ashanti region to provide trainings and mentorings to other BAC Heads in other regions for MSMEs development. In order to expand Strategic Model nation-wide in this way, the following issues should be addressed;

- i. Organized expansion steps
- ii. Exploration of possible funding

- iii. Technical mentoring for BAC Heads as expansion trainers
- iv. Advanced Kaizen techniques for continuous development
- v. Fostering staple industries in each region for more dynamic contribution to national economy

There is an urgent need to replicate the model in a short timeframe while it takes much more time to implement the model in details in full-scale. Therefore, it is envisaged that National Expansion can be divided two parts: the first part is to introduce the model in all the regions in a short period then the other part is to continue the expansion of the model in depth in the upcoming additional period.

The first part can be also divided into two modalities which address the introductory expansion basically related to the issue i and ii and the technical assistance (TA) basically related to the issue iii to v respectively.

Enhanced capacity of BAC Heads in Ashanti region is already utilized such as the implementation of Kaizen with REP fund for MSEs. NBSSI intends to incorporate this enhanced approach of BAC including Kaizen into all the projects/activities of NBSSI through mainstreaming Strategic Model nation-wide. Thus, the introductory expansion can explore the active application of the approach made available by Strategic Model with existing funds or provide training opportunities for BAC Heads to replicate good practices in Ashanti region as the initial step of full-scale expansion.

The role of TA can be to support NBSSI to establish a base for both the active application of the approach and full-scale expansion. Compared to the on-going TA project, the focus can be shifted from direct TOT to indirect guidance and from BAC capacity enhancement to MSMEs capacity enhancement due course of the progress.

In light of the above mentioned issues and the optimal timeframe, the National Expansion Framework can be organized as flows.

Timeframe	Modality	
April 2015 - March 2018	Introductory expansion	Technical assistance
April 2018 - March 2024	Full-scale expansion	

This overall framework is expected to enable all the BAC Heads to deliver enhanced BDS for MSMEs which leads to easy access to reliable BDS and increase of trained MSME managers for improvement of quality and productivity of MSMEs in whole Ghana.

3.0 Strategic Model

Strategic Model is visualized as follows as a draft version. It is a verified capacity development approach in Ashanti Region for nation-wide application developed by NBSSI-JICA BDS Project. It comprises various modules which can be applied according to the actual situation in regions. Through National Expansion of Strategic Model, Ashanti Region is expected to be the Centre of Excellence for BDS provision/facilitation for other regions under the sound facilitating and monitoring system by NBSSI HQs.



4.0 Implementation of National Expansion

When introductory expansion is supported by a funding institute then TA supplements the first part expansion addressing the technical issues. If introductory expansion takes time to find out a funding institute then NBSSI may proceed with the expansion on its own resource addressing technical issues with TA.

After the completion of the first part, the second part can be implemented by enhanced capacity of Regional Offices and selected BACs with the Center of Excellence of Ashanti Region under effective and efficient management of HQs. Funding to the second part may be made by either NBSSI own resource or a funding institute.

It is envisaged that National Expansion will have been entering a new dimension to contribute to national economy in due course of the implementation.

5.0 INTRODUCTORY EXPANSION

The two broad objectives of the introductory expansion are;

- i. To sustainably develop the capacity of BACs in Ghana in the provision and facilitation of Quality business development services including Kaizen.
- ii. To enhance the capacity of the MSEs to improve upon their productivity and quality of their products and services.

Specifically the project aims at the followings;

- i. Increase the number of MSEs that produce quality products, improve productivity, to generate more income, growth and employment opportunities.
- ii. Equip the BAC staff with the requisite knowledge and skills in Kaizen.
- iii. Enhance the competitiveness of MSEs in the District level.
- iv. Promote the growth of MSEs producing quality products which can meet domestic and international markets.

5.1 TARGET AUDIENCE

The project is targeted at growth oriented MSEs engaged primarily in agro processing, value addition and other manufacturing activities with emphasis on rural based enterprises. Particular attention will be focused on women and youth enterprises.

5.2 NATIONWIDE IMPLEMENTATION PLAN

The three phases of the project are as follows;

1. **First Phase National Expansion** (April 2015 – March 2016)
Expansion to the selected districts in Ashanti region and three (3) other Regions ie, Northern, Central, and Brong Ahafo Regions using already trained Ashanti BAC Heads as resource persons with possible support by Japanese Experts
2. **Second Phase National Expansion** (April 2016 – March 2017)
Expansion to three (3) major Regions including Greater Accra, Eastern and Upper East

3. Third Phase National Expansion (April 2017 – March 2018)

Expansion to remaining three (3) Regions (i.e. Western Region, Volta and Upper West Regions) using already trained BAC Heads in neighboring Regions as resource persons

Under phase one thirty three BACs will be equipped with the requisite knowledge and skills in Kaizen concept. They will serve as trainers for the phase II and III.

The details are summarized in the table below;

PHASES	Regions	No. of MMDAs	No. of BACs established	No. of BACs for TOT	No. of MSEs to be enrolled
I	Ashanti	30	25	8*	
	Brong Ahafo	27	15	8	
	Central	20	14	7	
	Northern	26	16	10	
Total			33	99**	
II	Greater Accra	16	7	4	
	Eastern	26	15	8	
	Upper East	13	13	7	
Total			19	57**	
III	Upper West	11	9	5	
	Western	22	16	10	
	Volta	25	16	10	
Total			25	75**	

*In Ashanti, 12 BACs were selected for pilot phase out of the 30 districts, remaining 18 districts, and 8 will be selected for this expansion.

** Each BAC will enroll three MSEs for Kaizen training per year.

Overall, at the end of the project, two hundred and Thirty one (231) MSEs will have adopted the Kaizen concept to improve upon the productivity and quality of their products and services. Additionally, a pool of Seventy Seven (77) BAC staff will be well trained to implement the Kaizen methodology in their respective districts.

5.3 STAFF ARRANGEMENT

Staff who are stationed at the district level are always available to undertake the assignment. District level staff are trained in Japan, India, China, Israel, South Korea to acquire best practices for adoption and replication in Ghana. The academic qualification and work experience of the staff who would manage the project are as follows;

Staff	Number	Experience	Academic qualification
Executive office	2	Over 12 years	1 st and 2 nd degrees
Heads of Department	7	Over 10 years	1 st and 2 nd degrees
Regional Manager	10	10 years and more	1 st and 2 nd degrees
Business Advisors	12	6 years and more	1 st and 2 nd degrees
Project Coordinator	1	8 years	1 st and 2 nd degrees
Project Assistants	3	3 years	1 st degrees

5.4 OUTPUTS AND ACTIVITIES TO HELP ACHIEVE RESULTS

Outputs	Activities
1. Enhance capacity of selected BAC staff in the regions to provide/facilitate quality BDS to MSEs	<ul style="list-style-type: none"> i. Conduct baseline survey to determine the capacity of Business Advisors in the various regions in the provision of BDS ii. Using a standard criteria, select BACs to participate in the on-the Job training (OJT) iii. Sensitize the selected BACs in Kaizen iv. Plan and prepare the content of workshops /seminars based on the results of the baseline survey v. Develop and design kaizen training manual vi. Organize ToT for the business Advisors on Kaizen related BDS vii. Conduct end-line survey on the capacity of the business advisors and compare results with the baseline survey
2. Build the capacity of selected MSEs to improve productivity and quality of products	<ul style="list-style-type: none"> i. Conduct baseline survey to determine the capacity and level of operation of MSEs in the various regions ii. Using a standard criteria, select MSEs to participate in the on-the Job training (OJT) iii. Sensitize the selected MSEs in Kaizen iv. Plan and prepare the content of workshops /seminars based on the results of the baseline survey v. Organize on-the Job training for MSEs vi. Facilitate business to business meetings among MSEs to share their experiences vii. Organize trade shows to expose products of MSEs in the export sector viii. Monitor performance of target beneficiaries ix. Assess impact of project activities on beneficiaries x. Link MSEs to Lead Firms and external markets

5.6 SUPERVISION

The overall supervision of the project will be under the Executive Director. The Project will be coordinated by the Ashanti regional secretariat. District projects will be coordinated by the Regional Managers. The Heads of the BACs will facilitate implementation of the activities.

5.7 MONITORING AND EVALUATION

In order to keep track of all project activities, monitoring will be continuous. This will be done through timely submission of reports for necessary action and spot checks of activities. Activities will be reviewed on quarterly basis. Mid-term review and end of project evaluation will be done by the PPME Department of the Board.

5.8 KEY ASSUMPTIONS

- It is generally assumed that key implementing staff maintains constantly high level of morale and energy during project implementation period.
- It is also assumed that current fair trade arrangements prevailing internationally are maintained.
- Changes in cost due to inflationary trends were not considered.

6.0 Technical Assistance

As discussed, the TA is required to address the technical issues of mentoring for BAC Heads as expansion trainers, advanced Kaizen techniques for continuous development, and fostering staple industries in each region for more dynamic contribution to national economy.

6.1 Overall Goal and the Project Purpose

The probable project of TA should be designed to supplement the introductory expansion described above the results of which is supposed to provide the base of the second part of national expansion. Therefore, the theme of TA would be actual application of Strategic Model nation-wide and fine-tune the model based on the implementation.

That is why the project purpose of TA can be that the capacity of NBSSI is enhanced to apply Strategic Model nation-wide and the overall goal can be that NBSSI become ready to continue further national expansion more elaborately.

6.3 Staff arrangement

The same staff arrangement for the introductory expansion assumes the responsibility of implementation of the TA project. It is noted that sound coordination and guidance from HQs is crucial for national expansion.

6.4 Training package

The training package which enhances the training capacity by the NBSSI Ashanti Regional Office to the recipient region consists of (i) group exercise at Ashanti region, (ii) group exercise at the recipient region, (iii) follow-up mentoring, (iv) MSMEs benchmarking developments OJT fostering staple industries and applying advanced Kaizen technique, (v) national sensitization on Strategic Model, and (vi) fundamental knowledge sharing for self-learning.

The trainings are designed as a combination of theoretical and practical sessions focusing on hands-on training. Training materials and training methods are based on the Strategic Model developed in the Ashanti region.

The training package is showed as below.

(i) Ashanti BDS Training	■ 2 week group exercise in Ashanti region on the orientation and case study
(ii) Regional BDS Training	■ 1 week enterprise diagnosis group exercise in the recipient region
	■ 2 week Kaizen group exercise in the recipient region
(iii) Follow-up mentoring	■ Continuous mentoring for BAC Herds to implement Kaizen (improvement) for MSMEs
(iv) Benchmarking Development	■ Practical consultation to selected MSMEs by BAC Heads with OJT by JICA Experts
(v) National Sensitization	■ 3 day workshop in all the regions on Strategic Model
(vi) Clash Course	■ This will be conducted through the web archive as the fundamentals as self-learning.

6.5 Target regions and BACs

The TA project may focus on selected regions and BACs to address the technical issues while the introductory expansion covers selected BACs in all the regions. Probable trainings by TA can be as categorized below in align with the introductory expansion. Brong Ahafo, Northern, Eastern, and Western may be covered for Ashanti BDS Training and Regional Training. Benchmark development may be conducted for selected MSMEs as per the actual situation of Ashanti, Brong Ahafo, Central, Northern, Greater Accra, Eastern, and Western. Technical advice may be provided to trainer BAC Heads for Follow-up mentoring.

As mainstreaming Strategic Model, it is noted that National Sensitization on Strategic Model is conducted for all the BAC Heads in all the regions

	Region	Technical assistance		
		Ashanti BDS Training Regional BDS Training	Advice to Follow- up mentoring	Benchmarking Development
	Ashanti		△	○
I	Brong Ahafo	◎	○	◎
	Central		○	○
	Northern	◎	○	◎
II	Greater Accra		○	○
	Eastern	◎	○	◎
	Upper East		△	
III	Upper West		△	
	Western	◎	○	◎
	Volta		△	

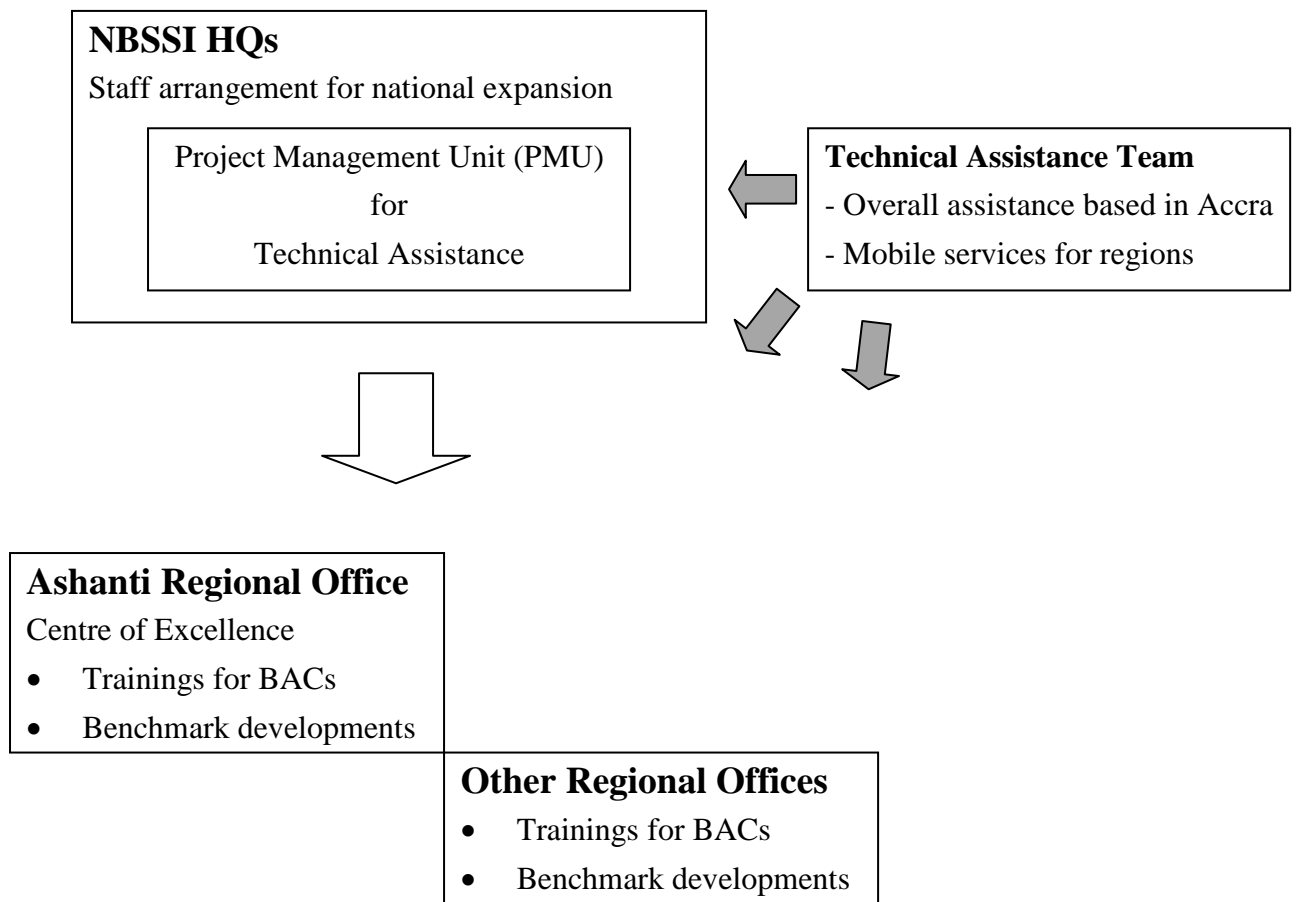
6.6 Outputs to supplement the Introductory Expansion

Outputs of introductory expansion	Outputs of technical assistance
1. Enhance capacity of selected BAC staff in the regions to provide/facilitate quality BDS to MSEs	1. <i>TOT capacity of BAC Heads is internalized with Ashanti region as Centre of Excellence under close coordination of HQs.</i>
	2. <i>Advanced Kaizen techniques is equipped with Strategic Model for continuous development.</i>
2. Build the capacity of selected MSEs to improve productivity and quality of products	3. <i>Staple industries are fostered in each region for more dynamic contribution to national economy.</i>

6.7 Management for Technical Assistance

The activities of the TA are supposed to be conducted nation-wide under the sound coordination of NBSSI HQs with Ashanti Regional Office as a Centre of Excellence. For this end, Project Management Unit (PMU) is needed at NBSSI HQs in close communication with the mentioned staff arrangement in the introductory expansion. TA team is expected to support PMU overall and specifically provide technical assistance for Ashanti Regional Office and other Regional Offices regarding BAC trainings and benchmark developments.

The set-up of TA management structure is shown as below.



別添 11 : フォーラム議事録

1. Ashant カイゼンフォーラム議事録
2. NBSSI BDS フォーラム議事録
3. Cape Coast カイゼンフォーラム議事録
4. Sunyani カイゼンフォーラム議事録
5. 第 2 回 Ashanti カイゼンフォーラム議事録
6. Northern カイゼンフォーラム議事録

1. Ashant カイゼンフォーラム議事録

NBSSI/JICA BDS PROJECT

DRAFT MINUTES OF KAIZEN FORUM HELD AT MIKLIN HOTEL,

KUMASI ON 19TH FEBRUARY 2013

1. ATTENDANCE

The Forum was attended by over 200 participants, consisted mainly by owners of enterprises. The names of guests and hosts are listed in the Attachment 1.

2. AGENDA FOR THE FORUM

- Welcome Remarks and Speeches
- Presentation on Outline of NBSSI/JICA BDS Project
- Seminar on Kaizen (Corporate Diagnosis, 5S and KAIZEN)
- Reports on the Kaizen of Pilot MSEs and Comments by Pilot MSEs
- Open Forum

3. OPENING AND INTRODUCTIONS

The meeting started at 9.30 am, and a prayer was said by Elder Sackey Ebenezer, Regional Secretary of GHANET.

The following officials, among others, were introduced at the Forum:

1. Mr. Lukman Abdul-Rahim, Executive Director, NBSSI, Accra
2. Mr. Dawarnoba Baeka, Deputy Executive Director, NBSSI, Accra
3. Mr. Joe Tackie, Chief Executive Officer, Private Sector Development Strategy
4. Ms. Vida Achiaa Yeboah, Assistant Director, RCC, Representative of Ashanti Regional Minister
5. Mr. Jiro Inamura, Chief Resident Representative, JICA Ghana Office
6. Mr. Richard Kwakye Nketia, Ashanti Regional Chairman, Association of Ghana Industries (AGI)

The Ashanti Regional Chairman of the AGI was introduced as the Chairman of the Forum. The Chairman, in a short statement, invited participants to take the opportunity to benefit from the Forum.

4. WELCOME ADDRESS

The Ashanti Regional Manager of the NBSSI, in his welcome address, informed the participants that the purpose of the Forum was to formally introduce Kaizen to MSME entrepreneurs and other stakeholders. The NBSSI/JICA BDS Project is a Government of Ghana initiative aimed at providing technical support to MSMEs to sustainably improve productivity and quality of their products.

The project period is three years from 2012 to 2015 and, after this pilot phase in the Ashanti Region, the project will be replicated in all the other regions in the country. The NBSSI will coordinate project activities and ensure the attainment of its objectives.

Mr. Owusu Brobbey disclosed that Ashanti Region was selected for the pilot phase for two reasons: that the region successfully implemented a JICA-sponsored oil palm project, and that the region plays a very crucial role in MSEs and their cluster activities.

He added that the project, which is being financed by the Governments of Japan and Ghana, initiated implementation in April 2012 in Kumasi. The Ashanti Regional Manager of the NBSSI reported that nine enterprises selected from three districts – Kumasi, Asante Akim South and Atwima Nwabiagya – have undergone Kaizen training aimed at assisting them to implement programmes to continuously improve on all aspects of their operations. Representatives of some of the enterprises, he said, would share their experiences at the Forum.

He was optimistic that the success of the project would result in improved quality of products and increased productivity of MSMEs. He was assured by the representation at the Forum of all the major players who could “make positive things to happen in the sector”.

5. SPEECH BY EXECUTIVE DIRECTOR, NBSSI

The Executive Director of the NBSSI, thanked JICA for the opportunity given to NBSSI to build the capacity of BAC Staff. The project is also to enhance the capacity of Micro, Small and Medium-size Enterprises (MSEs) on quality and productivity for them to be competitive.

The Executive Director of the NBSSI pointed out that MSEs posed a critical challenge in the achievement of Ghana’s socio-economic development agenda. He noted that it was important to inculcate in MSEs schemes such as Kaizen in order for them to be competitive globally. He concluded by urging that by the close of the Forum participants would get more insight into the quality and productivity of any enterprise they manage.

6. ADDRESS BY CHIEF EXECUTIVE OFFICER OF PRIVATE SECTOR DEVELOPMENT STRATEGY

Mr. Joe Tackie who is the Chief Executive Officer of Private Sector Development Strategy at the Presidency commended JICA for their remarkable assistance in Ghana. He disclosed that the President of the Republic of Ghana recognized the Private Sector to play a lead role in economic development. In the light of this recognition, the Private Sector is to gain “all the attention of the Presidency” for all the initiatives they take to enhance competitiveness.

Mr. Tackie mentioned four initiatives that the Government had taken to help develop the Private Sector as the following:

- To ensure the business environment undergoes reforms
- To make financing (credit) work better for MSEs
- To support schemes aimed at improving productivity of MSEs
- To embark upon export diversification, namely, adding value to our products, identifying new products and markets, among other activities.

In his final remark, the CEO of Private Sector Development Strategy expressed regret that Ghana has the lowest value-added per worker productivity in Africa.

7. ASHANTI REGIONAL MINISTER’S ADDRESS

The Ashanti Regional Minister’s address was read on his behalf by Ms. Vida Achiaa Yeboah, an assistant director of the Ashanti Region Coordinating Council. On behalf of the Regional Minister, Ms. Yeboah welcomed all participants to the Kaizen Forum, especially the participants who travelled from other parts of Ghana.

The representative of the Regional Minister emphasized that efforts on the socio-economic development of the country depended largely on MSEs and called for the support of all

stakeholders for any initiative to develop the capabilities of MSEs. Government, she said, recognized the working relations between the Ministry of Trade and Industry and the NBSSI on one hand and JICA on the other. She said the collaboration was timely as the development of MSEs required a multi-sectoral approach.

The representative of the Minister, on behalf of the people of the Ashanti Region, thanked JICA Staff particularly those working on the project. she asked for innovative approaches to ensure the success of the project. She recalled the help that JICA gave to the improvement of palm oil production in the region and thanked JICA for the management and technical training that helped to improve the capacity of entrepreneurship in that sub-sector.

8. REMARKS BY JICA RESIDENT REPRESENTATIVE

Mr. Jiro Inamura, Chief Resident Representative, JICA Ghana Office began his remarks by defining Kaizen as a philosophy for quality and productivity improvement – “change for the better in itself”. The purpose of the Forum, he said, is to accelerate understanding of participants in Kaizen as is being undertaken in the project by JICA and NBSSI Ashanti Region.

Kaizen, Mr. Inamura continued, is the essence of the manufacturing sector in Japan. He indicated that the project was going on smoothly as regarded the cycles of training and activities. Private Sector is important to the economy and so productivity should be the initiative of the Sector, Mr. Inamura advised. He disclosed that Ethiopia is hosting a meeting on Kaizen in the following month.

In his closing remark, the Chief Resident Representative disclosed that JICA was marking its 50th Anniversary in Ghana in 2013. He expressed happiness that JICA had implemented several projects especially in the Ashanti Region.

9. PRESENTATION OUTLINE OF THE PROJECT (Attachment 2)

Dr. Ryoichi Ozawa, JICA Chief Adviser, gave the background of the project which was necessitated by the fact that 98.5% manufacturing sector is dominated by MSMEs. Despite this large contribution of MSMEs to employment and gross domestic product, productivity of the sub-sector is very low, according to statistics.

The Chief Adviser explained the goal and purpose of the project, as well as the outputs one of which is to strengthen the NBSSI Ashanti Regional Office to be able to manage BACs who are the targets of the project.

Dr. Ozawa gave a definition of Kaizen as “continuous improvement of quality and productivity with minimum investment”; for the purpose of easy recall for participants, he equated “Kai” with the word **change** and “zen” with **betterment**.

He introduced the Japanese Consultant Team at the Forum:

- Mr. Tamon Nagai
- Mr. Satoru Tajima
- Mr. Takaharu Seki
- Mr. Yuji Ozaki,
- Ms Kyoko Yoshikawa

10. SEMINAR ON KAIZEN (Attachment 3, 4, 5 and 6)

Mr. Tamon Nagai, Project Sub-Leader, spoke on Enterprise Diagnosis and its Method by relating the diagnosis carried out on a patient in the consulting room of the medical doctor. He explained the process, method, input and output of the diagnosis for MSEs.

Mr. Takaharu Seki made a presentation on 5S. 5S is initial letters of 5 words starting with S in Japanese; Seiri (sorting), Seiton(setting in order), Seiso (shining and sweeping), Seiketsu(Standardizing) and Shitsuke (Sustaining the practice). He took them through the preparation or implementation of the 5S with charts and pictures. Ms Kyoko Yoshikawa showed a 5S poster which is distributed to the participants of the forum. She encouraged MSE participants to paste it on the wall of the enterprises.

Mr. Satoru Tajima, talked about basics and examples of KAIZEN. He explained value added and non-value added activities and said that the goal of KAIZEN is to eliminate non-value added activities. Value added activity changes raw materials to a higher value, whereas non-value added activity does not change the “situation” except for space and time wastage.

REPORT ON THE KAIZEN OF PILOT MSEs (Attachment 7-12)

The enterprises in which Kaizen was implemented in three BAC districts were the following.

1. Juaso: Tornado Woodworks Enterprise, Atesem Carpentry Works, Gye Nyame Sawmill Company
2. Kumasi: Cita Printing Press, Ernies Classic Jewelry Enterprise, ISS Hi-TECH Prints
3. Nkawie: Vicalex Brick & Tile Co. Ltd, KAD Boarene Enterprise (Bakery), Adutwumwaa Herbal Industry.

Each BAC Head took participants through the activities conducted in their district during 9-week OJT programme. They diagnosed pilot MSEs and proposed solution for the challenges that pilot MSEs are facing. Then they implemented improvement activities (KAIZEN) according to the solutions proposed.

11. OPEN FORUM

The following were the questions and answers, as well as contributions made by participants after the addresses and presentations by JICA Consultants, BAC Heads and their clients.

12.1 A participant (who is a pilot MSE in Kumasi district) advised that when the JICA experts visit for Kaizen implementation, the business owner should involve all the workers in the activities and open up to learn all that would be taught them.

12.2 Another pilot MSE (Juaso district) cautioned any selected beneficiary to be “circumspect” and to not allow other business owners or community members to believe that JICA had come to provide them with loans.

12.3 A participant lamented that all the pilot MSEs were business that had existed for many years and were better off, so to speak; in his view NBSSI/BACs should target micro and start-up businesses. Responding to this remark, the Ashanti Regional Manager of the NBSSI explained that selection of enterprises for the pilot implementation was based on certain agreed criteria. He expressed worry that at the selection exercise it became difficult for certain business owners to open up their enterprises to be surveyed.

The advice to all business owners was that they were to contact the BACs for assistance and direction on how to be trained on Kaizen.

12.4 A view was expressed that publicity was not enough to allow many entrepreneurs to know about the project so as to be able to participate in it.

12.5 On the question as to whether there are cost implications for beneficiaries, the Regional Manager replied that the only cost was the need to learn the concept any time the project was brought to the enterprise.

12.6 Vicalex, a beneficiary, shared their experience by saying that time management is very important for the project and therefore the workers were to be encouraged to respect the time assigned to any activity; this will go a long way to help the Consultants to carry out the project. He added that “innovation has arrived” for enterprises in the region in particular and Ghana in general.

12.7 An opinion was expressed by a participant who knew Kaizen only in theory and had been impressed by the practical approach learned at the Forum that Kaizen needed to be introduced from the basic school in Ghana.

12.8 A Kaizen consultant (who benefited from the palm oil project supported by JICA previously) encouraged participants to accept and learn Kaizen instead of looking for money because, from his experience, the knowledge of Kaizen will reproduce the benefits in monetary terms.

12. CLOSING REMARKS

The Chairman described the Forum as useful and beneficial, reiterating the goal of the project is to enhance the development of enterprises in Ghana. He remarked that Japanese had to adopt Kaizen after the 2nd World War and that decision had made their industry competitive over the years. The evidence had been demonstrated by the presentations at the Forum for everyone to embrace the concept, he observed.

Mr. Saeed Owusu Brobbey, Ashanti Regional Chairman of AGI, recommended that the project be implemented by every business owner to maximise profits, the aim of every business. He disclosed that companies who are members of his association have accepted the concept and adopted it. He expressed the hope that Government would keep its word regarding the Private Sector as being the “engine of growth of the economy”.

After these remarks by the Chairman, the closing prayer was said by the owner of Tornado Woodworks at Juaso for the Forum to come to an end at 2.25 pm.

Attachment 1 – ATTENDANCE

The following is the list of JICA and NBSSI staff, special guests and participants from small and medium-size industries who attended the Kaizen Forum at Miklin Hotel, Kumasi on Tuesday, 19th February 2013.

Guest

Ministry of Trade and Industries

Mr. Joe Tackie, Chief Executive Officer, Private Sector Development Strategy

Ms. Akua Sarpong, Investment Officer, Private Sector Development Strategy

National Board for Small Scale Industries

Mr. Lukman Abdul-Rahim, Executive Director, NBSSI, Accra

Mr. Dawarnoba Baeka, Deputy Executive Director, NBSSI, Accra

Association of Ghana Industries (AGI)

Mr. Richard Kwakye Nketia, Ashanti Regional Chairman

Ashanti Regional Coordinating Council

Ms. Vida Achiaa Yeboah, Assistant Director, RCC

JICA Ghana Office

Mr. Jiro Inamura, Chief Resident Representative

Mr. Yoshiaki Noguchi, Project Formulation Advisor

Host

Mr. Saeed Owusu Brobbey – Regional Manager, Ashanti Region

Dr. Ryoichi Ozawa

Mr. Tamon Nagai

Mr. Takaharu Seki

Mr. Satoru Tajima

Mr. Yuji Ozaki

Ms. Kyoko Yoshikawa

Mr. Barnabas Sefa-Boakye – Recorder

Miss Gifty Afi Cudjoe, Project Assistant

Miss Juliet Dadson, Project Assistant

2. NBSSI BDS フォーラム議事録

REPORT ON NBSSI BDS FORUM PROJECT FOR FORMULATING A STRATEGIC MODEL FOR QUALITY AND PRODUCTIVITY IMPROVEMENT THROUGH STRENGTHENING BDS FOR MSEs

1.0 **BACKGROUND**

In Ghana, over 90% of manufacturing sector is dominated by micro, small and medium enterprises (MSMEs). Thus, the promotion and development of MSMEs is very important for the development of Ghana. The National Board for Small Scale Industries (NBSSI) through the Ministry of Trade and Industry (MOTI) solicited for funds through the Government of Japan to build the capacity of the staff of the Business Advisory Centres (BACs) through the introduction of KAIZEN methodology. The Project is to sustainably develop the capacity of the BACs in the Ashanti Region. Based on the success of the pilot implementation at the Ashanti Region, it will be replicated in the other nine (9) regions.

2.0 **PURPOSE**

The purpose of the forum was to introduce the Kaizen concept to MSMEs and other stakeholders in small enterprise development and to solicit support for the replication of the concept in all the regions of Ghana.

3.0 **THE FORUM**

The programme started at 9:00 am with the arrival of invited guests. Prominent among the guests were Hon. Minister of Trade and Industry, The Japanese Ambassador to Ghana, Chief Representative of JICA-Ghana, Board of Directors of NBSSI, the Executive Director of NBSSI, and the NBSSI/JICA BDS Project Team. There was also cultural display at the forecourt of the Conference Centre.

4.0 **CHAIRMAN'S REMARK**

The Chairman, Nana Osei-Bonsu who is also the president of Private Enterprise Federation (PEF) thanked the organizers of the Forum for the opportunity given him. He also thanked the Government of Japan and the Ministry of Trade and Industry (MOTI) for the initiative. In his opening remarks, he stated that he is so elated that the capacity of SMEs is being improved through the use of KAIZEN Methods. He is of the view that this will create vibrant SMEs in the country. Also, the production processes and procedures of SMEs would be improved, thereby increasing their profit margin and creating of more jobs.

5.0 **WELCOME ADDRESS BY THE EXECUTIVE DIRECTOR-NBSSI**

In his address, Mr. Lukman Abdul-Rahim officially welcomed all participants to the forum. He stated that the BDS Project is the initiative of the Government of Ghana to provide technical support to MSEs to enable them sustainably increase productivity and improve the quality of products and services.

He stated that the project which started in April, 2012 is currently being piloted in Ashanti Region and will end in 2015. He stressed that the project was an initiative of the Government of Ghana to provide technical support to enable them sustainably increase productivity and improve the quality of their products and services. The success of the project requires assistance from partners such as JICA, Government of Ghana, institutions and other stakeholders. NBSSI intends to use lessons learnt from this pilot phase in Ashanti Region to expand the Project to cover all regions of the country. Mr. Lukman emphasized that the Project is being financed by the Government of Japan and Government of Ghana.

He said that the forum seeks to solicit ideas from participants on how the Project can be replicated in all regions after the successful completion of the pilot phase in Ashanti Region. He emphasised that NBSSI recognises the need for productivity improvement on the part of MSMEs who need to modify their production processes as well as institutions that provides various forms of Business Development Services to MSMEs

He was of the view that the individual entrepreneur is an important element in the development of Ghana's economy. These entrepreneurs face a lot of challenges that prevent them from producing high quality products. We therefore need to provide such entrepreneurs with the right skills such as management and technical skills in the pre-investment and post-investment stages.

As a national programme for the promotion of SMEs in Ghana, NBSSI will continue to seek and foster partnership both locally and internationally to promote the development of a growth oriented and competitive MSMEs.

6.0 **REMARKS**

6.1 **Chief Representative, JICA Ghana**

In his remarks, the Chief Representative, said that Kaizen is an established Japanese approach of company, factory management to improve productivity and quality of products with efficiently utilized investment which is a practical and evidence based method.

He emphasized that “Kaizen employs a bottom-up approach in its implementation. It incorporates confidence in each and every individual to support initiative at a grassroots level. This philosophy is grounded in universal trust in human beings”. He stressed that the success of manufacturers such as Toyota, Nissan and Honda can be traced to the application of the Kaizen concept.

He emphasized that the Kaizen philosophy will improve the productivity and quality of SMEs products greatly if it is implemented. He further indicated that today's forum will end successfully and its results will contribute to the better management and progress of the project in future.

6.2 **The Japanese Ambassador to Ghana**

The Japanese Ambassador in his speech stressed that, the Kaizen concept was one of the components of Japan's diplomacy towards Africa in strengthening each individual. This was also emphasized in the speech of H.E Mr Shinzo Abe, the Japanese Prime Minister in a visit to the Ethiopia.

He again stressed the relevance of the continuous involvement of all employees if the Kaizen concept is to be successfully implemented. An important component of the African and Ghanaian culture which is the people centeredness (value for human beings) he found to be very vital in the implementation of the concept. For this reason, the Ambassador believed that Ghana and Africa at large possess the potential to implement Kaizen successfully. Kaizen is noted to be the backbone of the Japan economy. Its continuity and innovation are both relevant to keep up a country's economic growth.

Kaizen, he emphasized, does not require finances but a complete change of mind set (attitude) and understanding of issues. Finally, the Ambassador hoped that the introduction of the concept will strengthen the friendly relationship between the governments of Japan and Ghana and also hoped that the forum will provide a clearer understanding of the concept and views on the project will be solicited accordingly.

6.3 **Hon. Minister of Trade and Industry**

The Hon. Minister of Trade and Industry, Mr. Haruna Iddrisu in his remarks said it is a honour and privileged to be part of such an important ceremony which marks the beginning and the continuous relationship between NBSSI and JICA in seeking to improve the production and efficiency among SMEs with minimum investment under the KAIZEN philosophy.

He expressed profound gratitude on his own behalf and on behalf of the government of Ghana to his Excellency, the Japanese Ambassador to Ghana and the Japan community in Ghana for their co-operation and collaboration. He mentioned that the Government of Ghana will support the local businesses to grow. He therefore urged the participants to conceptualize the KAIZEN philosophy which emphasizes on rewarding ingenuity and efforts of individuals.

He emphasized that we can develop, grow and progress when we build the capacity and improve the competitiveness of our own SMEs based on the Kaizen philosophy.

He said that the future of the country lies in the development of the informal sector particularly in extending support to SMEs. Government of Ghana through its support to NBSSI will seek for support from EDAIF to roll out the National Small Scale Industrialization Initiative. He said the development of SMEs will bring about the development of the country.

7.0 **PRESENTATIONS**

7.1 **NBSSI/JICA Project on Formulating a Strategic Model**

The Ashanti Regional Manager, NBSSI gave a presentation on the Strategic model of the project. He mentioned that NBSSI through the Ministry of Trade and Industry requested the Government of Japan for assistance to build the capacity of the staff of the Business Advisory Centres (BACs) and also to introduce the Kaizen methodology.

He stressed that the overall goal of the project as it is to replicate the “Strategic Model” in the whole of Ghana.

He explained that the Strategic Model is a practical framework to sustainably develop the capacity of BACs and the NBSSI Ashanti Regional.

7.2 **Project Tasks of NBSSI/JICA Project**

This presentation was done by Dr. Ryoichi Ozawa, NBSSI/JICA Project Team. He said that the expected output is divided into three tasks. These are:

- **Output 1 (Task 1)**
Build capacity and institute a mechanism for NBSSI Regional Offices to continuously enhance the capacities of BACs to provide BDS provision to MSEs.
- **Output 2 (Task 2)**
Enhance capacity of BAC Staff to provide BDS including KAIZEN related BDS.
- **Output 3 (Task 3)**
Provide tools to be utilised for the expansion of the Strategic Model in all regions

7.3 **National Expansion Plan of NBSSI/BDS Project**

The Director, Entrepreneurship Development Department and a member of the National Expansion Working Group Committee gave a short presentation on the National Expansion of the NBSSI/BDS Project.

She mentioned that based on the results that will be achieved from the pilot phase, NBSSI plans to implement a three phases National Expansion Programme as follows:

- **1st Phase** - **Northern, Central, Brong Ahafo**
- **2nd Phase** - **Greater Accra, Eastern, Upper East**
- **3rd Phase** - **Western, Volta, Upper West**

She also mentioned that the Project is targeted at growth-oriented MSMEs engaged in the agro processing and other value-related addition/manufacturing activities with emphasis on rural based enterprises.

7.4 **Brief Presentations by Pilot BAC heads and Project beneficiaries**

a) Nkawie BAC

Mr. Benson Adjei, the BAC head of Nkawie who was part of the first batch of selected heads to go through the On-the-Job-training (OJT) in three (3) selected enterprises which included Vicalex Brick and Tile Company Limited. The implementation of the project was divided into three (3) key components which include:

- Corporate Diagnosis Stage
- Corporate Improvement Stage
- Follow-up Stage

He said that the presentation was a summary of the findings of the three stages above and the actual KAIZEN improvement activities that was conducted on the enterprises as well as the impact of these activities.

Important results from the implementation of the KAIZEN resulted in the following:

- **Productivity Improvement:** Due to the introduction of the many new KAIZEN ideas, productivity has not been affected although the workforce has reduced from 30 to 26.
- **KAIZEN Mindset/thinking of the Company:** Management and staff are now constantly developing new ideas that will reduce waste of time, reduce cost and also lead to increase in productivity.
- **Frequency of machine breakdown:** This has reduced drastically from at least once a week to less than once in a month.
- **Increased motivation of the staff:** Through their participation in the training seminars and the introduction of the KAIZEN concept in the Company, the morale of the workers has gone up and each one is now ready to give off their best.

Mr. John Asare, the managing director of Vicalex Brick and tile company was thankful his company was chosen and commented on the impacts of the project.

b) Juaso BAC

The Juaso BAC, Mr. Aikins Agyepong was part of the first batch of BACs selected for first first On-the-job-training (OJT) of which three (3) enterprises were selected including Tornado Woodworks Enterprises. OJT activities implemented for the Enterprise included the following:

- Company Profile
- Actual Corporate Improvement Activities
 - Accounting, Financial Planning and Management Issues
 - Promotion of 5s
 - Layout Optimization/Factory Improvement
 - Product Quality Improvement/Quality Assurance
 - Marketing and PR Activities

After successfully implementing the above, the Enterprise operations improved. Improvements were realized in the below areas:

- Records keeping (income and expenditure)
- Multi-skill training for employees
- Sustained 5S activities
- Fencing of factory
- Bill board erection for direction to enterprise
- Factory layout and visualization management
- Proper customer care

The C.E.O of Tornado Wood works summed up by saying that the project has really helped his enterprise to improve and also inculcated a good habit in the lives of the apprentices.

8.0 **DISCUSSION: “CONTRIBUTION OF SMEs TO GHANA ECONOMIC DEVELOPMENT – THE CHALLENGES AND THE WAY FORWARD**

Kweku Temeng, facilitated the discussion. The following were some issues raised as the Challenges and the way forward for SMEs:

- Challenges
 - Cost of production
 - Access to finance for start-ups
 - Market access
 - Importation of foreign products
 - Re-bait for local manufacturers to advertise
 - Lack of business incubators

- Way forward
 - Creating of enabling environment
 - Encourage uses of made in Ghana products
 - Build capacity of SMEs
 - Setting up of loans scheme for start-ups and existing enterprises
 - BDS provision should be accessible to all SMEs

8.0 **CLOSING**

The moderator thanked all the participants for their active participation and contributions. The vote of thanks was given by Ms. Rejoice Tetey. The programme came to an end at 2.15pm.

ATTENDANCE LIST

HONOURABLE GUESTS

1. Minister, MOTI
2. Ambassador, Embassy of Japan
3. Chief Representative, JICA – Ghana office
4. Board of Directors, NBSSI HQ

JICA-Ghana Office

1. Representatives from JICA-Ghana office

NBSSI

1. Executive Director
2. All Regional Managers
3. Selected BAC heads, Ashanti and Greater Accra Regions

MSMEs

1. MSEs (Clients of BACs) in Greater Accra Region
2. MSEs (Pilot enterprises of 9-Week OJT) in Ashanti Region

MINISTRIES

1. Representatives of MOTI
2. Representatives of MESW
3. Representatives of MOF
4. Representatives of MLG
5. Representatives of MOA

PROJECT AGENCIES

1. Representatives of COTVET
2. Representatives of REP
3. Representatives of EDAIF
4. Representatives of PSDS II

DONOR AND DEVELOPMENT PARTNERS

1. Representatives of UNDP
2. Representatives of USAID
3. Representatives of AFDB

PRIVATE SECTOR ORGANIZATIONS

1. Representatives of GCCI
2. Representatives of AGI
3. Representatives of ASSI
4. Representatives of Ghana Employers Association
5. Representatives of Private Enterprises Foundation
5. Private BDS Providers

ACADEMIC INSTITUTIONS

1. Accra Polytechnic
2. National Vocational Training Institute
3. Centre for Skills and Entrepreneurship Development
4. Institute of Packaging

REGULATORY BODIES

1. Ghana Export Promotion Authority
2. Food and Drug Authority

MEDIA

1. TV 3
2. Daily graphic
3. Jap FM
4. GNA

JICA Project Team

3. Cape Coast カイゼンフォーラム議事録

MINUTES ON NBSSI/JICA KAIZEN FORUM – PROJECT FOR FORMULATING A STRATEGIC MODEL FOR QUALITY AND PRODUCTIVITY IMPROVEMENT THROUGH STRENGTHENING BDS FOR MSEs HELD ON 3RD JUNE, 2014 AT CAPE COAST

1.0 **BACKGROUND**

In Ghana, over 90% of manufacturing sector is dominated by micro, small and medium enterprises (MSMEs). Thus promotion and development of MSMEs is very important for the development of Ghana. National Board for Small Scale Industries (NBSSI) through the Ministry of Trade and Industry (MOTI) solicited for funds through the Government of Japan to build the capacity of the staff of the Business Advisory Centres (BACs) through the introduction of KAIZEN Methods.

The Project is to sustainably develop the capacity of the BACs in the Ashanti Region. Based on the success of the pilot implementation and the development of the Strategic Model at the Ashanti Region, it will be replicated in the other nine (9) regions.

2.0 **PURPOSE**

The purpose of the forum was to sensitize stakeholders to appreciate the Project and also to offer the opportunity to discuss and fine-tune the way forward towards the nationwide expansion.

3.0 **THE FORUM**

The programme started at 9:15 am with the arrival of invited guests prominent among them were a representative from JICA Ghana, the Executive Director of NBSSI, Directors of NBSSI – Head Office, and District Chief Executives from Central Region.

4.0 **CHAIRMAN'S REMARKS**

The Chairman, Mr. Spencer Tailor, Chief Executive of Central Region Development Commission (CEDECOM), thanked the organizers of the forum for the opportunity given him to Chair the occasion. He also thanked the Ministry of Trade and Industry, the National Board for Small Scale Industries and the Japanese Government for partnering the Ghana Government to build the capacity of BAC Heads to enable them provide quality BDS to SMEs.

He said that small enterprises are the engine of growth and that all stakeholders should work hard to make the project a success. He mentioned that the government through the Ministry of Trade and Industry will support NBSSI to deliver on its mandate.

He also indicated that for the small enterprises to stay competitive they have to continually practice good production and procedures to enable them continuously increase productivity thereby maximizing profit.

He concluded by saying that Central Region has a lot of small enterprises that can benefit from the introduction of the KAIZEN concept to make them competitive in their area of production or service delivery.

He is of the view that this will create vibrant MSMEs in the country. Also, their processes and procedures of production would be improved thereby increasing their profit margin and creation of more jobs.

5.0 **WELCOME ADDRESS**

The welcome address was given by the Mr. Albert Boachie-Amofa, Regional Manager NBSSI, Central Region. He officially welcomed all participants to the forum. He mentioned that the Government of Ghana, through the Ministry of Trade and Industry (MOTI) and the National Board for Small Scale Industries (NBSSI) is in partnership with Japan International Corporation Agency (JICA) to implement the NBSSI/JICA BDS Project to assist and enhance the viability and competitiveness of MSMEs.

He mentioned that the MSME is seen as the catalyst for Ghana economic growth and development, and it has the greatest potential for income generation, employment creation and poverty reduction. Therefore, stakeholders would continue to place prime emphasis on the development and growth of the MSME sector to accelerate the level of economic growth.

He said that the Project is in its 3rd year of the pilot phase in the Ashanti Region and it has achieved some positive results. To ensure that local enterprises across the nine (9) remaining regions also benefit from the services of the Project, a nationwide expansion strategy has been developed by the Project team.

He mentioned that he is very delighted because the implementation of the Project in the Central Region would offer enterprises in the region the opportunity to access high quality BDS. This would enhance their capacities to increase productivity, product quality, income and subsequently improve the living standards of the people in the Central Region.

6.0 **ADDRESSES**

6.1 **Address by Executive Director, NBSSI**

Mr. Lukman Abdul-Rahim, the Executive Director, NBSSI in his address thanked the organizers of the forum for the opportunity given him. He also thanked the Project Management Team.

He stated that the purpose of the forum was to sensitise stakeholders about the KAIZEN concept and to offer them the opportunity to be part of the next phase after the successful completion of the pilot phase in Ashanti Region.

He stated that MSMEs are the driving force behind every economic growth and development. They contribute over 80% of employment and also provide a source of livelihood to a majority of Ghanaians. He mentioned that this is a Government of Ghana initiative aimed at providing technical support to MSEs to enable them sustainably increase productivity and improve the quality of their products and services.

He said the implementation of the Project is being piloted in Ashanti Region which started in April, 2012 and will end in 2015 and that NBSSI requires assistance from its development partners such as JICA, Government of Ghana, institutions and other stakeholders to make the national expansion project a success.

He further stated that this forum seeks to solicit ideas from participants on how the Project can be replicated in all regions after the successful completion of the pilot phase in Ashanti Region. He emphasized that NBSSI recognizes the need for productivity improvement on the part of entrepreneurs who need to modify

their production as well as institutions that provides various forms of Business Development Services.

6.2 **Address by a JICA Ghana representative**

In her remarks, Ms. Takako Ueno, the Project Formulation Advisor (Private Sector Development), JICA Ghana Office, congratulated all for a successful opening of the KAIZEN Forum at Cape Coast.

She said that KAIZEN is an established Japanese approach of company, factory management to improve productivity and quality of products with efficiently utilized investment which is a practical and evidence based method.

She mentioned that KAIZEN is a Japanese word which literally means improvement and as a management philosophy it means continuous improvement. In the KAIZEN philosophy, every individual worker has to engage in seeking improvement in his/her own area of work.

She indicated that through the introduction of the KAIZEN philosophy small enterprises have acquired knowledge in good practices on how to increase productivity by implementing the 5S.

Based on this, the Project Team requires the support of all to be able to implement the nationwide expansion of the project.

She said that this platform will provide the opportunity for better understanding of the KAIZEN philosophy and exchange ideas and share experiences amongst all.

Finally, she thanks MOTI, NBSSI, Ashanti Regional Office, Central Regional Office and other stakeholders for supporting JICA Projects.

6.3 **Address by Regional Minister's representative**

The representative of the Central Regional Minister welcomed all participants to Central Region. He said the Regional Minister is very delighted because Central Region would be the first region to host the forum to introduce the Project. He said he was very grateful to the Project Partners and wish to assure them that the Central Regional Coordinating Council would provide every necessary support that the Project would be needed.

He also reiterated that the MSME sector constitutes about 90% of Ghana manufacturing sector and by that it is the largest sector within Ghana's private sector. They also constitute an important source of employment and wealth generation and thus provides significant contribution to national development.

As Ghana advances through a phase of steady socio-economic transformation, it is clear that greater emphasis should be focused on strengthening strategic sectors that would help accelerate the pace of economic development of Ghana.

He emphasised that the Government of Ghana therefore recognizes the need, and it is actually committed to strategically support the growth and development of the MSME sector to help accelerate the realization of the

growth, productivity and employment potentials in Ghana's manufacturing sector, and the general socio-economic development.

However, sustained and long-term growth of the MSME sector in Ghana is constrained by an array of challenges which among others include production capacity, productivity, product quality and low level managerial competencies. He went on to say that it is therefore gratifying that the Ministry of Trade and Industry (MOTI) through the NBSSI has partnered JICA to implement this KAIZEN related BDS Project to enhance the competitiveness and viability of the MSMEs.

Finally, he encouraged all stakeholders, District Chief Executives, Academia and Entrepreneurs in the region to embrace the opportunity and participate actively at the forum and the subsequent implementation of the Project in the region.

7.0 **PRESENTATIONS**

7.1 **Presentation By Chief Advisor of the Project Team**

Dr. Ryoichi Ozawa, Chief Advisor of the NBSSI/JICA BDS Project, gave a presentation on the Project. He said that the promotion and development of MSMEs is important for the national and economic development of Ghana. Therefore the quality and productivity improvement is indispensable for the private sector development of the country.

He mentioned that the overall goal and purpose of the Project is to enhance the development of MSMEs in Ghana and to replicate the Strategic Model in all the regions.

He mentioned some of the benefits MSMEs would acquire as:

- Enhanced/quality Business Development Services
- Quality and productivity improvement
- Reduced cost and has become more competitive

He gave the activities planned over the next three (3) years as follows:

- Four (4) times Group Trainings to all BACs in the Ashanti Region for MSE Consultation
- Four (4) times, nine (9) On The Job Training (OJT) for pilot BACs
- Sensitization fora on KAIZEN concept
- Development of national expansion plan
- Development of manual and dissemination materials for Strategic Model

7.2 **Presentation by Mr. Tamon Nagai, Sub-leader**

Mr. Tamon Nagai, Sub-leader of the Project, gave a presentation on the topic "Enterprise Diagnosis and its Method". In his introductory statement he mentioned that SMEs constitute about 93% to 98% in most countries. Thus, developing the SME sector is one of the important factors for economic and social development.

He gave the Shindan Input as follows:

- i) **Data**
He mentioned that this will enable one to obtain basic information from the pre-survey report
- ii) **Hearing**
This enables the interviewee to obtain vital information from the employees as well as the management staff of the company
- iii) **Site Observation**
During the site observation, the interviewee is requested to exert all his/her senses to perceive any conspicuous on site. He mentioned that there are two ways in the site observation. First is to go round the premises and the other is to stay at a certain point for a long time to monitor what is going on.

Finally, the interviewee should make an evaluation from the observation in his report.

7.3 Presentation by Mr. Takaharu Seki, Japanese Expert

Mr. Takaharu Seki, a member of the Consultants, gave a presentation on the 5S. He mentioned that the 5S is named with words of initial “S” in Japanese.

He gave the 5S as follows:

- i) **Seiri** (sorting, organisation, regulation)
This distinguishes between necessary items and unnecessary items and removes unnecessary items
- ii) **Seiton** (Set-in order, neatness, arrangement)
This is a way of eliminating the time spent searching for item(s).
- iii) **Seiso** (Shining, sweeping, cleaning)
This will help to eliminate trash and filth for a cleaner workplace.
- iv) **Seiketsu** (Standardisation, maintenance)
This is the management and maintenance of the 5S. Seiketsu is the activity to continue the Seiri, Seiton, Seiso and to maintain the good condition of the 5S.
- v) **Shitsuke** (Sustaining, discipline, training)
This is done by:
 - Understanding, obeying and practicing the rules
 - Eliminating the bad habits and forms good ones
 - Changing the habit to follow the rules of 5S

This can be achieved by:

- Educating and learning on the job
- Making job descriptions
- Performing audits using checklists

He gave the positive effects of the 5S as follows:

- i) Direct effects:
 - Reduce loss time
 - Reduce machine failure
 - Reduce time for material delivery time

- Decrease searching time for jigs and tools
- Increase productivity
- ii) Indirect effects:
 - Increase daily management, company quality
 - Improve awareness on significance of employee participation
 - Ensuring safely

Mr. Samuel Asiedu interpreted and summarized 5S in Twi.

7.4 **Presentation by Mr. Satoru Tajima, JICA Expert**

Mr. Satoru Tajima, another member of the Consultants, gave a presentation on examples of KAIZEN activities. He gave the definition of KAIZEN as the **continuous improvement** in production.

He gave example of Herbal Drink Company at Nkawie and Harii Farms, a Gari Processing Company at Tapa. He mentioned that after the end of the KAIZEN methodology both companies' production levels increased, time of production decreased and also adopted more efficient ways of production.

7.5 **Brief Presentations by KAIZEN beneficiaries**

a) Konongo BAC

The presentation was done by Mr. Kwaku Ofori, CEO of Sober Designs. Ms. Priscilla Fosu Kwakye, Konongo BAC Head, addressed that the Konongo BAC was part of the second batch of BACs selected to pilot the implementation of on the job training (OJT). The OJT was divided into three (3) key components which include:

- Corporate Diagnosis Stage
- Corporate Improvement Stage
- Follow-up Stage

She said that the presentation is a summary of findings of the Corporate Diagnosis report.

The Report highlighted improvements in the following areas:

- Production Control
- Implementation of 5S activities
- Work space optimization
- Product quality control
- Visual management

The Manager was very happy his company was chosen and also the opportunity given him to improve upon his services.

b) Obuasi BAC

The presentation was done by Mr. Isaac Bentil, CEO of Artic Investment Limited. Mr. Kelvin Ofori Atta, Obuasi BAC Head, explained that the company is located in the Asonkore Obuasi in the Ashanti Region. The company was taken through the following:

- Management Improvement
- Factory floor
- Promotion of 5S
- Standard Operating Procedures (SOP)
- Inventory Control

After successfully implementing the above, the company operations have improved by:

- Increase in staff motivation
- Improved quality
- Reduction of defects
- Reduction in cost of production
- Improvement in control of inventory
- Improvement in production

The Director ended by saying that project has helped his company to improve and also inculcated a good habit in the lives of the apprentices.

7.6 **Presentation on National Expansion of NBSSI/JICA BDS Project**

A presentation on the national expansion of the “Strategic Model”, based on the results achieved by Ms. Anna Armo-Himbson, NBSSI Head Office. NBSSI plans to implement a three phase National Expansion Programme as follows:

- 1st Phase - Northern, Central, Brong Ahafo
- 2nd Phase - Greater Accra, Eastern, Upper East
- 3rd Phase - Western, Volta, Upper West

The Project is targeted at growth-oriented MSMEs engaged in the following:

- Agro processing
- Other value addition/manufacturing activities with emphasizes on rural based enterprises.

A National Expansion Working Group has been set up by NBSSI to plan the National Expansion Programme. The terms of the reference for the group are as follows:

- Preparation of road map for the National Expansion Programme
- Propose criteria for selection of districts and MSMEs
- Mechanism to create awareness about the Project
- Identify funding sources (internal and external) for the implementation of the Programme
- Prepare a comprehensive report for submission to MOTI through NBSSI.

8.0 **DISCUSSION: THE CHALLENGES AND THE WAY FORWARD**

The following are some issues raised, and summed up in the discussion as the challenges and the way forward pertinent to MSMEs in line with the national expansion:

- Challenges
 - Cost of production
 - Access to finance for start-ups
 - Market access
 - Importation of foreign products
 - Re-bait for local manufacturers to advertise
 - Lack of business incubators

- Way forward
 - Creating of enabling environment
 - Encourage uses of made in Ghana products
 - Build capacity of MSMEs
 - Setting up of loans scheme for start-up
 - BDS provision should be accessible to all MSMEs

9.0 **CLOSING**

The programme came to an end at 1.15pm. The moderator thanked all for participating in the forum. The vote of thanks was given by Madam Kadija Adams. Questionnaire inquiry was made by the participants.

Appendix 1

Agenda for one-day KAIZEN Forum

Date: 3rd June, 2014 (Tuesday)

Time: 8:30am – 13:20pm

Venue: Conference Hall, Pempamsie Hotel – Cape Coast

No.	Time	Agenda	Person in charge
1	8:30 - 9:00	Registration	Administrative staff
2	9:00 - 9:05	Opening Prayer	
3	9:05 - 9:10	Introduction of Chairman	
4	9:10 - 9:20	Chairman's Response	
5	9:20 - 9:30	Welcome Address	CCMCE
6	9:30 - 9:50	Speech by Executive Director	ED, NBSSI
7	9:50 - 10:00	Speech by JICA Ghana	JICA Ghana Office
8	10:00-10:15	Speech by Guest Speaker	Regional Minister
9	10:15 -10:30	Presentation on Outline of NBSSI/JICA BDS Project	Project Team
10	10:30 -11:00	Seminar on Kaizen Activities	Project Team
11	11:00 - 11:15	Coffee Break	
12	11:15 - 12:15	Report on Kaizen Activities conducted at the Pilot MSEs and Remarks by beneficiaries	Project Team
13	12:15 -12:30	Presentation on the National Expansion Plan	Project Team
14	12:30 - 13:00	Open forum, Q & A Session	
15	13:00 – 13:15	Wrap Up and Closing Remarks	
16	13:15 – 13:20	Closing Prayer	
17	13:20	Lunch	

ATTENDANCE LIST

HONOURABLE GUESTS

1. Representative of Central Regional Minister
2. DCEs/MCEs

JICA

1. Takako Ueno
2. Nana Adwoa Asiam
3. Soshi Komori

NBSSI

1. Executive Director
2. Ag. Deputy Executive Director
3. Directors
4. Project Officer, NBSSI-Ashanti
5. BAC heads and BDOs in Central Region

JICA Project Team

MSMEs

1. MSEs (Clients of BACs) in Central Region Region
2. MSEs (Pilot enterprises of 9-Week OJT) in Ashanti Region

MINISTRIES

1. Representatives of MOFA
2. Representatives of Department of Gender
3. Representatives of MOTI

ORGANIZATIONS

1. Representatives of ASSI/ Ghana Standard Authority
2. Representatives of FOSBA
3. Representatives of RTF/GRATIS
4. Ghana Chamber of Commerce & Industry
5. Fisheries Commission
6. Forestry Commission

ACADEMIC INSTITUTIONS

1. University of Cape Coast

REGULATORY BODIES

1. Ghana Export Promotion Authority
2. Food and Drug Authority

MEDIA

1. TV 3
2. ATL FM
3. GNA

4. Sunyani カイゼンフォーラム議事録

REPORT ON ONE – DAY KAIZEN FORUM IN SUNYANI UNDER THE NBSSI /JICA BDS PROJECT FOR FORMULATING A STRATEGIC MODEL FOR QUALITY AND PRODUCTIVITY IMPROVEMENT THROUGH STRENGTHENING BDS FOR MSEs IN GHANA

DATE: 17TH June, 2014

VENUE: Eusbett Hotel, Sunyani, Brong Ahafo

INTRODUCTION

As part of its effort to develop MSEs in Ghana as mandated, the National Board for Small Scale Industries (NBSSI) in collaboration with the Japan International Cooperation Agency (JICA) is implementing a 'KAIZEN' Project dubbed 'NBSSI/JICA Project for Formulating a Strategic Model for Quality / Productivity Improvement through Strengthening Business Development Service for Micro and Small Enterprises in Ghana.

The three years pilot project which was started in the Ashanti Region in 2012 is expected to end in March 2015. In view of its successful implementation and massive impact on MSEs in the beneficiary districts in Ashanti Region, the Government of Ghana through the Ministry of Trade represented by NBSSI has agreed to expand the project throughout Ghana; with Brong Ahafo, Central and Northern Regions being the regions for the first phase of the National Expansion plan, hence the need for the Kaizen forum; to introduce the project and Kaizen concept to all stakeholders as well as to solicit views on the successful implementation of the national expansion of the project.

PARTICIPANTS (APPENDIX II)

Over one hundred participants participated in the forum. These included officers from NBSSI Headquarters and Brong Ahafo Regional Office, Officers from Regional Co-ordinating Council, MMDCEs of Brong Ahafo, Traditional Authority, some selected clients and Government Departments/Institutions that support SMEs activities in Ghana.

THE FORUM

The forum commenced at 9:20am with an opening prayer and introduction of Chairman by Mr. Paul Kwarteng, Atebubu BAC head and Miss Vanessa Asomea-Takyi, Tano North BAC head respectively. The Chairman, Nana Opoku Ababio (Fiaprehene) accepted to chair the function and urged participants to support him to make the forum a success. Other dignitaries from the institutions as mentioned above were also introduced.

SPEECH BY EXECUTIVE DIRECTOR NBSSI

The Executive Director of NBSSI, Mr. Lukman Abdul Rahim's speech focused on the background, objectives and core mandate of the project. He mentioned some reasons why Micro and Small Enterprises (SMEs) fail in Ghana with emphasis on low productivity and poor quality. The Executive Director was of the view that, the project would help address these problems (challenges) if all partners played their expected roles. He ended his speech with a plea to stakeholders of the project to ensure that, the goals and objectives of the project are fully achieved.

WELCOME ADDRESS BY SUNYANI MUNICIPAL CHIEF EXECUTIVE:

Mr. Samuel Oppong, the Municipal Chief Director read a speech on behalf of the Sunyani Municipal Chief Executive. The MCE was of the view that, MSEs are the backbone of the country and the government is doing everything to ensure the growth and sustainability of MSEs and that is why the project is so important to the Government of Ghana.

He advised participants to be actively involved in the forum to come up with useful suggestions and plans for sustainable implementation of expansion phase of the project.

SPEECH BY THE REGIONAL MINISTER

Mr. Evans Kanfrah, the Regional Economic Planning Officer representing the Regional Minister only added a word of encouragement and pledged the commitment of Government and the Regional Coordinating Council (RCC) to the successful implementation of the project in Brong Ahafo Region.

PRESENTATIONS BY THE PROJECT TEAM

Mr. Tamon Nagai, Mr. Takaharu Seki and Mr. Satoru Tajima, experts of the Project Team presented various topics to explain the KAIZEN concept and the whole project. Some of the topics discussed were; Enterprise Diagnosis and its method, 5S and examples of Kaizen Activities implemented in Ashanti Region. Mr. Samuel Asiedu, the Project Officer of NBSSI Ashanti, interpreted each topic.

PRESENTATION BY AGONA AND TEPA BAC HEADS AND REMARKS BY HARI FARM

As part of report on Kaizen Activities conducted at the pilot MSEs, the Agona and Tepa BAC Heads made presentations. Their presentations were practical with photos and videos which actually explained the implemented activities and their impact to MSEs. Participants were delighted and motivated. The general reactions after the presentations indicated that, participants were more than ready to participate in the Kaizen activities. Copies of presentations are attached.

PRESENTATION ON NATIONAL EXPANSION

The last presentation before the Open Forum was done by Mrs. Anna Amoh-Himbson, Director of Entrepreneurship Development Department, NBSSI. Her presentation was also centered on the followings; Project Objectives, Project Outputs, Project Period, Plan for Nationwide Expansion, Selection Criteria, Project Target, Implementation structure of the Project, Working Group on Nationwide Expansion, Achievements of the Working Group and Nationwide Implementation Plan.

In summary, Mrs. Himbson explained that, the Nationwide Implementation will be in three (3) phases.

First phase (April, 2015 – March, 2016)

Expansion to the selected districts in Ashanti Region and three (3) other regions namely: Northern, Brong Ahafo and Central Region. The already trained BAC Heads will serve as resource persons to train the other BAC Heads with support from Japanese Experts.

Phase 2 (April 2016 – March 2017)

Greater Accra, Eastern and Upper-East Region

Phase 3

Western, Volta and Upper-West Region.

OPEN FORUM

Five (5) Questions were asked during the Open Forum. These were;

1. Is there a committee formed, with action plan for the expansion phase?
2. Why a few firms were selected in Ashanti Region?
3. Do beneficiaries have to pay fees for the services?
4. Why beneficiaries did not use protective clothing?
5. When is the implementation going to start?

All questions were answered by Mr. Tamon Nagai, the sub-leader of JICA Project Team and Mr. Saeed Owusu-Brobbe, Deputy Executive Director of NBSSI.

Chairman's Closing Remarks

In his closing remarks, Nana Opoku Ababio (Fiaprehene) thanked the organizers of the forum. He advised the team to endeavour to follow the Implementation Plan for the MSEs to benefit from this laudable Project. The programme ended at 2:43 pm.

AGENDA

Agenda for one-day KAIZEN Forum

Date: 17th June, 2014 (Tuesday)

Time: 8:30am – 1:20 pm

Venue: Conference Hall, Eusbett Hotel - Sunyani

No.	Time	Agenda	Person in charge
1	8:30 - 9:00	Registration	Administrative staff
2	9:00 - 9:05	Opening Prayer	
3	9:05 - 9:10	Introduction of Chairman	
4	9:10 - 9:20	Chairman's Response	
5	9:20 - 9:30	Welcome Address	Sunyani Municipal Chief Executive
6	9:30 - 9:50	Speech by Executive Director	Executive Director, NBSSI
7	9:50-10:05	Speech by Guest Speaker	Regional Minister
8	10:05 -10:15	Presentation on Outline of NBSSI/JICA BDS Project	Project Team
9	10:15 -11:00	Seminar on Kaizen Activities	Project Team
10	11:00 - 11:15	Coffee Break	
11	11:15 - 12:15	Report on Kaizen Activities conducted at the Pilot MSEs and Remarks by beneficiaries	Project Team
12	12:15 -12:25	Presentation on the National Expansion Plan	NBSSI
13	12:25 - 13:00	Open forum, Q & A Session	
14	13:00 – 13:15	Wrap Up and Closing Remarks	
15	13:15 – 13:20	Closing Prayer	
16	13:20	Lunch	

ATTENDANCE LIST

HONOURABLE GUESTS

1. Nana Opoku Ababio, Fiapre Chief
2. DCEs/MCEs

NBSSI

1. Executive Director
2. Ag. Deputy Executive Director
3. Directors
4. Project Officer, NBSSI-Ashanti
5. Selected BAC heads in Ashanti Region
6. BAC heads and BDOs, Brong Ahafo Region

MSMEs

1. MSEs (Clients of BACs) in Brong Ahafo Region
2. MSEs (Pilot enterprises of 9-Week OJT) in Ashanti Region

MINISTRIES

1. Representatives of MOFA
2. Representatives of MOWAC
3. Representatives of MOTI

ORGANIZATIONS

1. Representatives of ASSI
2. Representatives of AGI
3. Representatives of RTF/GRATIS

ACADEMIC INSTITUTIONS

1. Sunyani Polytechnic
2. Twene Amanfo Secondary Technical School
3. NVTI
4. Community Development School

REGULATORY BODIES

1. Ghana Export Promotion Authority
2. Food and Drug Authority

MEDIA

1. GTV 3
2. Space FM
3. Sky FM
4. GNA

JICA Project Team

5. 第 2 回 Ashanti カイゼンフォーラム議事録

REPORT
NBSSI/JICA BDS PROJECT
KAIZEN FORUM HELD AT ROYAL LAMERTA HOTEL,
KUMASI ON 21ST JANUARY, 2015

1. OPENING PRAYER

A prayer, from the BAC Head of Nyinahin, Mr. Benjamin Kwasi Marfo was said at exactly 9.30 am to spiritually kick-start the programme.

2. CHAIRMAN'S REMARKS

The BAC Head of Kodie, Miss Marina Kusi introduced the Chairman of the occasion in the person of Professor Nana Nicholas Nicodemus Nsowa-Nuamah who is the Rector of Kumasi Polytechnic. The Chairman readily accepted the nomination and added that he was elated to occupy the chairman's position on a project involving the Japanese International Co-operation Agency (JICA). He said he has had a fruitful collaboration with JICA in 2011 when he was appointed Rector of the Polytechnic. According to the Professor, JICA helped in the establishment of a Business Incubator and also offered some technical assistance in the fabrication of some solar-powered equipment like wheel chairs and 'fufu' pounding machines.

3. OPENING REMARKS

The Ashanti Regional Acting Manager, Mr. Saeed Owusu-Brobby opened the Forum with some on the NBSSI/JICA BDS Project. He said the objective of the project is to sustainably develop the capacity of BACs in the provision and facilitation of quality business development services including Kaizen to MSEs.

According to him, the project has achieved good results in the Ashanti Region on pilot basis within the duration of three years from March 2012 to April 2015.

He also said with its successful implementation, the outcome of the Project is about to be mainstreamed and replicated in the other nine regions nation-wide to benefit MSEs thereby improving upon their economic activities and standard of life. He said the Rural Enterprises Programme (REP) has already expressed interest to sponsor Kaizen activities in the districts. Also Export Development and Agricultural Development Fund (EDAIF) is likely to fund the National Expansion programme.

He said the reason for JICA-BDS Project's selection for Ashanti Region was as a result of the fact that JICA had in 2003 embarked on a successful project in Palm Oil Extraction and thus, another opportunity for Ashanti Region was prudent.

Mr. Owusu-Brobby indicated that all BAC Heads in Ashanti region were taken through Kaizen On-the-Job Training (OJT) with some selected enterprises. The OJT districts are: Mampong, Mampong, Bekwai, Obuasi, Juaso, Kuntense, Nkawie, Tepa, Ejisu, Kumasi, Agona and Konongo.

The Manager said both Mid-Term and Terminal evaluation were conducted and the outcome indicated that the Project has been successful and therefore needs to be expanded nationwide.

4. WELCOME ADDRESS

The Executive Director of NBSSI, Mr. Lukman Abdul-Rahim was confident in the technical assistance provided by JICA to NBSSI staff. According to him, the technical assistance shall go a long way to assist enterprises in the nation through the expansion phase. He said there were

signs indicating that Ashanti Region has already begun reaping Kaizen benefits as would be testified later by the enterprises owners themselves. He was hopeful that the remaining BAC Heads in would also show the same commitment the BAC Heads of Ashanti Region had shown in order that the smooth and practical implementation of the National Expansion Programme would be ensured.

He thanked JICA and the Japanese experts for their immense contribution to the success stories so far. He pledged on behalf of NBSSI and Government to apply the knowledge gained and ensure that it was mainstreamed into a national programme.

5. ADDRESS BY JICA GHANA

A representative of JICA Ghana, Miss Yoshimi Tsuzuku gave a short speech on behalf of the Chief Representative of JICA Ghana. She said JICA has provided and would continue to provide technical assistance to Ghana in the area of trade, industry, entrepreneurship among others.

She said the Government of Japan, through JICA, has trained in Ghana and Japan twelve BAC Heads. According to her JICA was of the conviction that the project shall be expanded to cover the remaining parts of Ghana as well.

She informed the house that JICA had already held four Kaizen Forums to spread the information about Kaizen so that its implementation would face less cultural challenges.

6. ADDRESS BY THE REGIONAL MINISTER

Honourable Dr Samuel Sarpong's speech was read on his behalf by the Regional Economic Planning Officer, Mr. Joseph Donkor. In his speech, he said he was reliably informed that the Project's Pilot Phase had been very successful in the Ashanti Region and this had propelled the Governments of Ghana and Japan through the NBSSI and JICA to replicate it nationwide.

He said the MSME sector constitutes about 100% of Ghana Manufacturing sector and by that it is the largest sector within Ghana's private sector. The MSME's again constitute an important source of employment and wealth generation and this provides significant contribution to national development.

He said as Ghana advances through a phase of steady socio-economic transformation, it was clear that greater emphasis should focus on strengthening strategic sectors that would help accelerate the pace of economic development of Ghana.

According to him, the Government of Ghana therefore recognizes the need, and it was actually committed to strategically support the growth and development of the MSME sector to help accelerate the realization of the growth, productivity and employment potentials of Ghana's manufacturing sector, and the general socio-economic development.

However, he said, sustained and long-term growth of the MSME sector in Ghana was constrained by an array of challenges which among other include; Production Capacity; Product Quality and low Level Managerial Competencies.

He said it was therefore gratifying that Ministry of Trade and Industry (MOTI) through the NBSSI had partnered JICA to implement this Kaizen related Business Development Service (BDS) Project to enhance the competitiveness and viability of the MSME's.

He has therefore called on all stakeholders to technically and financially support the expansion phase of the project and share in the benefits thereof.

7. PRESENTATION ON THE ACHIEVEMENT OF NBSSI/JICA BDS PROJECT

The first to make a presentation on the achievements of NBSSI/JICA BDS Project was Dr Ryoichi Ozawa, the leader of the Japanese Experts in Ghana who introduced Kaizen. The following are some highlights of his presentation.

Activities Conducted over the Three Years of Implementation of Kaizen in Ashanti Region:

- 4 times Group Trainings to all BACs in the Region for MSE Consultation
- 4 times 9 week OJT Trainings for Pilot BACs (totalling 12) in the respective districts on Pilot MSMEs to emulate good practices
- Many KAIZEN Forums and study tours for sensitization purposes
- Development of National Expansion Plan
- Development of Manuals and Dissemination materials for Strategic Model

Outputs:

- Strengthen Regional Office to manage the BACs and its Human Resource Development
- Lead majority of BACs (12) by intensive OJT by JICA Experts to become local experts for MSE consultation to provide better services to the MSEs in the region as well as Trainer BAC Heads training the remaining BAC Heads in Ashanti and BACs in the other Regions.
- National Expansion Plan after the Project is launched to disseminate the Strategic Model to the rest of the country.

Benefits to the MSMEs

- Enhanced Business Development Services are offered with the MSE Consultation. (MSE Consultation is to do a Corporate Diagnosis, Solution provision, on site instructions (KAIZEN) and Follow up)
- KAIZEN activities (and 5S) will increase the Productivity and Quality Improvement by on-site supports and instructions to the implementation.
- This will enable the MSMEs to be more competitive so that they will increase turnovers and/ or reduce cost.

The next persons to make presentations were the BAC Head of Mampong, Mr. Mahi Mohammed, the Chief Executive Officer (CEO) of Stephen Metal Works, Mampong, Miss Priscila Kwakye-Fosu, BAC of Konongo and the CEO of Sober Designs of Agogo respectively. Their presentations followed a common pattern: Corporate Diagnosis Activities, Corporate Improvement Activities and the Results of Corporate Improvement Activities.

Some highlights on the results of Corporate Improvement Activities include:

- **Productivity Improvement:** Due to the introduction of the many new Kaizen ideas productivity has increased.
- **Adoption of Kaizen concept:** Workers now appreciate the need for new ideas to be developed using the kaizen concept.
- **Organized working environment:** Searching time for tools, materials and accessories have been reduced as a result of a well-organized working environment.
- **Increased staff motivation:** Through their involvement during the training of the Kaizen concept, morale of staff has gone up and each one is now ready to give off their best.
- **Sensitivity of staff to quality standards:** Finished products inspection time has been reduced due to adherence to quality standards by staff.

8. PRESENTATION OF CERTIFICATES TO PILOT MSMEs

Some pilot MSMEs were presented with some certificates of appreciation by JICA. The MSMEs who ceremoniously received the awards were: Stephen Metal Works, Mampong, Tornado Wood Works, Juaso and Sober Designs of Agogo.

They were thankful to JICA, NBSSI and their various BAC Heads for the technical support. According to them, they had already started to feel the benefits of Kaizen in their various trades and wished for more of such supports.

9. PRESENTATION ON NATIONAL EXPANSION PLAN

The National Expansion Plan Presentation was made by Mrs. Anna Himbson, Director of Entrepreneurship Department of NBSSI. The presentation covered the following areas:

- Goal of National Expansion
- Strategic Model
- Strategy for National Expansion
- Training Package for National Expansion
- Training Package for Regional Expansion
- Target Regions and Phases of Expansion
- Implementing Structure, and
- Technical Assistance

According to the Director of EDD, the goal of National Expansion is to expand the Strategic Model through Regional offices and BACs nationwide.

She said the strategy for the expansion, however, was in two Modules. Module 'A' would have each regional office equipped with managerial skills for continuous capacity development of BACs through Technical and Administrative Unit and Module 'B' would be for the capacity of BACs where certified Trainer BAC Heads of Ashanti Region would provide a series of trainings to other selected BAC Heads nationwide with the supervision Ashanti Regional Office.

The training packages for Regional and National Expansion would have a week's orientation, two weeks Corporate Diagnosis (OJT), two weeks Kaizen (OJT), two days follow-up and continuous mentoring. She also said that the expansion shall be implemented in phases.

- 1) Phase 1 – Northern, Central, Brong Ahafo Regions
- 2) Phase 2 – Greater Accra, Eastern, Upper East Regions
- 3) Phase 3 – Western, Volta, Upper West Regions

On the implementing structure, she said

- A Steering Committee was to be set up at Headquarters to manage overall implementation
- Project Management Unit was to be set up at Headquarters to implement and coordinate the necessary activities of the National Expansion
- Monitoring Working Group was to be set up at the regions to monitor regional implementation
- Technical Unit was to be set up at all regional offices to conduct effective and efficient training/mentoring

- Administrative Unit was to be set at all the regional offices to handle necessary logistical matters in collaboration with the Technical Unit.

On the Technical Assistance she said:

- The Ashanti Region shall serve as the Centre of Excellence and shall facilitate the implementation of activities
- JICA Technical Assistance Team shall provide the necessary additional technical backstopping.

10. PRESENTATION ON ASHANTI REGIONAL OFFICE AS A CENTRE OF EXCELLENCE

Mr. Saeed Owusu-Brobbe, the acting Ashanti Regional Manager, made a presentation on Ashanti Regional Office as a Centre of Excellence. He said Action Plans for the non-pilot BACs have been made to cover Corporate Diagnosis and Kaizen for one enterprise in each district for the period of January to February, 2015. Trained BACs were providing technical support and mentoring to new BACs. He also said that REP was funding Kaizen related programmes submitted by BACs.

He also stated that Ashanti Regional Office as a Centre for Excellence shall provide the following:

- Resource Persons who will serve as trainers and mentors to the other regions
- Archives of resources/materials for Workflow (planning and Budgeting, M&E, public relations, administration) and Capacity Building (Corporate Diagnosis, BDS Methods, 5S, Kaizen Instructions).
- Planning and Coordination of the activities of the National Expansion
- Provide follow-up on activities
- Centre for sharing best practices and success stories

11. OPEN FORUM (Q & A) SESSION

The Question and Answer session saw eight participants asking various types of questions.

- Mr. Johnson Azaar of Takoradi BAC was of the opinion that the proposed website on Kaizen of Ashanti Region should be for the whole of NBSSI
- A representative of Ghana Shippers Authority wanted to know if there were some criteria for the selection of Enterprises for the National Expansion Programme
- Mr. S. B Adams, a client from Juaso wanted to know if JICA could assist in getting a window for the trained clients to access the Asian markets
- Another client from Juaso, Mr. Dovi Thomas wanted to know if there could be some equipment assistance after the Kaizen training for MSMEs
- A client from Ejisu, Mr. Ohene-Gyan lamented over the lack of permit for logs in the wood industry and enquired whether there could be some sort of assistance in that regard.
- Mr. Francis of Trakwa Nsuaem BAC asked that the National Expansion Plan period be shortened so MSMEs could access the training quickly so that they could start reaping the benefits in no time.
- Other persons who made contributions are Mr. Makafui of Hohoe BAC and Mr. Torsu Emmanuel of Juaso District.

Answers were provided accordingly and satisfactorily by the Executive Director of NBSSI, Mr, Tamon Nagai, a sub-leader of the Japanese Experts, Dr Ryoichi Ozawa, the leader of the Japanese Experts and Mr. Owusu-Brobby.

Various form of comments, contributions, admonishments and inspiring messages came from the persons on the high table and some entrepreneurs who have had the opportunity to work with NBSSI. The District Chief Executives (DCEs) present also had an opportunity to express their interest and support to the National Expansion Programme. They said this through the DCE of Asokore Mampong.

12. CHAIRMAN'S CLOSING REMARKS

The Chairman congratulated NBSSI for introduction and promotion of Kaizen in Ghana. He advised that Kaizen be made a habit and mainstreamed into fibre of our society. He however admonished that the criteria for the selection of participating MSMEs for the National Expansion be made transparent accessible to the public.

13. CLOSING PRAYER

A prayer, from the BAC Head of Nyinahin, Mr. Benjamin Kwasi Marfo was said at exactly 14.23 hrs to bring the forum to a close.

Agenda

No.	Time	Agenda	Person in charge
1	8:30 - 9:00	Registration	Administrative Assistants
2	9:00 - 9:05	Opening Prayer	Participant
3	9:05 - 9:10	Introduction of Chairperson	Participant
4	9:10 - 9:15	Chairperson's Acceptance Speech	Chairperson
5	9:15 - 9:20	Opening Remarks	Ashanti Regional Manager, NBSS I-Mr. Saeed Owusu-Brobbe
6	9.20 – 9.30	Cultural Performance	
7	9:30 - 9:35	Welcome Address	Executive Director, NBSSI – Mr. Lukman Abdul-Rahim
8	9:35 - 9:45	Short Address	JICA Ghana
9	9:45 - 10:00	Address by Guest of Honour	Ashanti Regional Minister
10	10:00-10:30	Coffee Break	
11	10:30 -11:30	Presentation on Achievements of NBSSI/JICA BDS Project	Dr. Ozawa /Mamponteng BAC Head/Konongo BAC Head
12	11:30-11:50	Ceremony for certificate of appreciation to Pilot Enterprises	Executive Director, NBSSI
13	11:50-12:15	Remarks by Pilot Enterprises	Stephen Metal Works (Mamponteng) / Sober Designs (Konongo)
14	12:15 – 12:25	Cultural Performance	
15	12:25 - 12:35	Presentation on National Expansion Plan	Mrs. Anna Himbson, Director- EDD, NBSSI
16	12.35-12:45	Plan for Ashanti Regional Office as Centre of Excellence and Implementation of Kaizen	Ashanti Regional Manager, Mr. Saeed Owusu-Brobbe
17	12:45 - 13:15	Open Forum (Q and A)	MC
18	13:15 -13:25	Chairperson's Closing Remarks	Chairperson
19	13:25 - 13:30	Closing Prayer	Participant
20		Lunch	

6. Northern カイゼンフォーラム議事録

NBSSI/JICA BDS PROJECT KAIZEN FORUM HELD AT RADACH MEMORIAL HOTEL, TAMALE ON 28th JANUARY, 2015

1. AGENDA (See Appendix A)

2. OPENING PRAYER

An opening prayer by President of ASSI, Mr. Saeed Moomen was said at exactly 9.30 am to spiritually kick-start the programme.

3. CHAIRMAN'S REMARKS

Madam Alima Bawa, a staff of Bishara Radio introduced the Chairman of the occasion in the person of Dr. I. K. Aflaku who is also the Chief Executive Officer of New Life Medical Center and Picorna Hotel, all in Tamale. The Chairman readily accepted the nomination and added that he was elated to occupy the chairman's position in an event involving the Japanese International Co-operation Agency (JICA). He said he has had a fruitful collaboration with JICA in 2011 when he was appointed Rector of the Polytechnic. According to the Doctor, JICA helped in the establishment of a Business Incubator and also offered some technical assistance in the fabrication of some solar-powered equipment like wheel chairs and 'fufu' pounding machines.

4. WELCOME ADDRESS

The Executive Director of NBSSI, Mr. Lukman Abdul-Rahim was confident in the technical assistance provided by JICA to NBSSI staff as according to him, the technical assistance shall go a long way to assist enterprises in the nation when it is finally expanded.

The Executive Director has appealed to actors in the business sector to formulate innovative policies and programmes that would help address major constraints facing Micro and Small Scale entrepreneurs in the country.

Mr Abdul-Rahim said the project was to develop and strengthen the overall capacity of NBSSI Officers in the Ashanti Region in the pilot phase to deliver quality business development services (BDS) to MSMEs, which the NBSSI recognizes as needed for entrepreneurs engaged in various manufacturing and service activities to modernize their operations.

He explained that the pilot phase of the project was coming to an end and that the NBSSI was intending to use lessons learnt from the pilot phase to expand activities to cover the whole country and required the assistance of development partners such as JICA, Ghana government and other stakeholders.

He said the development of micro and small scale enterprises required an integrated approach, which called for actors in the sector to devise various means of tackling and addressing the myriad of constraints facing them.

He said there were signs indicating that Ashanti Region has already began reaping Kaizen benefits as would be testified later by the enterprises owners themselves.

He thanked JICA and the Japanese experts for their immense contribution to the success stories so far. He pledged on behalf of NBSSI and Government to apply the knowledge gained and ensure that it was mainstreamed into a national programme.

5. ADDRESS BY CHIEF DIRECTOR MOTI

The Chief Director of MoTI, Mr. Dwarnoba Baeka said that the theme for the forum “Promoting Enterprise Productivity and Product Quality through KAIZEN in Ghana” cannot be more than appropriate. He said the promotion and development of MSMEs sector is crucial to the country’s socio-economic development.

He added that, the Ministry is pursuing programmes to realise the growth, productivity and employment potentials of the manufacturing sector which form part of Ghana’s long term vision to achieve consistent higher levels of GDP growth and job creation. He also mentioned that Government has introduced innovative schemes aimed at encouraging and supporting the development of global competitive industrial sector. Some of the schemes include the SME Fund and EDAIF.

Mr. Baeka assured the NBSSI and JICA of the Ministry’s support and plans to replicate such laudable project in all regions. He also expressed his appreciation to JICA for their commitment and support and requested them to continue their collaboration with NBSSI and other such agencies

6. ADDRESS BY JICA GHANA

Dr. Ryoichi Ozawa, Chief Advisor of NBSSI/JICA BDS Project gave a short speech on behalf of the Chief Representative of JICA Ghana. He said JICA has provided and would continue to provide technical assistance to Ghana in the areas of trade, industry, entrepreneurship among others. He stressed that JICA works together with governments to conduct technical cooperation or grant aid all over the world.

Dr. Ozawa mentioned that, in the area of private sector development in Ghana, this NBSSI/JICA BDS Project has been the flagship project in the sector showing distinguished results and impact in target districts in Ashanti Region through cooperation with NBSSI. The purpose of the project has been empowerment of BAC Heads by using the “Strategic Model” for strengthening BDS for SMEs in the Ghanaian context that can be replicated in other regions all over Ghana. 11 BAC Heads in the Ashanti Region have been trained by Japanese experts during the past three years.

7. ADDRESS BY THE REGIONAL MINISTER

The Northern Regional Minister, Honourable Alhaji Mohammed Muniru Limuna’s speech was read on his behalf by the Metropolitan Chief Executive for Tamale, Mr. Hanan Gundaado. In his speech, he said he was reliably informed that the Project’s Pilot Phase had been very successful in the Ashanti Region and this had propelled the Governments of Ghana and Japan through the NBSSI and JICA to replicate it nationwide. He also stressed that, the project focused on sustainable capacity development of the staff of NBSSI BACs in the provision of Kaizen related BDS services.

He said the MSME sector constitutes about 100% of Ghana Manufacturing sector and by that it is the largest sector within Ghana’s private sector. The MSME’s again constitute an important source of employment and wealth generation and this provides significant contribution to national development.

He said as Ghana advances through a phase of steady socio-economic transformation, it was clear that greater emphasis should focus on strengthening strategic sectors that would help accelerate the pace of economic development of Ghana.

According to him, the Government of Ghana therefore recognizes the need, and it was actually committed to strategically support the growth and development of the MSME sector to help accelerate the realization of the growth, productivity and employment potentials of Ghana's manufacturing sector, and the general socio-economic development.

He however said that, sustained and long-term growth of the MSME sector in Ghana was constrained by an array of challenges which among others include; Production Capacity; Product Quality and low Level Managerial Competencies.

He further mentioned that Ministry of Trade and Industry (MOTI) through the NBSSI had partnered JICA to implement this Kaizen related Business Development Service (BDS) Project to enhance the competitiveness and viability of the MSMEs.

He has therefore called on all stakeholders to technically and financially support the expansion phase of the project and share in the benefits thereof. He finally commended JICA for its commitment to this partnership with the Government of Ghana through MOTI and NBSSI. He further stated that, the Northern Regional Coordinating Council would be very supportive and helpful to ensure the successful expansion of the project in the region.

8. PRESENTATION ON THE ACHIEVEMENT OF NBSSI/JICA BDS PROJECT

The first to make a presentation on the achievements of NBSSI/JICA BDS Project was Dr Ryoichi Ozawa, the leader of the Japanese Experts in Ghana who introduced the Kaizen concept. The following are some highlights of his presentation.

Activities Conducted over the Three Years of Implementation of Kaizen in Ashanti Region:

- 4 times Group Trainings to all BACs in the Region for MSE Consultation
- 4 times 9 week OJT Trainings for Pilot BACs (totalling 12) in the respective districts on Pilot MSMEs to emulate good practices
- Many KAIZEN Fora and study tours for sensitization purposes
- Development of National Expansion Plan
- Development of Manuals and Dissemination materials for Strategic Model

Outputs:

- Strengthen Regional Office to manage the BACs and its Human Resource Development
- Lead majority of BACs (12) by intensive OJT by JICA Experts to become local experts for MSE consultation to provide better services to the MSEs in the region as well as Trainer BAC Heads training the remaining BAC Heads in Ashanti and BACs in the other Regions.
- National Expansion Plan after the Project is launched to disseminate the Strategic Model to the rest of the country.

Benefits to the MSMEs

- Enhanced Business Development Services are offered with the MSE Consultation. MSE Consultation is to do a Corporate Diagnosis, Solution provision, on site instructions (KAIZEN) and Follow up.
- KAIZEN activities (and 5S) will increase the Productivity and Quality Improvement by on-site supports and instructions to the implementation.

- This will enable the MSMEs to be more competitive so that they will increase turnovers and/ or reduce cost.

He also took participants through the concept of corporate diagnosis, which he said was a powerful way to understand an organizations current state and identify important problems.

The next presentation was made by the BAC Head for Obuasi, Mr. Kelvin Ofori-Atta and the Chief Executive Officer (CEO) of Artic Investment Limited, followed by a presentation by the BAC Head for Mampong, Mr. Thomas Fofie and the CEO of Asikon Products.

Their presentations followed a common pattern: Corporate Diagnosis Activities, Corporate Improvement Activities and the Results of Corporate Improvement Activities.

Some highlights on the results of Corporate Improvement Activities include:

- **Quality Control (QC) Circles:** Five QC circles have been established and they meet regularly to find concrete measures to improve quality and to reduce the defects.
- **Increase in the motivation of staff:** Through their involvement during the training of the Kaizen concept, morale of staff has gone up and each one is now ready to give off their best.
- **Kaizen mindset/thinking by Management:** After the project implementation management has reduce the number of days each worker works and workers now appreciate the need for new ideas to be developed using the kaizen concept
- **Productivity Improvement:** Due to the introduction of the many new Kaizen ideas productivity has increased.
- **Control of Inventory:** The companies use to experience frequent material shortages thus twice a month and after the improvement activities there has not been any material shortages.
- **Reduction in defect rate:** Before improvement, the defect rate was at 10% but after improvement the rate of defect has reduced to 1%
- **Organized working environment:** Searching time for tools, materials and accessories have been reduced as a result of a well-organized working environment.
- **Sensitivity of staff to quality standards:** Finished products inspection time has been reduced due to adherence to quality standards by staff.

9. PRESENTION ON NATIONAL EXPANSION PLAN

The National Expansion Plan Presentation was made by Mrs. Anna Himbson, Director of Entrepreneurship Department of NBSSI. The presentation covered the following areas:

- Goal of National Expansion
- Strategic Model
- Strategy for National Expansion
- Training Package for National Expansion
- Training Package for Regional Expansion
- Target Regions and Phases of Expansion
- Implementing Structure, and
- Technical Assistance

According to the Director of EDD, the goal of National Expansion is to expand the Strategic Model through Regional offices and BACs nationwide.

She said the strategy for the expansion, however, was in two Modules. Module ‘A’ for workflow and that each regional office would be equipped with managerial skills for continuous capacity development of BACs through Technical and Administrative Unit and Module ‘B’ would be for the capacity of BACs where certified Trainer BAC Heads of Ashanti Region would provide a series of trainings to other selected BAC Heads nationwide with the supervision Ashanti Regional Office.

The training packages for Regional and National Expansion would have a week’s orientation, two weeks Corporate Diagnosis (OJT), two weeks Kaizen (OJT), two days follow-up and continuous mentoring. She also said that the expansion shall be implemented in phases.

- 1) Phase 1 – Northern, Central, Brong Ahafo Regions
- 2) Phase 2 – Greater Accra, Eastern, Upper East Regions
- 3) Phase 3 – Western, Volta, Upper West Regions

On the implementing structure, she said

- A Steering Committee was to be set up at Headquarters to manage overall implementation
- Project Management Unit was to be set up at Headquarters to implement and co-ordinate the necessary activities of the National Expansion
- Monitoring Working Group was to be set up at the regions to monitor regional implementation
- Technical Unit was to be set up at all regional offices to conduct effective and efficient training/mentoring
- Administrative Unit was to be set at all the regional offices to handle necessary logistical matters in collaboration with the Technical Unit.

On the Technical Assistance she said:

- The Ashanti Region shall serve as the Centre of Excellence and shall facilitate the implementation of activities
- JICA Technical Assistance Team shall provide the necessary additional technical backstopping.

10. PRESENTATION ON ASHANTI REGIONAL OFFICE AS A CENTRE OF EXCELLENCE

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11. PRESENTATION ON NORTHERN REGIONAL EXPANSION PLAN

Mr. Eric Affram, the Northern Regional Manager, made a presentation on Northern Regional implementation plan.

He outlined the Northern Regional Office plans to include the following:

- Formation of Administrative and Technical Units
- Formation of Regional working group
- Facilitate the organisation of the regional Kaizen forum
- Selection of 10 piloted BAC Heads to be trained on Kaizen
- One week orientation workshop for all BAC Heads and Project officer in the region
- Selection of 3 SMEs to be used for Kaizen training
- 4-week OJT for 10 selected BAC Heads
- Organise radio programs

- Select 2 SMEs in each district for Kaizen implementation
- Facilitate the Kaizen application for 20 selected SMEs
- Follow up and mentoring of trainee BAC Heads
- Regional expansion of Kaizen project

12. OPEN FORUM (Q & A) SESSION

The Question and Answer session saw a good number of participants asking various types of questions.

- The first question bothered on the number of BACs in the region and how the remaining district will get BACs. The second was how they will benefit from the Kaizen concept.
- A participant also asked on how a photo studio can be assisted by the introduction of the Kaizen concept
- Another participant also seeks for clarifications on the mode of selecting the Kaizen beneficiaries in the region and what would be the criterion.
- A lecturer from the University for Development Studies (UDS) appealed to the NBSSI to partner with them to ensure effectiveness and efficiency. He also promised to make sure that their students are attached to the BACs to help implement such concepts.
- Some other participants also asked questions on the loan facilities of the NBSSI and how it could be accessed by SMEs

Answers were provided accordingly and satisfactorily by the Executive Director of NBSSI, Mr, Tamon Nagai, a sub-leader of the Japanese Experts and Dr. Ryoichi Ozawa, the leader of the Japanese Experts

13. CHAIRMAN'S CLOSING REMARKS

The Chairman congratulated NBSSI for importing Kaizen into Ghana. He further expressed his appreciation to the participants, organisers and the Japanese Team for giving him the opportunity and maximum cooperation throughout the programme.

He advised that Kaizen be made a habit and mainstreamed into the fibre of our society. He however admonished that the criteria for the selection of participating MSMEs for the National Expansion be made transparent and accessible to the public.

14. CLOSING PRAYER

A prayer, from the deputy PRO of NBSSI, Madam Rejoice... was said at exactly 13:22hrs to bring the forum to a close.

Agenda

No.	Time	Agenda	Person in charge
1	8.30 - 9.00	Registration	Administrative Assistants
2	9.00 - 9.05	Opening Prayer	Participant
3	9.05 – 9.10	Introduction of Chairperson	Participant
4	9.10 - 9.20	Chairperson's Acceptance Speech	Chairperson
5	9.20 – 9.30	Cultural Performance	
6	9.30 – 9.35	Welcome Address	Executive Director, NBSSI
7	9.35 - 9.40	Short Address on Launch of National Expansion	Chief Director-MOTI- Mr. Baeka,
8	9.40 – 9.45	Short Address	JICA Ghana
9	9.45 – 10.00	Address by Guest of Honour	Regional Minister
10	10.00-10.30	Coffee Break	
11	10.30 -11.30	Presentation on Achievements of NBSSI/JICA BDS Project	Dr. Ozawa /Mr. Kelvin Ofori-Atta (Obuasi BAC) Mr. Thomas Fofie (Mampong BAC)
12	11.30-11.50	Remarks from Pilot Enterprises	Artic Investment Ltd. (Obuasi) / Asikon Product Enterprise (Mampong)
13	11.50 – 12.00	Cultural Performance	
14	12.00-12.10	Presentation on National Expansion Plan	Mrs. Anna Himbson
15	12.10-12.20	Action Plan for Northern Region	Mr. Eric Afram
16	12.20 – 12.50	Open Forum (Q and A)	MC
17	12.50-12.55	Chairperson's Closing Remarks	Chairperson
18	1.00	Closing Prayer	Participant
19		Lunch	

別添 12 : JCC 議事録

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2. 第 2 回 JCC 議事録
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7. 第 7 回 JCC 議事録

1. 第 1 回 JCC 議事録

PROJECT FOR FORMULATING A STRATEGIC MODEL FOR QUALITY / PRODUCTIVITY IMPROVEMENT THROUGH STRENGTHENING BDS FOR MSEs IN GHANA

MINUTES OF THE 1ST JOINT COORDINATING COMMITTEE (JCC) MEETING

HELD AT MIKLIN HOTEL, KUMASI ON TUESDAY, 24TH APRIL 2012

1. ATTENDANCE LIST

(See ANNEX 1 Attached)

2. AGENDA OF THE MEETING [ANNEX 2]

The agenda of the 1st JCC Meeting was the following:

- Chairman's Welcome Remarks
- Address by JICA Ghana Office Chief Representative
- Address by Executive Director, NBSSI
- Agenda of the JCC Meeting and Introduction of the participants
- Project Outline and Outcome
- Project Work Plan
- Piloting in Ashanti Region
- Discussions
- Issues / Decisions Noted and Closing Remarks

3. OPENING CEREMONY

3.1 The JCC meeting started at 9.30 am with a prayer said by Mr. Michael Odartei Golightly, Head of Kumasi BAC.

3.2 Introduction of Chairman

Mr. Saeed Owusu Brobbey, the Regional Manager (Ashanti) of NBSSI introduced Mr. Nii Ansah-Adjaye, Chief Director of the Ministry of Trade and Industry as the Chairman of the maiden meeting of the Joint Coordinating Committee. Mr. Saeed informed the meeting that a JCC had been formed to oversee the affairs of the project.

3.3 Chairman's Welcome Remarks [ANNEX 3]

In his welcome address the Chairman, Mr. Nii Ansah-Adjaye, noted that the maiden meeting marked another milestone in the country's quest to develop a vibrant SMEs sector which was key to the achievement of growth, expansion and diversification of the economy.

It was against that premise that the Government through the Ministry of Trade and Industry (MOTI) and the Japanese Government through the Japanese International Cooperation Agency (JICA) had entered into a three-year project, which was to sustainably develop the capacity of the Business Advisory Centres (BACs) of NBSSI in the Ashanti Region to provide Business Development Services including the Kaizen approach.

The Chairman disclosed that the JICA BDS Project which has started its work in Ghana in April 2012 aimed at enhancing the development of SMEs in the said country, using Ashanti Region as the pilot for replicating the successful best practices to the rest of the country. He urged the BAC Officers in the Ashanti Region to put in their best to ensure the success of the pilot phase. He expressed his happiness that the project had a JCC which was mandated to approve work plans, review progress, among other matters.

Emphasizing the relevance and importance of the project, the Chairman made reference to one of the major challenges facing the SMEs – the way to compete in the global market place where the ability to create and commercialize products that met global standards was a critical determinant of competitive advantage.

Finally, he expressed the profound gratitude of the Government of Ghana to the Government of Japan and all the other key partners for their contribution in making the project possible.

3.4 Address by JICA Ghana Office Chief Representative [ANNEX 4]

On behalf of JICA, Mr. Jiro Inamura thanked the Chief Director and his team for attending the meeting. He emphasized the importance of JICA BDS Project from three perspectives.

The first perspective was that the ultimate goal of the JICA BDS Project is to formulate a Strategic Model to enhance the development of MSEs that he saw to be very important for rapid and balanced growth of Ghana. He assured that the project could be a practical contribution to realizing the targets set in Ghana's Private Sector Development Strategy II (PSDS II) which was under implementation.

The second perspective, the JICA Chief observed, was the full-scale introduction of the Japanese management methodology and philosophy called Kaizen or continuous improvement under the project.

Thirdly, the project aimed to make a Strategic Model of BDS for MSEs in the Ghanaian context, to be replicated in the other nine regions of Ghana after the pilot phase in the Ashanti Region.

Mr. Jiro Inamura expressed the need of effort from both sides (Ghanaian side and Japanese side) so that Kaizen became part of the Ghanaian industry culture. He expected strong ownership by the Ghanaian side throughout the project period and beyond. The JICA Chief Representative was hopeful that the first JCC meeting would be a good beginning for the launch of the project which was important for the future of Ghana.

4. ADDRESS BY NBSSI EXECUTIVE DIRECTOR

The Executive Director of NBSSI, Mr. Lukman Abdul-Rahim, expressed his sincere appreciation for the support the Government of Japan had given to Ghana, as well as the MSEs. He recognized that the JICA BDS Project had come at the appropriate time when the Ghana Government had initiated programmes such as PSDS II and ISSP.

He was of the view that the project was going to impact on the activities of the MSEs and their livelihoods. He also expressed the need for expertise from many backgrounds such as agriculture and local government for the effective implementation of the project. The Executive Director welcomed all the participants to Kumasi and to the first JCC Meeting.

5. AGENDA OF THE JCC MEETING AND INTRODUCTION OF THE PARTICIPANTS [ANNEX 5]

After reviewing the agenda and participants of JCC, the Regional Manager of NBSSI (Ashanti) took participants through the composition and functions of the two committees under the project: i.e. 1. Joint Coordinating Committee, and 2. Working Group. Both committees had representatives of the Ghanaian side and the Japanese side of the cooperation. The Regional

Manager explained that the presentation was a proposal that needed confirmation by the maiden JCC meeting.

The following were the comments and suggestions made by participants in respect of the JCC.

- The Director at the Ministry of Trade and Industry responsible for SMEs was to be included on the JCC. The Chairman accepted the suggestion which received approval by the meeting.
- The Chairman realized that it would not be practical for him (who is the Chief Director of MOTI) and the Minister of MOTI to be both on the JCC. His suggestion to designate his office as Alternative Chairman was accepted by the meeting. He hinted that the Chief Director would, in practice, be chairing the meetings of the JCC.
- The membership for “Heads of Departments at the NBSSI” was agreed to be removed except the Head of the Policy Planning, Monitoring and Evaluation Department.
- The Ministry of Food and Agriculture (MOFA) representative was to have full membership instead of the proposed observer status in view of the Ministry’s role in the project implementation at the district level.
- The Ministry of Local Government and Rural Development, the Rural Enterprise Project and the Ministry of Women and Children’s Affairs were all to have full membership on the JCC.
- On the Japanese side, the Chief Representative wanted the membership-representation to be left at their discretion.
- With regard to the frequency of meetings, it was agreed to be “at least twice in a year” instead of the proposed “once in a year”.
- The venue of the JCC Meetings was agreed to be in Accra.

In respect of the Working Group, it was required as follows:

- That “Ashanti Region” was suffixed to the associations (AGI, ASSI and NBSSI, etc) to be represented.
- That Kumasi was the meeting venue.
- That the frequency of meetings be changed from “twice a year” to “quarterly”.

6. PROJECT OUTLINE AND OUTCOME

6.1 Project Title

On the title of the project, which Mr. Baeka, the NBSSI Director of Policy Planning, Monitoring and Evaluation, described as “mouthful” when he took his turn, the meeting agreed to refer to the project as “JICA BDS PROJECT” as an abbreviated term.

6.2 Project Outline [ANNEX 6]

Mr. Baeka talked about the project background, project period (April 2012 to March 2015), inputs to be provided by JICA, on one hand, and inputs to be provided by NBSSI, on the other hand. He drew attention to the need to publicize the project to the media from the time of the JCC maiden meeting, a task that was assigned to the NBSSI Regional Manager (Ashanti).

The Chairman intervened and advised that the project be made visible and “much-talked-about” in the market place by involving the media houses – both print and electronic. He advised the Regional Manager of NBSSI (Ashanti) that much was expected of him in respect of the public relations/communications role.

Commenting on the provision of three chairs and one air conditioner for the JICA Experts at their office in Kumasi, the Chairman directed that “a minimum requirement” was to be procured to make the Consultants comfortable.

7. PROJECT WORK PLAN [ANNEX 7 and ANNEX 8]

The JICA Chief Adviser, Dr. Ozawa, addressed the meeting on the Overall Goal of the project, Project Purpose and tasks for the Output 1. He argued that there were several modules under the Strategic Model which were to be achieved to produce the Project deliverables.

Mr. Nagai talked on the Methodology and Tasks under the Output 2 and 3 of the Project. He informed the meeting of the start of the baseline survey data collection which was made through the BAC Heads at an induction meeting for them the previous day.

The two presentations were followed by the discussion of the Project Work Plan.

- The Regional Manager (Ashanti) of NBSSI suggested that members be given some time to go to study the plan details so that they could make meaningful comments. He asked for the inclusion of “Data Collection” as a topic in the two-week seminar planned for BAC Heads.
- Responding to an observation made by a participant regarding the balance of theory or lectures and field work, Mr. Nagai said that the tasks were not going to be lectures alone. He explained that the two-week seminars were for the BAC Heads whilst there was a nine-week OJT for the pilot BACs and pilot MSEs.
- On his part, the Chairman’s expectation was that there would be best practice model or benchmark MSEs at the end of the project to be presented to the nationwide expansion or roll-out phase.
- The consensus was reached that, in respect of the corporate diagnosis, preference should be given to medium-small enterprises which consists of 20 – 30 employees that were growth-oriented rather than micro to enterprises at the survival stage.

8. APPROVAL OF THE WORK PLAN

After the suggestions, comments and contributions on the Work Plan, the Chairman expressed satisfaction with the plan. The meeting gave approval of the Work Plan subject to the inclusion of the suggestions made by the meeting.

9. PILOTING IN THE ASHANTI REGION [ANNEX 9]

The Regional Manager (Ashanti) of NBSSI explained the reasons for selecting the Ashanti Region of Ghana for the first phase of the JICA BDS Project. He added that the region had 27 districts and 20 of them had BACs. It was noted that three additional districts were going to be created by the Government. Mr. Saeed said that the results of the baseline survey assigned to the 20 BACs would help in the selection of the remaining nine districts. The three districts that had already been selected for the project were Kumasi, Nkawie and Juaso.

Altogether 36 MSEs and about 400 employees were going to be beneficiaries under the project. The Regional Manager pledged the commitment of his office to support the implementation of the project and appealed for the necessary assistance from MOTI, NBSSI Head Office and JICA Ghana Office.

10. CLOSING REMARKS

The Chairman remarked that he looked forward to the successful implementation of the pilot phase and the scaling up of the project nationwide. He made reference to the success story of the Rural Enterprise Project (REP) sponsored by IFAD and the continuous funding of that project. He assured that the decisions taken would be carried out especially regarding the confirmation of the JCC membership and their meetings.

He advised that the financial implications of the JCC and the Working Group meetings be presented to him as far as allowances were concerned. The Chairman suggested that the percentages for Objectively Verifiable Indicators shown as XX in the current Project Design Matrix be presented in the first progress report and be agreed at the next JCC. On that suggestion he thanked all participants for attending the meeting and wished them safe return journey.

11. THE NEXT JCC MEETING

The 2nd meeting of the Joint Coordinating Meeting was tentatively fixed for November 2012.

12. CLOSING

In the absence of any other matters for discussion, the meeting came to an end at 1.00 pm. The closing prayer was said by Mr. Johnson Adasi, Director of SMEs and Technology at the Ministry of Trade and Industry.

2. 第 2 回 JCC 議事録

PROJECT FOR FORMULATING A STRATEGIC MODEL FOR QUALITY / PRODUCTIVITY IMPROVEMENT THROUGH STRENGTHENING BDS FOR MSEs IN GHANA

MINUTES OF THE SECOND JOINT COORDINATING COMMITTEE (JCC) MEETING

1. **DATE AND TIME:** Wednesday, 7th November 2012 at 9:30am.
2. **VENUE:** Noguchi Medical Memorial Research Institute
3. **ATTENDANCE:** The attendance list is attached as **Annex 2**.
4. **AGENDA (ANNEX 1)**
 - Introduction of Chairman
 - Chairman's welcome remarks
 - Review and Approval of Minutes of the 1st JCC Meeting
 - Address by Chief Representative, JICA Ghana Office
 - Address by Executive Director, NBSSI
 - Presentation and Approval of the Project Progress Report #1
 - 9 week Kaizen OJT
 - Presentation and Approval of Workflow of the NBSSI Ashanti Regional Office
 - Project Design Matrix Indicators
 - Report on Major Activities and Its Selection of the Participants for those Activities
 - Q&A
 - Closing Remarks

5. **OPENING**

The meeting started at 9:30 am with an opening prayer said by Ms. Gifty Afi Cudjoe. The Master of Ceremony for the day was Mr. Saeed Owusu-Brobby, the Regional Manager (Ashanti) of NBSSI. He welcomed members present.

6. **INTRODUCTION OF CHAIRMAN**

The Regional Manager (NBSSI-Ashanti) called upon Mr. Dawarnoba Baeka, the Deputy Executive Director of NBSSI to introduce the Chairman for the meeting, Mr. Joe Tackie.

7. **CHAIRPERSON'S OPENING REMARKS (ANNEX 3)**

The address was said on behalf of the Minister of Trade and Industry (MOTI) by the Chief Executive Officer and Coordinator (PSDS II), Mr. Joe Tackie. He expressed his gratitude to the Project team for the invitation extended to him as the Chairperson for this meeting. The Ministry of Trade and Industry was particularly happy that JICA is cooperating with the Ministry in the formulation of a Project for Strategic Model for quality and productivity improvement through Strengthening Business Development Services for SMEs, he stated.

He said as a nation we need to develop a vibrant and thriving private sector that would deliver jobs and livelihoods for all, and that begins by strengthening and positioning our SMEs to compete globally. He was convinced that the current national structure of NBSSI has the capacity to increase the supply of good quality services and making them more affordable to smaller firms. It also has the capability as a lead organisation in the implementation of a National Entrepreneurship Policy Framework for developing countries as proposed by the United Nations Conference on Trade and Development. Therefore, the collaboration between

the Government of Ghana and the Japanese Government to implement the JICA/NBSSI Project as appropriate.

He was excited that the Project has been successful since it began its operations in April 2012. He looks forward to the Pilot Project being successful by the end of its term in order to be replicated throughout the country.

He expressed the Government of Ghana's appreciation to JICA and the Government of Japan for the pioneering role they have played and other key stakeholders for their contributions in making this Project a reality. He ended his address by wishing the participants a very productive deliberation.

8. APPROVAL OF MINUTES OF 1st JCC MEETING

Members considered and approved the minutes of the 1st JCC Meeting held on 24th April 2012 as true reflection and records. Mr. Saeed Owusu Brobbey the Regional Manager (Ashanti) of NBSSI moved for its acceptance and was seconded by Mr. Lukman Abdul-Rahim, Executive Director, NBSSI, thereby the minutes of the 1st JCC Meeting was approved. Matters arising out of the previous minutes were addressed by members before the close of the meeting.

9. ADDRESS BY CHIEF REPRESENTATIVE, JICA GHANA OFFICE

The Chief Representative, JICA Ghana Office, Mr. Jiro Inamura, in his address expressed his sincere gratitude to members for attending the meeting. He was of the view that the purpose of the JICA BDS Project is to enhance the development of MSEs and assist in the growth of Ghana's economy and therefore, the importance of it to the Government of Ghana.

The JICA Chief Representative was pleased to know that the implementation of the Japanese corporate management methodology and business principle called Kaizen under the project has began achieving some progress in the sector.

The major concern he raised was the sustainability and the expansion of the programme throughout the country after the exit of the Project. It was his hope that the recommendations on the sustainability in the future would be fully discussed among stakeholders with a view to finding a way forward.

10. ADDRESS BY NBSSI EXECUTIVE DIRECTOR

The Executive Director of NBSSI, Mr. Lukman Abdul-Rahim expressed his sincere appreciation to all present and stated that the JICA BDS Project has come at the appropriate time when the Government of Ghana is thriving to move the economy into a middle income economy by empowering our SME's to be more productive both qualitatively and quantitatively; to compete the global market.

He was particularly happy that the Project provides an opportunities for strengthening the relations with JICA as it aims to improve the human capacity of NBSSI, its BACs and other stakeholders. He observed the cordial relations between the Project and its stakeholders. He commended the Project for addressing some concerns that were raised during the first JCC meeting regarding motivation of BAC staff.

He however advocated that concerns raised by both the Project team and BAC staff should be addressed in order to ensure commitment and interest on the part of the staff for sustainability after the Project. He argued that it is important to motivate and incentivize staff of NBSSI and

BAC Heads as well as the clients. In that context, he welcomed JICA's decision to give allowance to staff who go outside their duty station region, however, he further argued that he hoped for a lot more. He thanked members for attending the meeting and hoped for a fruitful discussion.

11. PRESENTATION AND APPROVAL OF THE PROJECT PROGRESS REPORT #1 (ANNEX 4)

The Chief Advisor for the Project, Dr. Ryoichi Ozawa, gave an overview of the progress report on the Project. The Project has achieved some outcomes over the period it has existed.

He highlighted on the main Project activities since its inception which includes;

- Formulation of workflow together with NBSSI Ashanti Regional office.
- A baseline survey was conducted in April-August 2012 by the Project and NBSSI Ashanti Regional Office. The survey was to assess capacity of the BACs in the Ashanti region and to examine the needs of BDS by their client MSEs. The outcome showed the need of MSEs to improve access to finance and training for enhancement in management and technology. The assessment also showed self evaluation of BAC Heads' capacity to provide and facilitate BDS varies depending on individuals, however it shows that they generally recognize their capacity high.
- Organised a 2-week workshop on Business Development Services using Kaizen approach. The evaluation of the training workshop indicated a positive feedback.
- Organised a 9-week On-The Job Training for pilot BAC's and Trainers. The purpose was to diagnose the overall company, assess the company, find solutions and implement the recommendations.

The presentation was followed by the discussion on Progress Report.

Mr. Saeed Owusu-Brobbery requested that the phrase "no specific progress made" shown in the chart "Progress of the Project against Project Purpose and Outputs" to be revised because there have been some progress.

Mr. Shinichi Honda, first secretary of Japan Embassy, wanted to know the kind of access to finance and technologies were needed and how local resource persons were involved in the training.

The Chief Adviser's responded by saying; in the access to finance, the MSE's had difficulties in sourcing for funds from the financial institutions therefore would like BAC heads to provide some form of linkage services to the financial institutions.

In terms of local resource persons, they can be helpful in teaching themes such as accounting and law in trainings since the Ghanaian system is different from Japanese one. They can also transfer techniques in areas such as palm oil production, which Japanese experts are not necessarily familiar with.

After the suggestions, comments and contributions on the Progress Report, the Chairman expressed satisfaction with the Progress Report. All present gave approval of the Progress Report subject to the inclusion of the suggestions made at the meeting.

12. PRESENTATION ON 9-WEEK KAIZEN OJT

Mr. Tamon Nagai, Expert on BDS Improvement outlined the activities and content of the 9-week OJT. He showed overall schedule, members of 3 teams, contents of 2 types of reports

(total 18 reports) that they formulated in the course of training. He also mentioned that there will be follow up visit of OJT after 2 – 3 months, scheduled to take place in February 2013 to ensure the sustainability of the activities and self-development capacity building achieved after nine weeks of the pilot programme.

He gave a brief summary of some improvement activities that took place in three pilot MSEs at Juaso. Actual corporate improvement activities consisted of Accounting, financial planning and Management issues, promotion of 5S, factory improvement, product quality improvement and marketing PR activities.

Mr. Takaharu Seki, Expert on Quality / Productivity Improvement was the next to make a presentation of three pilot MSEs in Kumasi. The actual corporate improvement activities gained from the training comprised of implementation of 5S, layout optimisation, management improvement, train workers using skill table, operation analysis, product quality improvement, time study and time study and inventor control improvement.

Mr. Nagai made the next presentation for the three pilot MSEs at Nkawie on behalf of Mr. Satoru Tajima.

Comments and suggestions made on the OJT by participants were as follows;

- Mr. Jeremy Agyemang (MOFA/PPMED) was concerned about the future sustainability and continuity after the end of the programme. In response to the concern raised, Mr. Honma explained that system such as 5S committee is important to ensure the sustainability.
- Mr. Asare-Adjei (Chairman of the Metal Sector – AGI) suggested that AGI representatives should visit the BACs and MSEs who have benefited from OJT regularly to observe their activities and assist them in ways of improving productivity.
- The chairman and all present proposed that a documentary should be made on the activities of the project to aid information dissemination to the entire country. The media will be brought on board for this course.
- The Chairman in response to a concern raised by a participant regarding easy access of funds to SME's, a suggestion was made to NBSSI to create an SME bank where grants and donor funds for Project related to SME's are deposited in for easy access to funds by MSE's. He also added that the BAC heads should train MSEs on how to have proper record keeping for access of loan from financial institution.

13. PRESENTATION AND APPROVAL OF WORKFLOW OF THE NBSSI ASHANTI REGIONAL OFFICE (ANNEX 5 (Presentation) & 6 (Handout))

Mr. Saeed Owusu-Brobbe made a presentation on the workflow of the NBSSI Ashanti Regional Office. The workflow was developed together with the Project team. The workflow would be subsequently incorporated into the work plan of the NBSSI Regional Office of Ashanti region.

The proposed work plan is as follows;

- Mainstreaming of MSE consultations - the process of corporate diagnosis, solutions provisions and on-site instructions for company improvement including Kaizen and follow ups.

- Sustainability of the programme is a critical area for consideration in the Ashanti region.
- Because the Regional Office is currently working with the current workflow, the new workflow developed would be an addition to the current one.

Ms Anna Himpson asked Mr. Saeed if participants from other regions are allowed to participate in the KAIZEN Forum scheduled to be held in February next year. Mr Saeed answered that the maiden forum is intended to concentrate on the participants from Ashanti.

After the comments on the Workflow, the Chairman expressed satisfaction with the Workflow and all present gave approval of the Workflow.

14. PRESENTATION AND APPROVAL OF PROJECT DESIGN MATRIX INDICATORS (ANNEX 7)

Dr Ozawa, reviewed the Project Design Matrix by explaining the Project purpose and the three Outputs it is implementing.

The Outputs have indicators with proposed figures as targets. The Chief Adviser hoped members of the meeting would approve it. After deliberations it was approved by members.

15. REPORT ON MAJOR ACTIVITIES AND ITS SELECTION OF THE PARTICIPANTS FOR THOSE ACTIVITIES (ANNEX 8)

Dr. Ozawa outlined the major activities and programmes to be implemented by the Project in 2013.

1. He reported on the upcoming 2-week study trip to Japan by participants from 2 NBSSI and 3 from BACs from 11th to 22nd March 2013.
2. Organise 2-week training workshop for BAC's Heads in February. It would be a group exercise on corporate diagnosis.
3. Organise a one day Kaizen Forum on 19th February 2013.
4. Organise Working Group meeting in March 2013.
5. 9 week OJT training for new pilot BAC in May- July 2013.

16. DISCUSSIONS / ISSUES NOTED

A suggestion was made by Mr. Jiro Inamura to if possible invite experts from academia such as KNUST that may be interested in the Kaizen and the Project at large to participate in the one-day Kaizen forum scheduled for 19th February, 2013

17. CLOSING REMARKS

Mr. Toru Homma (Senior Advisor-Private Sector Development – JICA Headquarters) thanked participants for attending the JCC meeting. He talked about the series of research undertaken to ascertain the viability and success of the Project beforehand. His visit to some MSEs in Nkawie confirmed the success of the project and he was extremely impressed about the enormous progress and that is commendable.

He was sure that the attendance of BAC heads to training workshops indicates their commitment and interest in the Project which would result in the success of the Project. Frequent follow-ups to the MSEs should also be done by the BAC heads to aid the sustainability of the project.

He also made known that JICA is implementing Kaizen Project in 7 African countries, though the unique part in the case of Ghana is to have NBSSI, an institution which is solely dedicated in MSE development.

The chairperson also added that the Project has a strong sustainability due to the confidence he has in the NBSSI as an institution that will ensure this. He recommended that NBSSI could make efforts to tap into various funding available for MSEs development by building their capacity. He finally expressed his appreciation to JCC members, most especially the JICA team for the great work done and thanked all on behalf of the Minister of Trade and Industry.

18. CLOSING

The meeting came to a close at 13:15 hours. The next JCC meeting was scheduled to take place in mid- May 2013.

ANNEX 1

**Agenda for the Second Joint Coordinating Committee (JCC) Meeting
For the NBSSI/JICA Project for Formulating a Strategic Model for Quality and
Productivity Improvement through Strengthening BDS for MSEs**

Date: 7th November, 2012

Time: 9:30 – 13:00

Venue: Seminar Room, Noguchi Conference Hall,
Noguchi Memorial Institute for Medical Research,
University of Ghana, Legon, Accra

No	Time	Agenda	Person in charge
1	9:30 – 10:00	Registration	Administrative staff
2	10:00 – 10:05	Chairperson's welcome remarks	Chief Director, MOTI
3	10:05 – 10:10	Address by Chief Representative, JICA Ghana Office	Chief Representative, JICA Ghana Office
4	10:10 – 10:15	Address by Senior Advisor, JICA Industrial Development and Public Policy Department	Senior Advisor, JICA Industrial Development and Public Policy Department
5	10:15 - 10:25	Address by Executive Director, NBSSI	Executive Director, NBSSI
6	10:30 –10:35	Agenda of the JCC Meeting and Introduction of the participants	Ashanti Regional Manager of NBSSI
7	10:35-10:50	Review of the previous JCC Minutes	Chairperson
8	10:50 -11:20	Presentation and Approval of the Project Progress Report #1	Chief Advisor, JICA Consultant Team
9	11:20 – 11:30	Coffee Break	-
10	11:30 – 11:45	Presentation of 9 week Kaizen OJT	Experts on BDS Improvement and Quality and Productivity Improvement in JICA Consultant Team
11	11:45 – 12:05	Presentation and Approval of the Workflow of the NBSSI Ashanti Regional Office	Ashanti Regional Manager of NBSSI
12	12:05– 12:20	Presentation and Approval of the Project Design Matrix Indicators	Chief Advisor, JICA Consultant Team
13	12:20 – 12:40	Report on major activities and its selection of the participants for those activities	Chief Advisor, JICA Consultant Team
14	12:40 – 13:00	Q&A	
15	13:00 -	Closing – Lunch	-

ANNEX 2 – ATTENDANCE FOR 2ND JCC MEETING

MOTI Ghana

1. Mr. Joe Tackie, PSDS II / MOTI

NBSSI STAFF

1. Mr. Lukman Abdul-Rahim, Executive Director, Accra
2. Mr. Dawarnoba Baeka, Deputy Executive Director, Accra
3. Mr. Saeed Owusu-Brobby, Regional Manager, Ashanti Region
4. Mrs. Anna Amu-Himbson, Director-EDD, Accra

INSTITUTIONAL REPRESENTATIVES

1. Mr. Jeremy Agyepong PPMED / MOFA
2. Mr. J. Asare-Adjei, Chairman-Metal Sector / AGI

Embassy of Japan

1. Mr. Shin Honda, First Secretary
2. Mr. Haroyuki Irie, Researcher

JICA Ghana Office

1. Mr. Jiro Inamura, Chief Representative
2. Mr. Yoshiaki Noguchi, Project Formulation Advisor
3. Mrs. Nana Adowa Asiam, Programme Officer

JICA HEADQUARTERS, JAPAN

1. Mr. Toru Homma, Representative
2. Mr. Akihiro Kimura, Representative

JICA BDS PROJECT- EXPERTS

1. Dr. Ryoichi Ozawa, Chief Advisor
2. Mr. Tamon Nagai, Sub-Leader
3. Mr. Takaharu Serki, Expert
4. Ms. Kyoko Yoshikawa, Coordinator

JICA BDS PROJECT ASSISTANTS

1. Ms. Juliet Dadson
2. Ms. Gifty Afi Cudjoe
3. Mrs. Gloria Commadore

MEDIA

1. Mr. Seth Osabute, Senior Cameraman -Ghanaian Times
2. Ms. Priscilla Agbozo, Ghana News Agency-Reporter
3. Mr. Bernard Bongle, Ghanaian Times-Reporter

ANNEX

Amounts of the indicators in PDM (Project Design Matrix) Proposed

<Project Purpose>	<Indicators>	Proposed amounts of the indicators (2 nd JCC)	Justifications and conditions
The “Strategic Model” for sustainable capacity development of NBSSI/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.	(1) HDQs of NBSSI officially recognize “Strategic Model” as a nationwide applicable practice. (2) NBSSI officials of other regions show willingness to replicate “Strategic Model”.	<ul style="list-style-type: none"> • It is clearly indicated in the Annual Plan of NBSSI HQs. • Same as above 	<ul style="list-style-type: none"> • The NBSSI HQ Annual Plan is submitted to MOTI • The Nationwide Expansion Plan should be included in the Annual Plan.
<Outputs>	<Indicators>	Proposed amounts of the indicators (2 nd JCC)	Justifications and conditions
Output 1: Capacity and mechanism for NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/facilitate BDS is developed.	(1) Actions on “Strategic Model” in the workflow of NBSSI Ashanti Regional Office are articulated in official document. (2) Within the activities (seminar/workshop/OJT) of capacity development for BACs implemented by NBSSI Ashanti Regional Office, XX activities get good response from participating BACs. (3) XX BAC staff are qualified as the trainers to disseminate “Strategic Model”	(1) According to the Workflow, the actions are incorporated in the NBSSI Ashanti Region Annual Plans. (2) XX=80 % (of the activities) (3) XX=8	(1) The intention is confirmed (2) 4 KAIZEN OJTs and 4 two week seminars are organized by the Project. This number does not include other seminars which are planned due to the uncertainty of securing the fund. Under the work experiences, rather a high rate is set. (3) <u>Under work experiences , rather a high rate (60 %) is set out among 12 pilot BACs.</u> It is confirmed that 9 BACS for other three Kaizen OJTs of which level of the readiness to take on the OJTs is equal to the first 3 BACS <u>are secured</u> upon the survey to the remaining BACs conducted in October. It is also recognized that the TOT capacity of the first 3 BACs upon completion of the Kaizen course is developed. These lead to the recognition that all Pilot BACs can be qualified as TOT. It should be noted that the TOT for other regions should be done by a group of at least two TOTs is a requirement to respond to the various TOT subjects. In addition, the TOT qualification will be checked on the TOT seminar that is held in the third year.
Output 2: Capacity of BAC staff in Ashanti Region to provide /facilitate BDS including KAIZEN related BDS is enhanced.	(1) Evaluation results on capacity of BAC staff increase by xx%.	(1) XX=30 %	(1) The baseline survey tells that all BACS are well assessed on average for business trainings, however, the MSEs consultation including KAIZEN skills are not existent. Upon the completion of the Project, their capacity to provide those is developed. The improvement of the capacity thus reflects on the achievements on

	<p>(2) XX% of pilot MSEs perform improvement in indicators of KAIZEN.</p> <p>(3) XX good practices of BDS provision/facilitation by BACs are demonstrated.</p>	<p>(2) XX=70 %</p> <p>(3) XX=25</p>	<p>those skills and the amount is calculated in the formula, weighing those skills. See Note 1 for the formula.</p> <p>(2) The Possibility is applied empirically, and based on the likelihood of continuation of the Pilot MSEs to perform improvement activities. See Note 2 for the definition</p> <p>(3) The same reason above applies, and the number comes with 36 as pilot MSEs and 80 % among those 36 cases. It is noted that the number of new training initiatives and courses by the Pilot BACs in relation to the Kaizen which is planned in the Workflow is not included. This also does not include the sector wise good practice. See Note 3 for the definition.</p>
<p>Output 3: The tools to be utilized in the expansion of the “Strategic Model” established in Ashanti Region to the whole country are in place.</p>	<p>(1) Reference materials are prepared.</p> <p>(2) Expansion plan of “Strategic Model” comprised of replicable modules is prepared.</p> <p>(3) XX times of mainstreaming activities are conducted.</p>	<p>(1) to be prepared</p> <p>(2) to be prepared</p> <p>(3) XX=5</p>	<p>(1) It is understood that the Ashanti Regional Office is intended to develop the reference materials in accordance to the Work flow</p> <p>(2) The planning is secured, which include the organizational set up in the NBSSI HQ.</p> <p>(3) It is highly likely to implement the nationwide seminars and others which are indicated in the WORKPLAN.</p>

Note 1: The formula with weights is set out as follows:

The formula = 25 % x(Self scores on the business trainings) + 25 % x(company assessment) + 50 % x(Self Score on the MSE Consultation includes Kaizen) The Maximum amount of scoring is 5 for each item

The Baseline Amount = 25 %x4.3 + 25 % x 4.0 + 50 % x 1 = 2.6

The End line Amount = 25 % x 4.3 + 25 % x 4.0 + 50 % x 3.5 (estimation) =4.0

The variance thus comes to 40 %, however, it is set out to be 30 % as target.

Note 2: The definition of the Indicators of Kaizen in the Project is defined as follows:

- a) In the Pilot MSEs, the organizational arrangement is still in place for the continuation of the Kaizen activities whereby the commitment and willingness for those KAIZEN activities and suggested activities are sustained.
- b) In addition, some of the Kaizen related qualitative figures such as Reduction in the Production time that are set out in the Kaizen OJT reports are also improved on condition that external environments to the MSEs such as variance of the local economy will not change.

For monitoring, the Pilot BACs make regular checking on those.

Note 3: The Definition of “good practices “ is as follows:

- The Pilot MSEs that can be publicly presented about their significant improvements in KAIZEN activities. The number of total those companies are set out as XX. However, the sector-wise good practices, or thematic good practices based on the cases of the Pilot MSEs are not included.. The number of BAC’s new initiatives are neither included.

Report on major activities and the selection of the participants for those activities

**7th of November
NBSSI/JICA BDS Project Team**

Major Activities

- 1. Study in Japan**
- 2. One Day KAIZEN OJT Seminar**
- 3. Next Two Week Workshop**
- 4. Road Map for the Nationwide Expansion Planning**

Study in Japan

Training in Japan will be implemented and the participants from Ghana will be decided at the 2nd JCC, taking the participants of other trainings in Japan into account. The training will be implemented to enhance the institutional capacity by increasing the capacity of NBSSI and BACs to provide and facilitate BDS to MSEs, and linking with the project activities being implemented in Ghana.

(Objective)

1. To understand cases of management improvement of MSEs in Japan as a benchmark of MSEs in Ghana.
2. To understand the method of management improvement and consultation applied to MSEs in Japan and examine their applicability to Ghana.
3. To understand the role and activities of BDS providers in Japan and examine their applicability to Ghana.

Participants of the Training

1. Pilot BACs in the Ashanti Region (who participated or plan to participate in OJT)
2. NBSSI HQ, management class staff at the NBSSI Regional Office

Link between the project activities being implemented in Ghana

1. Firstly, training in Japan contributes to enhanced capacity of BAC Heads (Output 2). In concrete terms, the trainees see the MSE consultation process as a benchmark which strengthens the effectiveness of the project activities in Ghana. In particular, the trainees are expected to increase motivation and enhance their capacity to be ToT trainers. BAC Heads will be ToT trainers, though training for NBSSI management staff will contribute to the enhanced capacity of BAC Heads.
2. Secondly, training contributes to developing the mechanism and capacity to continuously enhance the capacity of BACs (Output 1). The participants are expected to improve the workflow and help implement it. In particular, the visits to BDS providers in Japan will enhance their capacity in this aspect.
3. Lastly, this project aims to be expanded to other regions in Ghana (Output 3). Training in Japan will help formulate the Strategic Model (i.e. Reference Material) and promote the Model to the national level.

The training in Japan will enhance the motivation of participants and will increase the level of participation to the Project in a self-sustained manner.

Outline of the C/P Training in Japan

- 1) Schedule: later each year
- 2) Period: 2 weeks (10 working days in Japan) **(The first batch is scheduled to be held from 11th to 22nd of March.)**
- 3) Participants: 5 people from C/P institutions (See above). The participants should be recommended by the NBSSI Ashanti Regional Office and NBSSI HQ.
- 4) The trainees will go through the orientation before the training. After the training, debriefing session will be held to share knowledge and experience acquired in Japan.

Methods of training

[Learning Objectives]

To be able to explain management improvement method for MSEs.

To be able to explain how to apply the Japanese experience to Ghana and formulate a plan to apply them.

To be able to explain management improvement method that can be useful for MSEs in Ghana.

To be able to explain the role, policy and good practices of BDS providers in Japan

[Characteristics of the Training]

In accordance with the learning objectives stated above, the characteristics of the trainings are as follows.

Desk-based lectures to review and enhance the knowledge and skills

Assist formulating plan of self-study after the training.

Discussion on the companies visited

In-depth analysis on the role and challenges of BDS providers in Japan

Companies to be visited should be related to Ghanaian contexts (i.e. agro-processing, food-processing, furniture-making).

Link with the project activities in Ghana is ensured by participation of Japanese experts in charge of OJT.

Action plan will be developed considering the applicability of case studies (visited companies) to Ghanaian context.

Table Tentative Plan and Curriculum of C/P Training in Japan

Marc h/Day	Date	Type	AM/ PM	Training item	Lecturer/Visi t	Place
11	MO N	Introduction	AM	JICA orientation	JICA	JICA Tokyo
				Orientation of training	Commissione d company	JICA Tokyo
		Discussion	PM	Briefing on the training, questionnaire, etc	Main lecturer	JICA Tokyo
12	TUE	Lecture and discussion	AM	Management improvement of MSEs in Japan	Main lecturer and assistant lecturer	JICA Tokyo
		Discussion and WS	PM	Management improvement of MSEs in Japan	Main lecturer and assistant lecturer	Near Tokyo
13	WED	Lecture and discussion	AM	Management improvement and consultation (5S, KAIZEN, cost reduction, sales increase, inventory control, human resources etc)	Main lecturer and assistant lecturer	JICA Tokyo
		Discussion and WS	PM	Management improvement and consultation (5S, KAIZEN, cost reduction, sales increase, inventory control, human resources etc)	Visit to MSEs	Near Tokyo
14	THU	Visit company	AM	Case study 1	Bakery	JICA Tokyo
		Visit company	PM	feedback	discussion	Near Tokyo
15	FRI	Visit company	AM	Case study 2	Wood processing	Near Tokyo
		Visit company	PM	Feedback	discussion	JICA Tokyo
16	SAT			Free time		Tokyo
17	SUN			Free time		Tokyo
18	MO N	Lecture and discussion	AM	Business development service and consultation	Tokyo Metropolitan Small and	Tokyo

Marc h/Day	Date	Type	AM/ PM	Training item	Lecturer/Visi t	Place
					Medium Enterprise Support Centre	
		Visit to MSEs	PM	Business development service and consultation	Chamber of Commerce	Tokyo
19	TUE	Lecture and discussion	AM	Policy on promotion of SMEs	discussion	Tokyo
		Discussion and WS	PM	BDS improvement	discussion	Tokyo
20	WED	Visit company	AM	Case study 3	Automobile company	Near Tokyo
		Visit company	PM	Feedback	discussion	JICA Tokyo
21	THU	Visit company	AM	Case study 4	Automobile company	Near Tokyo
		Prepare for the presentation	PM	Prepare for the presentation	discussion	JICA Tokyo
22	FRI	Discussion	AM	Presentations	JICA	Tokyo
		Discussion	PM	Discussion, closing ceremony	JICA	Tokyo

1. One day KAIZEN OJT Seminar

During the project, there are seminars / workshops to Stakeholders and the first of this kind is held in 19th of February (planned.)

Table “KAIZEN” OJT Seminars (Tentative Plan)

Title	NBSSI/BAC Forum Progress of “KAIZEN” Activities at Pilot MSEs and Results of the Base-line Survey	
Date / Venue	Later Part of February, 2013, Hotel Conference Hall in Ashanti Region	
Participants	<p>Expected participants: more than 100 participants</p> <ul style="list-style-type: none"> ● Ministry and Government Organizations: MOTI, MOESW, MOEST, MOE, Local Government of Ashanti Region, NBSSI, BACs. District Government Office, etc. ● Industrial Partners ● Trade and Economic Association, and Chamber of Commerce and Industry, etc. ● Donor Organizations ● NGO and NPOs ● Media ● Guest of Honor: National Development Planning Commission, Minister, Under Secretary, etc. 	
Content of Program (Tentative Plan)	8:30–9:00	Registration
	9:00–9:10	Opening Address, Introduction of Main Guests and Guests of Honor
	9:10–9:20	Speech by Main Guest (MOTI undersecretary, or general director level)
	9:20–9:30	Speech by JICA Resident Representative
	9:30–10:00	Presentation by NBSSI Regional Office Director: “Corporate consultation for the Ghana’s sustainable industrial development and JICA project”
	10:00–10:30	Presentation by JICA Project Team: “Outline of JICA project, result of base-line survey, and positive impact of “Kaizen” activities at pilot MSEs and corporate diagnosis (circular guidance to MSEs)”
	10:30–10:45	Tea Break
	10:45–11:15	Presentation by 3 pilot BACs (BAC Heads): “Current condition

	of Ghana MSEs and Progress of Pilot Activities”, etc. 11:15–11:45 Presentation by Ashanti Region Local Government (Officer in charge of industrial development and/or regional economic policy): “Industries in Ashanti Region and networking activities with NBSSI and BAC” 11:45–12:15 Speech by Chamber of Commerce and Industry of Ashanti Region: “Progress of Ghana SMEs using Japanese Corporate Improvement Method (KAIZEN and 5S)” 12:15–12:45 Q&A Session, Comments from Participants, Closing Remarks
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3) Next 2-Week Workshop

The Project Team has redesigned the 2-week Workshop based on the request for training in discussion with the Ashanti Regional Office. This is related to the adequacy of training content for Reference Material of the Strategic Model and WORKFLOW.

(Themes of Training) Corporate Diagnosis Workshop + Desk-based Lecture (e.g. ICT)

(Learning Objective)

The training aims at enhancing the ability of BAC staff in the Ashanti Region and ensuring that they make use of it at their work.

- 1) Obtain skills on corporate diagnosis through group exercise.
- 2) Acquire ICT skill related to BDS provision.

(Plan of Implementation)

Training period: 4th February – 15th February 2013 (2 weeks, 10 working days)

Participants: 20 BAC Heads of Ashanti Region

(Note)

At the beginning of the workshop, the Project Team will review the content of the last 2-week Workshop with the participants to check if they remember what they learned. They also teach how to self-study to ensure the training will be useful for the actual work.

The host companies of OJT will be selected based on the applicability to their work in each district.

Group Corporate Diagnosis will be conducted in three groups and Japanese experts will be the trainers.

Pilot BACs who have already experienced the OJT in September–November 2012 will be assigned to be the Team Leader. This will enhance the effectiveness of the workshop’s implementation. Pilot BAC Heads (Team Leaders) will also acquire experience which is useful to be trainers for national expansion.

Desk-based ICT training aims at enhancing the skills of BAC Heads in terms of communication, presentation and information collection. The content will be decided based on C/P’s needs and discussion with C/P.

(Tentative Training Program)

	Content	AM/PM	Theme	Lecture/visit to companies
MON	Introduction	AM	Outline of the Workshop Lecture on Corporate Diagnosis	Japanese experts
	Selection of companies	PM	Corporate Diagnosis Exercise (Profiling)	OJT at company’s site
TUE	Visit Companies	AM	Corporate Diagnosis Exercise (Diagnosis)	Visit companies
	Workshop	PM	Group Work	Discussion

	Content	AM/PM	Theme	Lecture/visit to companies
WED	Visit companies	AM	Corporate Diagnosis Exercise (Diagnosis)	OJT at company site
	Workshop	PM	Group Work	Discussion
THU	Visit Companies	AM	Corporate Diagnosis Exercise (Diagnosis)	OJT at company site
	Workshop	PM	Group Work	Discussion
FRI	Visit Companies	AM	Corporate Diagnosis Exercise (Diagnosis and analysis)	OJT at company site
	Workshop	PM	Group Work	Discussion
SAT				
SUN				
MON	Workshop	AM	Corporate diagnosis report	Exercise
	Workshop	PM	Corporate diagnosis report	Exercise
TUE	Workshop	AM	Corporate diagnosis report	Exercise
	Visit companies	PM	Briefing on report	Exercise at company
WED	Lecture on ICT	AM	Lecture related to ICT	Japanese experts
	Workshop	PM	Exercise (Group, Individual)	Japanese experts
THU	Lecture on ICT	AM	Lecture related to ICT	Japanese experts
	Workshop	PM	Exercise	Japanese experts
FRI	Lecture on ICT	AM	Lecture related to ICT	Japanese experts
	Workshop	PM	Exercise and ceremony	Japanese experts

Table List and Composition of Two Week Workshops

No.	Composition	Schedule	Remarks
1 st	1 st : BDS Basic Knowledge(finished)	June 2012	Training materials to be used for the reference materials
2 nd	Corporate Diagnosis workshop (1 week) + BDS Provision and facilitation (1 week)	Feb 2013	Select some topics in Table -3
3 rd	KAIZEN workshop (1 week) + BDS Provision and facilitation (1week)	Oct2013	
4 th	Corporate Diagnosis and MSE Consultation Workshop (2week)	June 2014	Advanced

Note: * According to the WORKFLOW

4.) Road Map for the Nationwide Expansion Planning

(1) Organization

- a) The regional manager with JICA Team will act to prepare the plan.
- b) Task force in HQ: Ms. Anna Himbson (Entrepreneurship Department) is in charge to co work with the Team to draft the plan as resource person, by providing the information and participating the discussions.
- c) Working Group is set put in the HQ with (1) Executive Director, (2) Deputy Executive Director, (3) Director (PPME) , (4) Director (EDD) , (5) Representative ASSI, and (6) Ashanti Regional Manager to discuss on the plan. The Working Group is held every 6 months.

(2) Activities

The plan development activities, which are shown as the discussion agenda and preceding study items, Step by Step approach to confirm the activities and the progress will be presented to the subsequent JCCs.

Table Schedule and Agenda for the Working Group

Schedule of the Working Group	Working group Agenda	Preceding activities by the Team and the regional Manager
Feb/March 2013	<u>Confirmation of the conditions for both supply (Ashanti office) and demand (regions)</u>	a) <u>Examination of two regions for receptivity and priority region</u> b) <u>TOT program is developed</u> c) <u>Preliminary Road Map is developed</u>
June /2013	Scenario Development and Draft the National Extension Plan	d) Selections of priority regions e) Option development f) Draft Plan
Feb/2014	Review the drafted plan to the Project Progress	a) Feasibility check on the draft b) Review of the Project
June /2014	Final National Expansion Plan (to be endorsed by JCC)	Finalization of the Plan
Dec/2014	Roadmap and Recommendations	a) Make Recommendations

(3) Major Points for the Plan based on the preliminary survey

- For the funding for the nationwide expansion , the applicability of the current projects and in the pipeline funded by the other donors and MOTI shall be searched. In this connection, the rationality of the extension should be made clear why the expansion is need to the other regions because the new BDS model supported by the Project is intended to serve better the MSEs in general. Those MSEs in general, while growth oriented, will need some form of funding arrangement together with the new service. Moreover, more focussed targets will be well acknowledged by the donors and MOTI.
- Plan itself should be incorporated into the MOTI Policy documents, or GOG governmental projects. For this end, the policy recommendation of this kind should be well processed in tune with the plan development. Review and Budget meetings with MOTI and NBSSI will be a possible outlay where the progress of the extension plan is presented. Moreover, identification of the official documents which mainstream the Strategic Model for NBSSI BDS shall be made. Or likewise , NBSSI HQ could develop a new kind of policy concept paper that can be presented to the MOTI
- Briefing of the Plans to be presented in the national seminars planned in the Project , as well, where all regional managers, donors, and other stakeholders are invited for the sensitization.
- Consultation with key stakeholders is important for the Plan to be applicable. The contents of Strategic Plan should be shared among key stakeholders and the applicable modules be identified. Accordingly, the expansion plan can be discussed with key stakeholders confirming the following items which are formulated by Working Group due schedule above;
 - Background, brief explanation of JICA project
 - Purpose and objective of the national expansion plan
 - National expansion plan
 - Activities by the NBSSI
 - Process and schedule of the activities
 - Necessary human and financial resources

3. 第 3 回 JCC 議事録

**PROJECT FOR FORMULATING A STRATEGIC MODEL FOR QUALITY /
PRODUCTIVITY IMPROVEMENT THROUGH STRENGTHENING BDS FOR
MSES IN GHANA**
**MINUTES OF THE THIRD JOINT COORDINATING COMMITTEE (JCC)
MEETING**

1.0 DATE AND TIME: Wednesday, 29th May, 2013 at 9:40am.

2.0 VENUE: Noguchi Medical Memorial Research Institute

3.0 ATTENDANCE (Appendix II)

4.0 AGENDA OF THE MEETING (Appendix I)

- Opening And Introduction
- Chairperson Remarks
- Review and Approval of Minutes of the 2nd JCC Meeting
- Address by Chief Representative , JICA Ghana office
- Address by Executive Director, NBSSI
- Presentation of Project Progress Report 2
- Report on Ashanti Regional Office Workflow
- Report on the current 9 week Kaizen OJT
- Report on 1st study in Japan and action plan for new BDS service implementation
- Major activities for the next reporting term
- Discussion Section
- Closing remarks

5.0 OPENING AND INTRODUCTION

The meeting started at 9:40 with a prayer said by Mr. Benson Adjei (BAC head – Nkawie). The Master of Ceremony for the day was Mr. Saeed Owusu-Brobbe, Ashanti Regional Manager - National Board for Small Scale Industries. He welcomed all present to the meeting and took members through the agenda for the meeting. This was followed by a request to members for self-introduction. Members were informed that the Chairperson for the meeting would be late therefore the MC proceeded with the agenda of the meeting but not chronologically.

6.0 REPORT ON 1ST STUDY IN JAPAN AND ACTION PLAN FOR NEW BDS SERVICE IMPLEMENTATION (APPENDIX III)

The project sponsored three (3) BAC heads and two (2) officers of NBSSI on a study trip to Japan for two (2) weeks. A presentation on the report was made on behalf of the team members by Mr. Benson Adjei, Head of Business Advisory Centre (Nkawie) on the study and subsequent action plan to be put into operation for new BDS Service. The purpose of the training was to understand and enhance members' knowledge on Management and Kaizen methods. The course involved lectures and field trips to companies and Small Business Development Organizations that practices the Kaizen Method.

In his presentation, the team visited five(5) companies (Kewpie Company – food processing company, Manaka – Wood processing company, Yaoko company – Supermarket and grocery retailer, Nissho Motor Enterprise Company Ltd and Nissan Motor Oppama Plant - Car

Manufacturing Industry) and two(2) Japanese Small Business Development Organizations (Chiba Industry Advancement Centre and Tokyo chamber of Commerce and Industry Edogawa Chapter).

He presented a summary on lessons learnt during the study which included;

- 5s Standardization of workplace environment
- Business matching, Job-cafe and exchange among young entrepreneurs - Platform for young entrepreneurs to meet and socialize.
- Detecting and preventive way of producing defective product called Jidoka
- Danger prediction mechanism.
- Localization of Kaizen
- Producing different products concurrently.
- Using quality control Circles to operate.
- Team building and bonding activities such as exercise
- Target setting and self-evaluating performance by workers
- High level of committing to adopt kaizen.

The action plan he sought to implement in his district (Nkawie); would be providing Business development service to three selected ventures; Peptony – manufacturing company, Ladus ventures – fashion and A-Z fashions. He appealed to JICA and NBSSI to support the BACs heads with the necessary resources to help train other colleagues and MSEs.

7.0 PRESENTATION ON PROJECT PROGRESS REPORT NO. 2 (APPENDIX IV)

The presentation was made by Dr. Ryoichi Ozawa, the Chief Adviser of the JICA BDS Project. He made reference to the fact that at the 2nd JCC meeting, the work plan of the project was approved, thus he would make a report on activities and progress of the Project.

He read through the overall goal of the Project, the Project purpose and the three Outputs of the Project. He outlined the schedule of the Project and its major activities from the period of April 2012 till March 2015.

For the progress made from October 2012 to March 2013, the details included;

- 2 weeks workshop for Corporate Diagnosis - 4th -16th Feb 2013
- Kaizen Forum - 19th Feb 2013
- Study in Japan - 11th - 22nd March 2013

He also elaborated on some lessons learnt during monitoring and implementations of the Project activities for improvement and overall Project Management. Dr. Ozawa emphasized that the first ever Study Tour to be organized for Working Group members that will serve as part of the monitoring of the Project Activities. Working group members will have the opportunity to see the impact of the OJT. Again, the he stressed on the need to localize the 5S Concept as other countries have done. This, he believes will be will enable all Ghanaians understand the 5S Concept very well in the different Ghanaian languages.

8.0 REPORT ON ASHANTI REGIONAL OFFICE WORKFLOW (APPENDIX V)

The NBSSI Ashanti Regional Manager, Mr. Saeed Owusu-Brobbe, took members through the NBSSI Ashanti Regional Office Workflow components prepared. The workflow aims to mainstream the methodologies of the Project in the operations of BACs and MSEs. He

mentioned that some reference materials such as HRD manuals; incorporating Kaizen Methods would be developed by the regional office in collaboration with the Project team. In relation to publicity (PR), development of website, trade fair participation, documentaries and other various forms would be adopted. The Manager also revealed that some laptops and computers had already been supplied to BAC heads and they have gone through 2 weeks ICT training.

In his submissions, for future sustainability of the programme, NBSSI plans to organize OJT for 8 BACs which may not be selected for the JICA BDS Project OJT. BAC heads that have gone through the OJT would do the training on Kaizen activities for their colleagues. This would aid in the replication of the programme in the other regions. The Institution would solicit funds from the Headquarters, REP, EDAIF and JICA (if the need arises).

9.0 REPORT ON THE CURRENT 9 WEEK KAIZEN OJT (APPENDIX VI)

Mr. Tamon Nagai, Expert on BDS Improvement and Project Sub-Leader, summarized the content and activities of the on-going second 9-week OJT which commenced on 7th May, 2013 and scheduled to end on 7th July 2013 for the three pilot BACs. He stressed that two main reports; Corporate Diagnosis and Improvement Reports are prepared to cover the OJT activities in each MSE.

In the summarized diagnosis reports for three MSEs at the Mampong BACs, the recommended improvement activities after SWOT Analysis of the MSEs covered implementation of 5S, Layout Optimization, Marketing Strategy, Product Quality Improvement, Accounting and management improvement and workers capacity building. The enterprises were; Daddy Gam Enterprise (Woodwork company), Josma Agro Industry Ltd (cassava processing Company) and Asikon Product Enterprise (Soap and Pomade Producer).

Mr. Takaharu Seki, Expert on Quality/Productivity improvement was the next to make a presentation of the three MSEs at Konongo namely; Sober Designs (Tailoring and Dressmaking), Ahwenepa Ventures (Water sachet Manufacturing Company) and Mogya Bi Akasa Enterprise (Furniture Manufacturing Company). The recommended Kaizen activities for the MSEs were as follows; 5S activities required, Factory Optimization, Proper Records Keeping, Posting of Vision and Mission statement of enterprise for all employees to see and work with accordingly, Multi skilled workers required and PR activities.

Mr. Satoru Tajima took his turn to report on the OJT for MSEs in Obuasi BAC which includes; Awurade Na Aye Bakery (Bread Baking), Artic Investment Ltd (Mineral water manufacturing Industry) and Mark & B'Face Company Ltd (Wooden Company). The recommended upgrading actions made after SWOT analysis were that Implementation of 5S, Use Quality Control Circle, Improvement of transportation, Marketing strategy and Inventory control.

10.0 ADDRESS BY CHIEF REPRESENTATIVE, JICA GHANA OFFICE

The Chief Representative, JICA Ghana Office, Mr. Jiro Inamura gave a brief statement. In his statement, he expressed his utmost pleasure to be part of the meeting and was happy at the progress of the Project. However, his major concern was addressed during earlier presentations by the Chief Adviser and Ashanti Regional Manager; 'the future sustainability and expansion of the Project to other regions after the exit of the Project'. He was hopeful that those strategies put in place would be successfully implemented. He wished participants fruitful deliberations.

11.0 ADDRESS BY EXECUTIVE DIRECTOR, NATIONAL BOARD FOR SMALL SCALE INDUSTRIES

Mr. Baeka gave an address on behalf of the Executive Director of NBSSI who had travelled to Turkey on a special assignment. He lauded JICA for establishing the Project and acknowledged the progress made by the Project after its inception. He was of the view that the Project implementing an effective programme such as the Kaizen concept would enhance the MSEs to strongly compete with other importers from other countries

He was quick to add that despite the challenge being faced in terms of funding and expanding to other regions, the NBSSI would solicit for assistance from institutions such as PSDS II, EDIF and other donor organizations to support in the replication of the Project in other regions.

He wished the Project success in its operations and welcomed all suggestions that would go a long way to improve upon the progress of the Project and its sustainability. He finally expressed his appreciation to JICA for their support in various ways.

12.0 MAJOR ACTIVITIES FOR THE NEXT REPORTING TERM (APPENDIX VII)

Dr. Ozawa informed members about the major activities to be implemented by the Project in the next 6 months (April –Oct 2013);

- The 3rd 2 weeks workshop for Corporate Diagnosis - Sep – Oct, 2013
- Second Kaizen OJT - May – June, 2013
- 1st Study Tour - June 2013
- 2nd Study Tour - Oct 2013
- Dispatch of Mid-term Review Mission

Other activities in 2014;

- 2nd and 3rd study trip to Japan - Oct 2013 & Oct 2014
- Kaizen forum - Sep 2014
- 3rd and 4th 9 week OJT - Jan-Mar 2014 & Aug-Sep 2014
- 4th 2 weeks Seminar - May 2014

13.0 DISCUSSIONS

Mr. Saeed Moomen, the National General Secretary-ASSI, commended JICA for the implementation of the Project which is enhancing the MSEs. He however asked about the criteria for the selection of Pilot BACs and the MSEs and what action plans are being implemented to bring more MSEs on board to benefit from the training. Mr. Owusu Brobbey replied by giving the procedures for the selection and referred to the action plans he addressed during his presentation that would facilitate to replicate model in the other regions.

The representative from Ghana Chamber of Commerce, Mr. Fred Adu Amoako – informed members how the institution is deeply involved in the activities of the Project and spoke well of the good models of the programme that has helped the partners involved in its activities improve upon their working ethics.

He pledged that the Chamber would continue to support in the dissemination of Project activities to other stakeholders.

Mr. Jeremy Agyepong, the representative from MOFA, suggested that more MSEs into Agro-businesses should be considered for training (OJT) to add value to industries. Mr. Owusu Brobbey answered by saying, NBSSI is linking with MOFA to get Agro-businesses as, it is one of the priority areas they are looking forward to develop.

Mrs. Vivian Akorli, AGI representative, in her contribution, appealed to the Project to add more MSEs to obtain the practical training and the impact of the Project

Ms. Aba Sosu, the MOTI representative was impressed with the activities of the Project and the results achieved so far. She sought to know the procedures involved to get some parties who would be interested in the training by the Project. Mr. Owusu-Brobbey informed her to contact NSSBI for the necessary procedures to obtain the training.

14.0 CLOSING REMARKS

Mr. Andrews Frimpong, Assistant Coordinator, PSDS II was the chairperson for the meeting and was acting on behalf of Mr. Joe Tackie, C.E.O – PSDS II .He apologized to members for being late. He expressed his gratitude for the extension of invitation to attend the meeting. In his remarks, he urged the Institutions that the Kaizen concept should not be applicable to only the SMEs likewise be applied to all attitudinal aspect. The model should be practiced, localized and must be sustained.

He was however quick to add that NBSSI should widen the stakeholders scope to include the local rural banks by broadcasting the Project activities and the impact of implementing the kaizen methodologies by the MSEs.

He implored the leadership of NBSSI to champion and lead the programme; as policies need to be formulated to implement action plans and also take ownership of the programme after the exit of the Project team.

On the issue of sustainability, he urged NBSSI and the Project team to design a comprehensive strategy for exist in order to mobilize resources for sustainability. He also pleaded with the Management at the NBSSI Headquarters' to expedite approval on the development of HRD manuals from Ashanti NBSSI and work on it swiftly for implementation; adding that a focal person (at NBSSI headquarters) should be assigned to be in charge of the JICA BDS Project activities. This, he believes will facilitate the Projects activities.

He thanked JICA for implementing such a programme and looked forward to a strong commitment from stakeholders to make the Project a success.

15.0 CLOSING AND DATE OF NEXT MEETING

Ms. Risa Yokoyama presented a website being designed by the Project for NBSSI Ashanti region which is currently under construction. The next meeting was tentatively scheduled to be held on 23rd October 2013. This is subject to consultation and change. The meeting came to a close at 1:35 with the closing prayer said by Mr. Benson Adjei. Mr. Saeed Moomen (ASSI) moved for the closure of the meeting and was seconded by Mr. Fred Adu Amoako (GCCCI).

APPENDIX I

Agenda of the Third Joint Coordinating Committee Meeting

Date: 29th May, 2013

Time: 9:00 – 13:00

Venue: Conference Room, Noguchi Memorial Institute for Medical Research, Accra

Time Allocation	Items	Person in charge
9:00 -	Registration	
9:30 -	Opening prayer	(A member)
9:35 -	Introduction Of Chairman	(Mr. Baeka)
9:40 -	Chairman's Welcome Remarks	
9:55 -	Self-Introduction of members	(Members)
10:30 -	Previous JCC Meeting Minutes of Meeting Confirmation	(Chairman)
10:30 -	Address by Chief Representative, JICA Ghana Office	(Mr. Jiro Inamura)
10:40 -	Address by Executive Director, NBSSI	(Mr. Lukman Abdul-Rahim)
10:50 -	Coffee Break	
11:00-	Presentation and Approval of the Project Progress Report No.2	JICA Consultant Team /Asahnati Regional Manager
11:30 -	Report on the current 9 week Kaizen OJT	JICA Consultant Team
11:50 -	Report on 1 st Study in Japan	Study Participants
12:10 -	Major activities for the next reporting term	JICA Consultant Team
12:30 -	Discussion and Q & A for JCC members	
13:30	Closing Remarks	
14:00 -	Lunch	

APPENDIX II - ATTENDANCE FOR 3RD JCC MEETING

PSDS II

1. Mr. Andrew Frimpong, Assistant Coordinator
2. Ms. Akua Sarpong, Programme Officer

MOTI

1. Ms. Abla O. Sosu, Assistant Investment & Promotions Officer

NBSSI STAFF

1. Mr. Dawarnoba Baeka, Deputy Executive Director, Accra
2. Mr. Saeed Owusu-Brobby, Regional Manager, Ashanti Region
3. Mr. Benson Adjei, Nkawie BAC head

INSTITUTIONAL REPRESENTATIVES

1. Mr. Jeremy Agyepong, PPMED / MOFA
2. Mrs. Vivian Akorli, Qualms Consult / AGI
3. Mr. Fred Adu Amoako, Head of Marketing / GCCI
4. Mr. Saeed Moomen, National General Secretary / ASSI

JICA Ghana Office

1. Mr. Jiro Inamura, Chief Representative
2. Ms. Ueno Takako, Project Formulation Advisor
3. Mrs. Nana Adowa Asiam, Programme Officer

JICA BDS PROJECT- EXPERTS

1. Dr. Ryoichi Ozawa, Chief Advisor
2. Mr. Tamon Nagai, Sub-Leader
3. Mr. Takaharu Seki, Expert
4. Mr. Satoru Tajima, Expert
5. Ms. Risa Yokoyama, Coordinator

JICA BDS PROJECT ASSISTANTS

1. Ms. Juliet Dadson
2. Ms. Gifty Afi Cudjoe
3. Mrs. Gloria Commodore

4. 第 4 回 JCC 議事録

NBSSI/JICA BDS PROJECT MINUTES OF THE 4TH JOINT COORDINATING COMMITTEE MEETING AT NOGUCHI MEMORIAL INSTITUTE FOR MEDICAL RESEARCH ON 13TH NOVEMBER, 2013

1. ATTENDANCE (See Appendix II)

2. AGENDA OF THE MEETING (Appendix I)

- a. Opening and Introduction
- b. Chairman's Opening Remarks
- c. Address by JICA Representative
- d. Address by Executive Director, NBSSI
- e. Review and Approval of Minutes of 3rd JCC Meeting
- f. Presentation and Approval of the Project Progress Report No.3
- g. Report on Good Practices in the 9 week OJTs
- h. Recommendation by JICA Mid-term Review Mission
- i. Discussion
- j. Closing Remarks

3. OPENING AND INTRODUCTION

The meeting commenced at 9:25 with an opening prayer said by Miss Gifty Afi Cudjoe, Project Assistant, JICA BDS Project. Mr. Saeed Owusu-Brobby, the Regional Manager for NBSSI-Ashanti was the Master of Ceremony for the meeting. He welcomed all members to the 4th JCC meeting and requested for a self-introduction of members.

4. ADDRESS BY JICA GHANA OFFICE REPRESENTATIVE

Mr. Toru Homma, the Senior Advisor at JICA HQ and the leader of the Mid-term Review team gave an address on behalf of JICA HQ and the Mid-term Review team. In the Mid-term Review team perspective, the expected progress made by the Project was high and he was therefore happy at the developments. He thanked members for their contributions and immerse effort put into the operations of the Project to realize the enormous achievements.

He was happy the Project has set up working groups for the nationwide expansion of the strategic model and the KAIZEN concept has been welcomed and being practiced by most MSEs in their business operations as it's a good practice and result oriented.

He said that JICA was implementing this type of Project in other African countries but Ghana's case was unique because the main counterpart NBSSI has set up good network to introduce KAIZEN to MSEs to enhance BDS provision. He cited Singapore as an example of a country that has adopted and practiced this KAIZEN philosophy and the results achieved is being testified by all.

The aim of this JICA Project in Africa is to develop particularly the private sector as it is the engine of growth of every economy and enhance industrial development. He ended by wishing members fruitful deliberations.

5. ADDRESS BY EXECUTIVE DIRECTOR, NBSSI

Mr. Lukman Abdul-Rahim, the Executive Director of NBSSI welcomed the team from Japan for the Mid-term assessment of the Project; which is to ascertain the progress and the impacts

made, lessons learnt and also make recommendations for the way forward towards the national expansion.

He observed that the Project's Strategic Model aims to also enhance productivity and efficiency of human resource thus; the Government of Ghana is fully committed to the Project as its objective is to improve on capacity building of human resource and improve productivity and quality.

He implored JICA to assist in the replication of the model to other MSEs in other regions after the Pilot phase of the Project in the Ashanti Region.

He expressed gratitude to JICA for their utmost support and hoped that the Project becomes a success to pave the way for its replication countrywide. He also thanked the JICA team and was hopeful the relationship between Ghana and Japan will continue to strengthen and grow.

6. REVIEW AND APPROVAL OF MINUTES OF 3RD JCC MEETING

The Minutes of the 3rd JCC meeting was read through by members. A correction was made on Page 1, Paragraph 5, line 2 "Mr. Saeed Owusu-Brobbe, Ashanti Regional Manager", NBSSI. In the absence of any further corrections Mr Saeed Owusu-Brobbe, moved for the acceptance of the Minutes as the true reflection of the minutes of the 3rd JCC Meeting. It was seconded by Mr. Saeed Moomen, General Secretary - ASSI.

7. PRESENTATION OF THE PROJECT PROGRESS REPORT NO.3

The Project's Chief Adviser, Dr Ryoichi Ozawa took members through the current Project progress. He read through the overall goal (which is to be realized 3-5years after the exit of the Project), the Project purpose (has two components) and the outputs of the Project (three outputs). He mentioned the Project's schedule and its major events planned since the commencement of the Project till the end and current status shows the Project is on track to accomplish planned schedule. Progress is made according to work plan hence a good number of major activities was accomplished.

He also spoke about the strategies put in place for the replication of the Strategic model nationwide.

8. REPORT ON GOOD PRACTICES IN THE 9 WEEK OJTS

This presentation was made by Mr. Tamon Nagai, Project Sub-Leader. He touched on the progress of the project, evaluation of BACs who have undergone the OJT as well as good practices learnt. He took the participants through the first and second 9 weeks OJT activities for the pilot enterprises. He presented and drew attention of members to a summarized result of the 18 Pilot Enterprises for KAIZEN good practice. Most of the enterprises achieved the activities conducted while few others had low scores. However the criteria of evaluation have not been clearly determined; therefore the further consideration would be required.

Members observed from pictures taken from the companies the true conditions prior to the implementation of the KAIZEN and result after the implementation. The presentation revealed that massive developments were made by the companies in implementing KAIZEN, however further recommendations were made to some enterprises that had low outcomes.

9. RECOMMENDATION BY JICA MID-TERM REVIEW MISSION

Mr. Toru Homma gave a report on the mid-term assessment of the Project. The aim of the mission was to evaluate the achievement made so far by the Project in the half term period and make recommendations for the remaining period. Members of the review team included both the Ghanaian and Japanese side.

In reviewing the progress, the following was noted;

- a. Regional Managers in other regions expressed their willingness and interest to adopt the KAIZEN if the national expansion plan is implemented.
- b. Difficult to predict the possibility of achievement of the Overall goal.
- c. Adequate funding allocation and qualified staff assignment would be crucial in replicating the Strategic model throughout the country.
- d. NBSSI should work with REP or other partner institutions in order to develop a sustainable funding mechanism for the delivery of the national expansion plan.

The review was based on five evaluation criteria

- **Relevance:** relevance of the Project was very high as it is consistent with the Government of Ghana's policy, apt with ODA policy of the Government of Japan and needs of beneficiaries.

- **Effectiveness:** it has been making steady progress towards the achievement of the Project purpose however; NBSSI with the assistance of the Japanese experts should prepare a realistic and detailed implementation structure of the strategic model for Ashanti Region and the nationwide expansion before the Project ends.

- **Efficiency:** the achievement level of outputs is at a satisfactory level.

- **Impact:** Positive impact has been made. A working group for national expansion has been set up. Network with other countries that practice KAIZEN was developed through the training provided by JICA and strengthen partnership with institutions/programs such as REP, EDAIF, GRATIS Foundation and others. Nonetheless, financial constraint is foreseen when the Project ends and when JICA is not financially supporting the program, and also human resource scarcity since more responsibilities would be given to the BAC heads in Ashanti Region without dispatch of additional technical personnel for support.

- **Sustainability:** High achievement is expected regarding sustainability except for financial constraints.

Recommendations made after the assessment of the Project is as follows;

- i. It is necessary for all stakeholders to have a common understanding of the concept of the Strategic model.
- ii. Additional staff allocation for BACs is necessary for strengthening sustainability.
- iii. Monitoring and follow-up by JICA experts and NBSSI Ashanti Regional Officers after the OJT periodically.
- iv. Proposed a slight modification of the Project Design Matrix.

10. DISCUSSION SECTION

10.1 Mr. Lukman Abdul-Rahim, Executive Director of NBSSI wondered what is accounting for the low scores in the KAIZEN related activities and what the Project and NBSSI is doing to curtail the problem. Mr. Saeed Owusu-Brobbe responded by saying there are regular follow-up

exercises by BACs after the OJT and constant sensitization for the BACs to continue the usage of the model.

10.2 Mr. Kofi Afresah Nuhu, a representative from MOTI made a point that the low outcome could be as a result of the approach the Project used in introducing the model to the enterprises because they think JICA must support them in all ways so they do not own the program. The solution to this he stressed to make sure the project is owned by the MSEs. With this approach implementation and sustaining of the activities will be much easier.

10.3 Mr. Saeed Moomen, ASSI General Secretary added that, attitudinal change is a challenge as MSEs and Ghanaians in general are reluctant to adhere to best practices.

10.4 Mr. Dawornoba Baeka, Deputy Executive Director of NBSSI was optimistic we are making headway, however a lot of sensitization is needed and more follow-ups should be done as the end result would be good for Ghana.

10.5 Mr. Nii Ansah Ajaye, Chief Director of MOTI emphasized that best ways in raising funds to assist enterprises in addressing their financial constraints should be looked at to aid in situations where much capital will be needed for factory or plant layout which may be vital in improving quality and productivity.

10.6 Mr. Saeed Owusu-Brobbe said those who have benefited were being brought on board in a documentary to advise their fellow colleagues on the huge impact the project had made on their businesses.

10.7 Madam Theresa Wayo, a representative from WIAD -MOFA advised that MSEs who had benefited from a project can be used as ToTs to train their colleagues to help and motivate others. This she stressed was the strategy used by MOFA in their dissemination of information and good practices.

10.8 Mr. Andrews Frimpong, Assistant Coordinator, PSDS II asked if the duration of the 9 weeks OJTs could be extended for the BAC heads to absorb all the knowledge and skills.

Mr. Tamon Nagai replied that different enterprises have different challenges; therefore the time cannot be extended as the Project framework is fixed so the content would be looked into.

Mr. Toru Homma added that the extension of the period of the OJT also meant to lose the opportunities for the other BACs to receive the training.

10.9 Mr. Tamon Nagai raised the question of the new indicator of Output 2 (2) 70 % of pilot MSEs perform activities to improve quality/productivity in modified PDM in saying that the target number is not achievable as conventional ideas of the improved outcomes such as profit and sales increase. This is due to the changing environments the Project is now understanding of the Ghana economic down turn. In addition, some of KAIZEN activities implemented in the Pilot MSEs during 9 week OJT could not be linked directly to the improvement of quality/productivity, and the outcome of some of KAIZEN activities could also not be found in the short term as mentioned by his presentation.

In reply to Mr. Nagai's question, Mr. Toru Honma suggested that there are many important aspects of gauging the improvement of quality/productivity such as reduction of the turnover of the employees, reduction of the defects rates and reduction of the delivery time. Therefore, these aspects are also taken into account in the improvement of the quality/productivity. So, JICA

mid-term review team thinks that this is relatively overreaching the idea of indicator to evaluate the improvement of quality/productivity.

In addition, it is critical to do continuous monitoring and follow up of pilot MSEs to assess the outcomes in the long-term to achieve outputs rather than stop in the operation of 5S and its success.

11. APPROVAL OF PDM AND PROJECT PROGRESS REPORT

The amended version of the PDM was accepted by members and would be adopted for immediate implementation.

12. CLOSING REMARKS

Mr. Nii Ansah Adjaye in his closing remarks commended JICA for implementing this Project which is assisting our MSEs in enhancing their productivity and human Resource development. It was obvious the results attained and benefits gained were clearly seen by all that implement the KAIZEN model, this shows that we are on the right path. He asked for the full commitment of all the stakeholders in order to realize the overall goal of the Project.

He urged NBSSI to assist in the linkage of the MSEs to financial Institutions to access credit. He informed the Mid-term review team that their recommendations are well noted and would be considered. He also thanked the team for a good job done.

The closing prayer was said by Ms. Gifty Afi Cudjoe. The meeting came to a close at 12:55pm

Appendix I: Agenda for Fourth Joint Coordinating Committee Meeting

Date: 13th November, 2013

Time: 9:00 – 14:00

Venue: Conference Room, Noguchi Memorial Institute for Medical Research, Accra

Time Allocation	Items	Person in charge
9:00 -	Registration	
9:30 -	Opening prayer	A member
9:35 -	Introduction Of Chairman	Mr. Saeed Owusu-Brobey
9:40 -	Chairperson's Welcome Remarks	Chairperson
9:50 -	Self-Introduction of members	Members
10:00 -	Address by Representative, JICA HQs	Mr. Toru Homma
10:15 -	Address by Executive Director, NBSSI	Mr. Lukman Abdul-Rahim
10:30 -	Previous JCC Meeting Minutes of Meeting Confirmation	Chairperson
10:45 –	Coffee Break	
11:00 -	Presentation and Approval of the Project Progress Report No.3	JICA BDS Project Team /Ashanti Regional Manager
11:20 -	Report on Good Practices in the 9-week OJTs	JICA BDS Project Team
12:00 –	Recommendation by JICA Mid-term Review Mission	JICA Mid-term Review Mission
12:30 -	Discussion on presentations	
13:30	Closing Remarks	Mr. Lukman Abdul-Rahim
13:45	Closing prayer	A member
13:50 -	Lunch	

Appendix II: Attendance

MOTI Ghana

1. Mr. Nii Ansah Adjaye, Chief Director
2. Mr. Kofi Afresah Nuhu, Head, Manufacturing

PSDS II

1. Mr. Andrew Frimpong, Assistant Coordinator

NBSSI STAFF

1. Mr. Lukman Abdul-Rahim, Executive Director
2. Mr. Dawarnoba Baeka, Deputy Executive Director
3. Mr. Saeed Owusu-Brobby, Regional Manager, Ashanti Region

INSTITUTIONAL REPRESENTATIVES

1. Ms. Theresa Wayo, Assistant Director, WIAD / MOFA
2. Mr. Saeed Moomen, National General Secretary, ASSI
3. Mr. Charles Arthur Ntiri, Head – Export & Documentation, GCCI
4. Ms. Catherine Adu-Boadi, Director, PPMED/MOWAC

JICA MID-TERM REVIEW TEAM

1. Mr. Toru Homma, Senior Advisor, JICA HQ
2. Mr. Koichi Toya, Assistant Director, JICA HQ
3. Ms. Kinuko Mitani, Midterm Review Mission, JICA HQ

JICA GHANA OFFICE

1. Mr. Hiroshi Sumiyoshi, Senior Chief Representative
2. Ms. Takako Ueno, Project Formulation Advisor
3. Mrs. Nana Adowa Asiam, Programme Officer

JICA BDS PROJECT- EXPERTS

1. Dr. Ryoichi Ozawa, Chief Advisor
2. Mr. Tamon Nagai, Sub-Leader
3. Ms. Risa Yokoyama, Coordinator

JICA BDS PROJECT ASSISTANTS

1. Ms. Juliet Dadson
2. Ms. Gifty Afi Cudjoe
3. Ms. Gloria Commodore,

5. 第 5 回 JCC 議事録

NBSSI / JICA BDS PROJECT

MINUTES OF THE 5TH JOINT COORDINATION COMMITTEE MEETING,

HELD

AT NOGUCHI MEMORIAL INSTITUTE FOR MEDICAL RESEARCH,

ACCRA

ON 27TH MAY, 2014

1) ATTENDANCE (APPENDIX II)

2) AGENDA OF THE MEETING (APPENDIX I)

- a) Opening and Introduction
- b) Chairman's Address
- c) Address by Chief Representative, JICA Ghana Office
- d) Address by Executive Director, NBSSI
- e) Review and Approval of Minutes of the 4th JCC meeting
- f) Matters arising from the minutes
- g) Presentation and Approval of the Project Progress Report
- h) Presentation on the Strategic Model and National Expansion Plan
- i) Review of the Recommendations by the Mid-term Review term and Presentation on the Progress
- j) Discussions
- k) Closing address

3) OPENING AND INTRODUCTION

Mr. Samuel Asiedu, the new Project officer of NBSSI-Ashanti who was the Master of Ceremony declared the meeting open at 9:30 am with an opening prayer said by Ms. Gifty Afi Cudjoe, Project Assistant JICA BDS Project. The MC welcomed all present and asked for a self-introduction of members. He introduced the Chairman of the day as Mr. Dawarnoba Baeka, the Chief Director of Ministry of Trade and Industry.

4) CHAIRMAN'S ADDRESS

Mr. Dawarnoba Baeka (the Chairman), welcomed members to the meeting. He gave the address on behalf of the Minister of Ministry of Trade and Industry. He said the Government of Ghana was very interested in the implementation of the Project and yearning for the successful nationwide expansion phase. He asked for the financial and technical assistance of JICA in the nationwide expansion. He looked forward to the establishment of the Kaizen Institute in Ghana. He thanked JICA for their support and called for an active participation of all members in a fruitful deliberation of issues.

5) ADDRESS BY CHIEF REPRESENTATIVE, JICA GHANA OFFICE

Mr. Koji Makino, JICA Chief Representative gave an address. In his address, he touched on two areas that are significant to the Project .The Japanese Government's intention to establish a Kaizen Institute in collaboration with the Government of Ghana

- Contribution of the Project to the quality and productivity improvement of MSEs. He mentioned that the new mid-term plan, GDA, discussed in the donor meeting includes establishment of platform to accelerate middle-income, which is directly in relation with the Project's overall goal in improving the private sector enterprises, especially in terms of competitiveness.
- Strengthening the human development capacity of the country. Mr. Shinzo Abe, Prime Minister of Japan, focuses on improvement of youth employment.

Mr. Makino stated that the Project had made significant progress that also included challenges which would be discussed.

- That the sustainability of the project is very possible and therefore encouraged all stakeholders to help in scaling up to a nationwide Project, especially on financial sustainability, strengthening collaboration and coordination with stakeholders are required.

He called for a strengthened collaboration between the Project and all stakeholders for the sustainability. He asked for the extension of the success story of the project nationwide.

6) ADDRESS BY EXECUTIVE DIRECTOR, NBSSI

Mr. Lukman Abdul-Rahim, Executive Director, NBSSI on his part lauded JICA for their support in providing positive directive by enhancing the skills and knowledge of BAC's staff through the introduction of Kaizen in the Ashanti Region as well as development of MSEs. He again commended JICA for the commitment they have made to support the first phase of the national expansion. He assured members that the Government of Ghana has given its approval for the nationwide expansion to kick start. He was optimistic that the challenge of managing staff during the national expansion is being addressed to ensure that there is no vacuum created at the BACs. He said that the Government of Ghana is serious and committed to the establishment of a Kaizen Institute in collaboration with JICA to improve and enhance the country's economy and also serve as a model to other ECOWAS states. He thanked JICA for their unflinching support to Ghana and wished members a fruitful discussion.

7) PREVIOUS JCC MEETING CONFIRMATION (4TH JCC MEETING)

The Chairman took members through the minutes of the 4th JCC meeting. The following corrections were made:

- Subsection 10.1, item 1, third line was to read: " Mr. Saeed Owusu Brobbey responded by saying there ..."
- Subsection 10.2, second line; the word "use" should be "used".
- Item 11, "The amended version of PDM was accepted by members and would be adopted for immediate implementation".

In the absence of further corrections, Mr. Lukman Abdul-Rahim moved for the acceptance and confirmation of the minutes and was seconded by Mr. Kofi Afresah Nuhu, Head of Manufacturing-MOTI.

8) MATTERS ARISING OUT OF PREVIOUS MINUTES

8.1 Report on the 9-week OJT: On the issue of putting a measuring system in place to evaluate the performance of MSEs., Dr Ozawa said he would present it to members in the next JCC meeting. Mr. Saeed Owusu-Brobbe added that follow ups were made after the OJTs.

8.2 i. On the Impact of the Project: other financiers are ready to support the programme at the local level. EDAIF on the other hand met with NBSSI/Ministry for discussions on complementing the support from JICA.

ii. On Sustainability of the project; series of workshops would be organized for BAC's heads to provide knowledge to other officers and staff to operate the office in their absence. JICA is ready to support. On this, Mr. Saeed Owusu-Brobbe informed that meeting that Business Development Officers (BDOs) were going to be taken through training from the 13th to 15th June, 2014. This will prepare BDOs to handle BACs in the absence of BAC heads for the purpose of the national expansion.

8.3 Documentary on the Project's activities is completed and would be shown to members.

8.4 Monitoring and Evaluation should be strengthened to effectively measure the effect of the On-the-job training (OJT). It was explained that assessment is made during the OJT and after two to three months follow ups are made. JCC members would be informed on the performance of participants in the next JCC meeting.

8.5 Presentation on achieved outputs after the PDM was modified and adopted during the meeting.

8.6 Under the NBSSI/EDAIF is administering credits to MSEs and is in the application process.

9) PRESENTATION AND APPROVAL OF THE PROJECT PROGRESS REPORT (APPENDIX III)

The Project Leader and Chief Advisor, Dr. Ryoichi Ozawa, in his presentation, explained the modified Project Design Matrix (PDM) to members. On output 1, the indicators are as follows;

- a) Actions on the workflow in the "Strategic Model" are articulated in official documents.
- b) The activities for BAC capacity development implemented by NBSSI Ashanti Regional Office got good response when evaluated by both participating BAC's and Japanese experts.
- c) 8 BAC staff will qualify as trainers to disseminate the "Strategic model".
- d) A draft plan on the implementation structure of the Strategic Model within Ashanti Region has been submitted to NBSSI Headquarters.

On output 2, the indicators are as follows;

- a) Evaluation results on capacity of BAC staff increased by 30%.
- b) 70% of pilot MSEs perform activities to improve the quality of productivity.
- c) 25 good practices are demonstrated.
- d) The activities for BAC capacity development implemented by NBSSI Ashanti Regional got good response when evaluated by evaluated by both participating BAC's and Japanese experts.

Output 3: The tools to be utilized in the expansion of the model "Strategic Model" established in Ashanti Region to the whole country are in place with its indicators as follows:

- a) Reference materials are prepared together with BAC heads.
- b) Expansion plan of “Strategic Model” comprised of replicable modules prepared by NBSS Headquarters.
- c) Draft plan on management structure of Strategic Model at national level is prepared and circulated to NBSSI Regional Offices.

He highlighted on the progress of project activities;

1. Output 1 – End of year review meeting in Ashanti Region
–PR activities; Posters (both local and English language), Documentary and Radio Talk show.
– Update of the workflow
2. Output 2 – 3rd two weeks training (Oct 2013)
–3rd 9 week OJT (Jan- March 2014)
3. Output 3 – 2nd study tour to Regional Managers (Oct 2013)
– BDS forum in Accra (Feb 2014)

Ms. Risa Yokoyama, Project Coordinator, took turn to present a detailed description on the highlighted activities of the Project. On the PR activities Posters of 5S and Kaizen have been made in (Twi and English).

- Documentary on the project activities (DVD)
- Leaflet on Project activities is almost completed and would be circulated soon to stakeholders.
- Radio talk show in the local language (Twi) held by the Mampong, Obuasi, Konongo, Kumasi and Nkawe BAC Heads.
- Public hearing held in each pilot district

Mr. Saeed Owusu-Brobbe added that a number of institutions have requested NBSSI and the Project team to introduce the Kaizen concept to them. Ms. Yokoyama made mention of the BDS forum held at the Accra International Conference Centre on 13th February, 2014 with the objective of introducing the Strategic Model and the importance of Kaizen relating BDS to MSMEs and consent for nationwide expansion from stakeholders.

The major activities planned from April to September, 2014 as mentioned by Ms. Yokoyama were as follows;

- BDO Training (May, 2014).
- 4th 9-Week OJT (May – July, 2014)
- Kaizen Forum in Cape Coast and Sunyani respectively (June, 2014)
- Joint end –line survey (Sept – Nov 2014)
- Training in Japan (July – Aug 2014)
- 4th Group Training (3 Weeks Training for BAC heads and selected BDOs) (Sept – Oct 2014)

Planned activities (Oct 2014 – March 2015)

- Set out procedures and mechanisms for national expansion based on recommendations by Terminal Evaluation.
- National expansion :
 - I. Transfer Workflow to other regions (Nov, 2104) with implementation structure suggested.

- II. 2nd Kaizen Forum in Ashanti region (Feb, 2015)
- III. Donor, funds and MOTI Relations
- Expansion in the Ashanti Region
 - Regional Office (implementation Structure)
 - BACs (Readiness in and out of Ashanti Region)
 - Monitoring Working Group
- Completion of the Project Deliverables

10) PRESENTATION ON THE STRATEGIC MODEL ON NATIONAL EXPANSION (APPENDIX IV)

The presentation was made by Mr. Samuel Asiedu, Project Officer, NBSSI-Ashanti on Strategic model developed for nationwide application. His presentation had (2) modules. Module A for workflow comprised of;

- a. Planning and budgeting
- b. Conducting effective monitoring and evaluation
- c. Building capacity to network with other BAC
- d. Publicizing of activities
- e. Administration
- f. Developing Human Resources

Module B for BAC capacity which outlined the following;

- a. Basic knowledge for BDS
- b. Introducing corporate diagnoses to all BACs
- c. Business advice / BDS methods
- d. 5S implementation
- e. Continuous improvement of MSME clients through Kaizen instructions
- f. Conducting effective seminars
- g. Provide reference materials to guide staff

In conclusion, it is expected that the benefits of the project to MSMEs will be realized through the improvement of quality and productivity.

11) PRESENTATION ON NATIONAL EXPANSION OF NBSSI/BDS PROJECT (APPENDIX V)

Mr. Saeed Owusu-Brobbe, Regional Manager, NBSSI-Ashanti gave a presentation on the National expansion of NBSSI/BDS Project. He gave a brief background of the Project, its objective, Project outputs, period of operation and elaborated on the plan for the nationwide expansion. The concept for nationwide expansion is to ensure sustainability beyond the pilot phase. The implementation of the project in the other regions will be done in 3 phases;

- 1st phase – Northern, Central and Brong Ahafo Regions
- 2nd Phase – Greater Accra, Eastern and Upper East Regions
- 3rd Phase – Western, Volta and Upper West Regions

Under the 1st phase, thirty three BACs will be equipped with the required knowledge and skills and will serve as trainers for the Phase II and III. The period for implementation is from April 2015 to March 2016 with possible support by JICA experts.

2nd Phase – (April 2016 to March 2017). 19 BACs will be selected from districts in the Greater Accra, Eastern and Upper East.

3rd Phase – (April 2017 – March 2018). Train 25 BACs from districts from the Volta, Western and Upper West region using already trained BAC Heads from adjoining regions as resource persons.

The Project is targeted at growth – oriented MSMEs engaged in Agro-processing and other value addition or manufacturing activities with emphasis on rural based enterprises.

12) REVIEW OF THE RECOMMENDATIONS BY THE MID-TERM REVIEW TEAM AND PRESENTATION ON THE PROGRESS (APPENDIX VI)

Ms. Takako Ueno, JICA Ghana office gave a presentation on recommendations made by the Mid-term Review Team. She outlined the purpose and procedures of the survey, the results of the review and gave highlights of achievements made so far by the Project.

The review was based on five evaluation criteria;

- Relevance: Relevance of the project was rated very high according to its consistency with policy of the Government of Ghana needs of beneficiaries and ODA policy of the Government of Japan.
- Effectiveness: Project has been making steady progress towards achievement of the project purpose.
- Efficiency: Achievement level of each output is at a satisfactory level.
- Impact: Many positive impacts were realized. Some contributing factors included network among countries which practice Kaizen through training provided by JICA. A working group for national expansion has been formed as a result of the project implementation and some hindering factors included limitation to fund availability to continue the planned activities, uncertainty of JICA support for full implementation of national expansion plan after the pilot project termination.
- Sustainability: No major impediments are obvious except for financial issues.

Recommendations made were as follows;

- a. Creating common understanding on the “Strategic Model” for national expansion.
- b. Strengthening sustainability of implementation structure for the capacity development of BACs and NBSSI in Ashanti region through securing human and financial resources.
- c. Development of effective technology transfer method on better BDS services.
- d. Modification of PDM.

Actions taken on recommendations were presented by Mr. Saeed Owusu-Brobey. He explained that on creating common understanding on “Strategic model”, a monitoring working group meeting was held to modify the Strategic Model and approved for use.

On strengthening sustainability of implementation structure for capacity development of BACs and NBSSI in Ashanti Region through securing human and financial resources, additional assignment of staff for strengthening sustainability, series of capacity building workshops are being planned for the BDOs to support Project implementation. Funding arrangement is being made with REP, EDAIF, MOTI and other donor agencies to support the project.

In developing effective technology transfer method on BDS: Manuals are being prepared for TOT sessions and validated as reference materials to be used nationwide.

The modified PDM (version 1) was approved by JCC members at the 4th JCC Meeting.

He concluded by assuring members that Ghana is committed to the implementation of the nationwide expansion phase of the project.

13) DISCUSSION ON THE PRESENTATION

- 1) The gap of understanding of the Strategic Model was required by a member. Mr. Saeed Owusu-Brobby answered by saying that a lot of sensitization was made during working group meetings, workshops and seminars on the strategic model to deepen the understanding. Assessment of stakeholders was made after the programme and results showed a high level of understanding by participants.
- 2) Mr. Koji Makino questioned the criteria used in selecting the regions for the three phases, and if it is possible that the request for small scale district industrialization initiative proposal for proposed districts can be incorporated in the national expansion plan Mr. Saeed Owusu-Brobby responded by taking members through the criteria for selections which takes into account geographical strength as BACs can be used for TOT for the other phases, and also the MSMEs of the Phase 1 regions are engaged in unique agro processing and other value addition or manufacturing activities, which can be model cases and applied to the other MSMEs in the regions.
- 3) The Ghana Chamber of Commerce and Industry questioned of the active involvement and participation by its members to the project activities. Mr. Saeed commented that Earious trade associations were advised to link up with NBSSI and regional monitoring working group would be formulated and meetings organized by the Project would be urged to build a communication tool in order to channel information to its members on the activities of the Project.
- 4) More publicity is needed to sensitize the public on the project's activities.
- 5) Mrs. Anna Amu-Himbson, Director – EDD observed that the issue of building the capacity of BAC Heads in acquiring marketing skills was important to complement the knowledge and skills gained through the Kaizen concept as it seeks to address on improving upon their productivity and quality of product and services.
- 6) Funds that NBSSI has secured for the implementation of the national expansion is not solely available for Kaizen but would be incorporated into the NBSSI Programme.
- 7) Members requested for copies of the documentary CDs.

After discussions, the Project Progress Report was approved and adopted by the committee and the documentary was shown to members.

14) CLOSING OF MEETING

The Chairman in his closing remarks advised members to be ambassadors of Kaizen and propagate the concept to its members and the general public. He concluded by thanking JICA for their support and all participants for making the meeting a success. The next JCC meeting will be organized in October and the date would be communicated to members later. The meeting came to a close at 1:40 pm with a closing prayer said by Mr. Samuel Asiedu.

APPENDIX I: AGENDA

Date: 27th May, 2014

Time: 9:00am – 12:35pm

Venue: Conference Room, Noguchi Memorial Institute for Medical Research, Accra

Time Allocation	Items	Person in charge
9:00 -	Registration	Project Assistants
9:30 -	Opening prayer	A Member
9:35 -	Introduction of Chairman	Mr. Saeed Owusu-Brobey
9:40 -	Chairman's Welcome Remarks	Chairman
9:50 -	Self-Introduction of members	Members
9:55 -	Address by Chief Representative, JICA Ghana Office	Mr. Koji Makino
10:05 -	Address by Executive Director, NBSSI	Mr. Lukman Abdul-Rahim
10:15 -	Previous JCC Meeting Minutes Confirmation	Chairman
10:25 -	Presentation and Approval of the Project Progress Report No.4	JICA Project Team (Dr. Ryoichi Ozawa/ Ms. Risa Yokoyama)
10:45 -	Coffee Break	
11:00 -	Presentation on the Strategic Model and National Expansion Plan	Mr. Lukman Abdul-Rahim
11:15 -	Review of the Recommendations by the Mid-term Review Team and Presentation on the Progress	JICA Ghana Office Mr. Saeed Owusu-Brobey
11:40 -	Discussion on the Presentations	Chairman
12:15-	Closing Remarks	A Member
12:30-	Closing Prayer	
12:35 -	Lunch	

APPENDIX II: ATTENDANCE

MOTI Ghana

1. Mr. Darwonoba Baeka, Chief Director, MOTI
2. Mr. Kofi Afresah Nuhu, Head, Manufacturing

PSDS II

1. Mr. Andrew Frimpong, Assistant Coordinator

Japan Embassy

1. Ms. Mayumi Kurata

NBSSI STAFF

1. Mr. Lukman Abdul-Rahim, Executive Director
2. Mr. Saeed Owusu-Brobby, Regional Manager, Ashanti Region
3. Mrs. Anna Amu-Himbson, Director – EDD
4. Mr. Samuel Asiedu, Project Officer, NBSSI-Ashanti

INSTITUTIONAL REPRESENTATIVES

1. Mr. Theophilus Yemo, IT RSIM, MOWAC
2. Mr. Saeed Moomen, National General Secretary, ASSI
3. Mr. Charles Arthur Ntiri, Head – Export & Documentation, GCCI
4. Ms. Catherine Adu-Boadi, Director, PPMED/MOWAC
5. Mrs. Leticia Osafo-Addo, MD- Samba Foods / AGI

JICA GHANA OFFICE

1. Mr. Koji Makino, Chief Representative
2. Yoshimi Tsuzuku, Assistant Resident Representative
3. Ms. Takako Ueno, Project Formulation Advisor
4. Mrs. Nana Adowa Asiam, Programme Officer

JICA BDS PROJECT- EXPERTS

1. Dr. Ryoichi Ozawa, Chief Advisor
2. Ms. Risa Yokoyama, Coordinator

JICA BDS PROJECT ASSISTANTS

1. Ms. Juliet Dadson
2. Ms. Gifty Afi Cudjoe
3. Ms. Gloria Commodore,

6. 第 6 回 JCC 議事録

NBSSI / JICA BDS PROJECT

MINUTES OF THE 6TH JOINT COORDINATING COMMITTEE MEETING,

HELD

AT NOGUCHI MEMORIAL INSTITUTE FOR MEDICAL RESEARCH,

ACCRA

ON 3RD DECEMBER, 2014

- 1) ATTENDANCE (APPENDIX II)
- 2) AGENDA OF THE MEETING (APPENDIX I)
- 3) OPENING

The meeting was declared open by Mr. Samuel Asiedu, the Project Officer of NBSSI-Ashanti at exactly 9:13am with an opening prayer said by Ms. Gifty Afi Cudjoe, Project Assistant JICA BDS Project. The MC welcomed all members and a self-introduction session followed. The Chairman for the meeting, Mr. Kofi Afresah Nuhu, Head of Manufacturing – MOTI was thereafter introduced by the MC.

4) CHAIRMAN'S ADDRESS

Mr. Afresah Nuhu welcomed all members to the 6th JCC meeting. He stressed on the relevance of the Kaizen concept in Ghana's development and also stated that the nationwide replication of the project will be very beneficial to SME development in Ghana. He therefore encouraged members to contribute immensely to make the meeting a successful one.

5) ADDRESS BY SENIOR CHIEF REPRESENTATIVE, JICA GHANA OFFICE

The Senior Chief Representative, Mr. Hiroshi Sumiyoshi, in his opening remarks, welcomed members and expressed JICA appreciation to members for their continuous efforts at ensuring the successful implementation of the project. He commended MOTI's activities and efforts and also stressed that the project's ultimate goal is geared towards MSE development. He again stated that MSEs have difficulties in increasing their quality and productivity, therefore, the project's focus is to address the quality and productivity issues among MSEs.

The Senior Chief Representative emphasized that, the Kaizen concept which has been the secret of the success stories of most Japanese enterprises or companies required a high level of commitment from management and workers but with minimal financial investment. A total change of ones' mindset is also relevant to achieve the intended benefits of the Kaizen concept. Though the concentration of the project was currently in Ashanti Region, it is intended that MSEs in all regions of Ghana will be introduced to the Kaizen concept, he stated.

He was hopeful that the project achievements will be discussed and other ways of making the national expansion successful explored.

6) ADDRESS BY EXECUTIVE DIRECTOR, NBSSI

Mr. Lukman Abdul-Rahim, the Executive Director of NBSSI welcomed all members and expressed his appreciation at their continued participation and contribution in the previous JCC meetings. He stressed that JCC meetings provide an opportunity for stakeholders to update their records on the project activities and also review the achievements. Mr. Abdul-Rahim was optimistic that the 6th JCC meeting was going to be very successful and that members would make significant contributions towards the development of MSEs in Ghana.

The Executive Director emphasized that all the positive lessons learnt in the Pilot Phase will be reflected in the National Expansion phase of the project. Funding for the national replication from EDAIF and REP was promising, he stated. NBSSI has started deliberations with the Ghana Free Zones Board on possible collaboration to propagate the Kaizen concept.

He recounted the Terminal Review Team's meeting with the Hon. Minister of Trade and Industry (MOTI). The Honourable Minister stated that Japan was one of Ghana's main allies and that the introduction of the Kaizen concept to MSEs in Ghana was one of the surest ways to strengthen the bond between the two countries. The following were the three main observations made by the Honourable Minister, MOTI at his meeting with the Review Team.

- That, the Japanese Government should encourage Japanese Companies to invest in Ghana.
- Leveraging on JICA's continued support to deepen the implementation of the concept to all, especially MSEs is relevant
- The introduction of the Kaizen concept into Ghana's educational system is highly necessary. This will be geared at building the youth with the right business concepts even before the completion of their various programmes from tertiary institutions.

Mr. Abdul-Rahim said the introduction of the Kaizen concept in schools will make NBSSI's work much easier since prospective MSE owners will have been introduced to the good practices beforehand. He informed the meeting of NBSSI's efforts at mainstreaming the Kaizen concept into BDS provision for MSE development in Ghana. He therefore called for collaboration among all stakeholders so that more MSEs will be reached especially during the National Expansion. He appealed to JICA for technical support during the National Expansion, while showing NBSSI's will to realize it even without JICA's support.

In his concluding statement, the Executive Director expressed hope that the beneficiary MSEs will begin to champion the Kaizen concept and propagate to other MSEs. He finally urged all members present to contribute their quota in making the meeting a success.

7) CONFIRMATION OF PREVIOUS JCC MINUTES (5TH JCC MEETING)

The Chairman took members through the minutes of the 5th JCC meeting. The corrections made were as follows;

- Pg 1: under opening and introduction, the word 'opened' was changed to 'open'
- Pg 2: The word 'the' was omitted from line 4 and 'in the' in line 5 was replaced with 'and a'
- Pg 2: under Address by Chief Representative, the word 'capacity' was added to development in line 9, The full name of the Japan Prime Minister 'Mr. Shinzo Abe' inserted, the word 'significant' replaced 'massive, 'which' was replaced with 'that'

- Pg 2, line 13 ‘to national dissemination’ was omitted and ‘nationwide’ was added to ‘Project’ in line 14
- ‘the’ in line 17 was added to sustainability, ‘He asked for’ was replaced with ‘and’ and ‘of the project’ was inserted before ‘nationwide’
- Pg.2 under Address by Executive Director, ‘in the delivery’ was replaced with ‘on his part’
- Pg.3 under Previous JCC Meeting Confirmation, ‘Rahun’ was corrected to ‘Rahim’
- Pg.3 under Matters Arising out of Previous Meeting, ‘Series’ was replaced with ‘series’ under sustainability of the project.
- Pg.4 ‘the house’ was replaced with ‘the meeting’
- Pg.4 Caption for 8.6 was changed to ‘On NBSSI/EDAIF collaboration
- Pg.4 under item (9), ‘advisor’ was replaced with ‘Advisor’ and ‘model’ replaced with ‘Model’ in item (c).
‘is’ was replaced with ‘has’ in item (9.d)
- Pg 5.On Output 3, ‘detail’ was replaced with ‘detailed’ and ‘in’ was changed with ‘of’, ‘district being piloted’ was changed to ‘pilot district’
- Pg.6, ‘organized was omitted from ‘line 3’
- Pg.7. ‘in the’ was replaced with ‘through the’ in the last line under item (10)
- Pg.10 item (1) first line was changed to read ‘The gap of understanding of the Strategic Model was required by a member.
- Pg.10 item (2), ‘And it is’ was replaced with ‘and if it is’, ‘with’ was replaced with ‘in’
Pg.10 item (3) ‘Ghana Chamber of Commerce’ was replaced with ‘Ghana Chamber of Commerce and Industry’
Pg.10 item (5) ‘presented’ was changed to ‘observed’ and ‘equipping BAC Heads’ was replaced with ‘building the capacity of BAC Heads’
- Names and titles wrongly spelt were corrected accordingly.

In the absence of further corrections, Mr. Saeed Moomen, the National General Secretary of ASSI moved for the acceptance and confirmation of the minutes and Mr. Saeed Owusu-Brobbe, the Regional Manager of NBSSI-Ashanti seconded.

8) MATTERS ARISING OUT OF PREVIOUS MINUTES

Item	Action	Response / Status
8.4. Strengthening of effective monitoring and evaluation to measure effect of On-the-job training (OJT)	JCC members to be informed about the performance of participants in the next JCC meeting	Task done
Output 1: PR Activities	Documentary of project activities and Leaflets to be circulated	DVD distributed to all members present
Output 2:	3 rd two weeks training (Oct.,2013) 3 rd 9 weeks OJT –Jan to March, 2014	All trainings done accordingly
Pg.9: Capacity development of BACs and NBSSI through series of capacity building workshops	BDO training to be funded by REP	Funding arrangement/plans is completed and REP continues to support NBSSI to build BACs capacity
Discussion on presentations: Item 7	Members requested copies of documentary	Copies of documentary distributed to all members

9) PRESENTATION AND APPROVAL PROJECT PROGRESS REPORT NO. 5 (APPENDIX III)

Dr. Ryoichi Ozawa, the Chief Advisor and Leader of the JICA BDS Project presented the progress of the various components of the project outputs 1 to 3 and the activity plan from October to March, 2014 to members. The project purpose relating to the progress of the output is to develop the 'Strategic Model' for sustainable capacity development of NBSSI/BACs'.

He highlighted on the progress of project activities. Below is an outline of indicators and achievements of Output 1 which was aimed at building the capacity and mechanism for NBSSI Ashanti Regional Office to enhance the capacities of BACs in the provision and facilitation of BDS. On Output 2, emphasis was placed on the 4th 9-Week OJT, End-line survey and 3-Week TOT while Output 3 was on Kaizen Forum and Training in Japan. All these components were successfully completed. The indicators and achievements of the outputs are clearly spelt out in Appendix III.

Dr. Ozawa emphasized that the Ministry of Trade and Industry (MOTI) has already issued an authorization letter for the Expansion Phase of the project to commence as scheduled. He suggested that all good practices realized from the project should be uploaded on the project's website accordingly. Again, the Chief Advisor, informed members that the 9-Week OJT was the major and lengthy training for developing the BACs and MSEs capacity. He said the planned 'Study Group Workshop' for Pilot BACs scheduled for mid-December, 2014, was very significant for knowledge sharing amongst the BACs and Rural Technology Facility (RTF).

Ms. Risa Yokoyama, Project Coordinator took members through the End-line survey results. The following were major findings of the survey;

- Implementation of programs and activities as well as collaboration by the BACs has increased
- The understanding of the Kaizen concept and confidence in conducting Site-instruction and follow-up by BACs was high
- The understanding of the Kaizen concept by some BDS providers and MSEs has increased

Ms. Yokoyama stated emphatically that the results of the End-line survey indicated that project implementation has been successful.

10) PRESENTATION ON NATIONAL EXPANSION OF NBSSI/BDS PROJECT (APPENDIX IV)

Mr. Saeed Owusu-Brobbe, Regional Manager, presented the current status of the National Expansion to all members. He informed the meeting that the National Expansion Working Group held their 8th meeting in Sunyani on 13th November, 2014. This Working Group, he stated, will be transformed to a Project Management Unit (PMU) to oversee the activities of the National Expansion phase of the project. Technical Units will be established in all NBSSI Regional offices to ensure the smooth running of the National Expansion activities in the various Regions.

Mr. Owusu-Brobbe informed the meeting that as part of preparations towards a smooth implementation of the National Expansion, all Regional Managers of NBSSI presented their Action plans during the Strategic Model Transfer Workshop in Sunyani. Concept Paper for Technical Assistance has been submitted to JICA, he stated. He indicated NBSSI's intention to

implement the National expansion by leveraging on funds from EDAIF and REP to provide business development services including KAIZEN to MSES

11) REVIEW OF THE RECOMMENDATIONS BY THE TERMINAL REVIEW TEAM (APPENDIX V)

The Review Team of three, Ms. Kinuko Mitani, Ms. Yuka Sonoyama led by Mr. Naoto Mukai took turns to present the findings and recommendations of the evaluation to members. Mr. Mukai commended all participants for their participation and contribution to the project. He recounted the various meetings held with the officials of MOTI and other institutions such as EDAIF, REP and RTIMP.

Ms. Mitani in her presentation stressed that some major activities and the completion of relevant reference materials were yet to be done by the project team by March, 2015. In summary, the following were the highlights of the progress of the project on four parameters;

- Activities: Most activities consisting of forum, study tours, workshops, meetings, training programs were carried out as planned
- Outputs: Development of relevant reference materials is to be completed before the project termination
- Project Purpose: That the project purpose is going to be achieved before project termination and NBSSI has accepted the Strategic Model as an effective mode to assist MSEs in Ghana
- Overall Goal: NBSSI and its partners are working assiduously to achieve the overall goal and also, the National Expansion is expected to commence as scheduled

Ms. Mitani informed the meeting that all recommendations given by the Mid-Term Review were duly followed. The following were highlighted;

- Assigning of new Project Officer to the NBSSI Regional office
- Modification of Project Matrix
- Understanding of Strategic Model and Kaizen by stakeholders

Two activities revealed that the understanding of BAC Heads and MSEs in the use of the kaizen methodology have greatly been enhanced. These activities were; visitation and interactions with BAC Heads and MSEs as well as role play by BAC Heads, Ms. Mitani stated. She, on behalf of the Review Team hoped that MOTI will formulate a policy on MSE by year 2015 as well as all collaborations with institutions for the smooth implementation of the National Expansion Phase. The contributing and hindering factors relating to the Impact of the project were addressed and are clearly stated in Appendix VI

Ms. Yuka Sonoyama took turns to present the team's recommendations before the final termination of the project in March, 2015. The following were highlighted;

- Finalization of the Strategic Model by the established Technical Unit in NBSSI-Ashanti Region
- Implementation of Strategic Model by Technical Unit and BACs in Ashanti Region
- Continuous learning by Technical Unit and BACs in Ashanti Region
- Development of an effective follow-up system by Technical Unit and BACs in Ashanti Region
- Preparation for National Expansion by Project Management Unit (PMU)
- Assignment of an additional staff member in Ashanti Regional office

Regarding Mid-long term preparations, the Team recommended the following;

- Actions to secure necessary budget for project implementation
- Increase in project beneficiaries through Corporate Diagnosis and Kaizen activities
- MOTI and NBSSI should contribute to the MSE development policy for Ghana and the on-site instructional document can be relied on in the development of the policy

The Team elaborated on three major lessons learnt; effectiveness of introducing practical Kaizen methods, effectiveness of intensive practical training and collaboration with partners like EDAIF and REP.

12) DISCUSSION ON THE PRESENTATION

After presentations by the Terminal Review Team, NBSSI and other members commented on the presentation. All submissions and comments have been summarized in the table below;

Item	Review Team's Comment/Concerns	NBSSI's Comment	Comments from other members
*Sustainability of Project	*Availability of resources and qualified personnel to carry out the National Expansion Phase	*Resources and qualified personnel are available and also, no trainer from Ashanti Region will be transferred during the expansion phase *Efficient utilization of BDOs and national service personnel *REP is providing support even at the pilot phase for Action plan implementation by some pilot BACs and therefore ready to support the National Expansion	
*Hindering factors (Funding)	*Not certain of the actual amount to be provided by EDAIF and REP	*REP will provide funding and support for at least 10yrs *EDAIF will inculcate the Kaizen concept into the BDS component and will provide support for at least 3years of the first phase of the expansion	*A lot of work is underway by MOTI and therefore Ghana is prepared adequately to replicate the Kaizen concept nationwide and encouraged all stakeholders such as ASSI, GCCI and AGI to throw their weight behind NBSSI (by: Mr. Kofi Nuhu)
*Information Dissemination	*Effective ways of communication and sharing information to aid better understanding among the Regional offices	*Effective channel of sharing information will be developed to facilitate and enhance the common understanding	
*Funding	*Funding plan for various regions under the National Expansion	*EDAIF support covers MSE support. Again, a re-engineering will be done by using the trained BACs from Ashanti region to support the process	

Mr. Saeed Moomen, the General Secretary of ASSI emphasized the fact that MSEs in Ghana were fortunate to be introduced to such a good concept like Kaizen to improve their productivity and quality. He therefore urged all JCC members and other stakeholders to work assiduously with NBSSI to ensure a smooth replication of the project nationwide. He continuously urged that JICA facilitates the entire process by providing technical support. He informed the meeting that ASSI's has signed a Memorandum of Understanding (MOU) with REP geared at soliciting funding to be able to support NBSSI's project replication

Mr. Mukai informed the meeting that the Government of Japan will consider the possibility of providing technical support/assistance during the expansion phase when the report of the Terminal Review team's is submitted. However, the outcome of this will be known by February, 2015. He therefore encouraged NBSSI to hold the fort until all considerations and negotiations for JICA's technical support is completed.

13) CLOSING OF MEETING

The Chairman thanked all members, most especially the Japanese team from Tokyo for their participation and contributions towards a successful meeting. He appealed to JICA to continuously support NBSSI and the implementation of the National Expansion. He advocated frequent training for BACs to enhance their knowledge and develop their capacity.

Again, the Chairman suggested that a Study Tour should be organized for JCC members to visit some Pilot MSEs to see evidence of project achievements. The Ministry of Gender, Children and Social Protection was encouraged by the Chairman to make available to NBSSI funding opportunities that could be leveraged on by NBSSI.

The next JCC meeting was scheduled for 5th February, 2015. The meeting came to a close at 12:40 pm with the closing prayer said by Mr. Lukman Abdul-Rahim.

APPENDIX I: AGENDA FOR THE SIXTH JOINT COORDINATING COMMITTEE MEETING

Date: 3rd December, 2014

Time: 9:00am – 12:35pm

Venue: Conference Room, Noguchi Memorial Institute for Medical Research, Accra

Time Allocation	Items	Person in charge
9:00 -	Registration	Project Assistants
9:30 -	Opening prayer	A Member
9:35 -	Introduction of Chairman	Mr. Samuel Asiedu
9:40 -	Chairman's Welcome Remarks	Chairman
9:50 -	Self-Introduction of members	Members
9:55 -	Address by Representative, JICA	JICA Ghana office
10:05 -	Address by Executive Director, NBSSI	Mr. Lukman Abdul-Rahim
10:15 -	Previous JCC Meeting Minutes Confirmation	Chairman
10:25 -	Presentation and Approval of the Project Progress Report No.5	JICA Project Team (Dr. Ryoichi Ozawa/ Ms. Risa Yokoyama)
10:45 -	Coffee Break	
11:00 -	Presentation on the National Expansion Plan	Mr. Lukman Abdul-Rahim
11:15 -	Report on the Results of the Terminal Evaluation and Recommendation	Terminal Evaluation Team
11:45 -	Discussion on the Presentations	Chairman
12:15-	Closing Remarks	Chairman
12:30-	Closing Prayer	A Member
12:35 -	Lunch	

APPENDIX II: ATTENDANCE

MOTI GHANA

1. Mr. Kofi Afresah Nuhu, Head, Manufacturing

JAPAN EMBASSY

1. Ms. Mayumi Kurata

JICA MISSION

1. Mr. Naoto Mukai, JICA HQ
2. Ms. Yuka Sonoyama, JICA HQ
3. Ms. Kinuko Mitani, Consultant

JICA GHANA

1. Mr. Hiroshi Sumiyoshi, Senior Chief Representative
2. Ms. Takako Ueno, Project Formulation Advisor

NBSSI STAFF

1. Mr. Lukman Abdul-Rahim, Executive Director
2. Mr. Saeed Owusu-Brobby, Regional Manager, Ashanti Region
4. Mr. Samuel Asiedu, Project Officer, NBSSI-Ashanti

JICA BDS PROJECT- EXPERTS

1. Dr. Ryoichi Ozawa, Chief Advisor
2. Ms. Risa Yokoyama, Coordinator

INSTITUTIONAL REPRESENTATIVES

1. Ms. Juliet Dekou, Assistant Project Officer, MoGCSP
2. Mr. Saeed Moomen, National General Secretary, ASSI
3. Mr. Charles Arthur Ntiri, Head – Export Documentation, GCCI

JICA BDS PROJECT ASSISTANTS

1. Ms. Juliet Dadson
2. Ms. Gifty Afi Cudjoe
3. Ms. Deborah Andoh

7. 第 7 回 JCC 議事録

NBSSI / JICA BDS PROJECT

MINUTES OF THE 7TH JOINT COORDINATING COMMITTEE MEETING,

HELD

AT ROYAL LAMERTA HOTEL, KUMASI

ON 4TH FEBRUARY, 2015

- 1) ATTENDANCE (APPENDIX II)**
- 2) AGENDA OF THE MEETING (APPENDIX I)**
- 3) OPENING**

The meeting began with an opening prayer said by Mr. George Brantuo, Representative from MOFA. The MC welcomed all members and a self-introduction session followed. The Chairman for the meeting, Mr. Dawornoba Baeka, Chief Director – MOTI was thereafter introduced by the MC.

4) CHAIRMAN'S ADDRESS

Mr. Dawornoba Baeka welcomed all members to the 7th JCC meeting. He emphasized relevance of the meeting, since it was the very last JCC meeting to be organized as far the JICA BDS Project was concerned. He therefore urged members to make good contributions to ensure a smooth replication of the project. He finally called for the full participation of all members.

5) ADDRESS BY SENIOR CHIEF REPRESENTATIVE, JICA GHANA OFFICE

The Senior Chief Representative, Mr. Hiroshi Sumiyoshi, in his opening address, welcomed members and expressed his gratitude to members for attending the final JCC meeting and their unflinching support for the successful implementation of the project and SME development in Ghana. He recounted the series of activities the project has undertaken and the successes chocked, most especially the training of 11 BAC Heads through the On-the-job Training (OJT) by the Japanese experts. He again, stressed on the three significant positive impacts the project made which the Terminal Evaluation team recognized. These were the effectiveness of the practical Kaizen approach, intensive practical training for counterparts and the collaboration with other partners; which all contributed immensely to the success of the project. He hoped that the deliberations will be geared at making the National Expansion very successful. He was hopeful that the Project will continue to achieve its purpose of improving BDS provision in Ashanti Region. He also spoke of the knowledge transferred to the counterparts (NBSSI) officers; all geared at building their capacity.

The Senior Chief Representative hoped that the Kaizen concept not be applied to the manufacturing industry but daily activities as well.

6) ADDRESS BY EXECUTIVE DIRECTOR, NBSSI

Mr. Lukman Abdul-Rahim, the Executive Director of NBSSI welcomed all members and expressed his appreciation at their continued participation and JICA's continuous support. He

recounted the inception stage of the project and stressed that the JCC meeting was the very last to be held and thus, very significant.

Mr. Abdul-Rahim thanked the experts for their dedication and hardwork in transferring the Kaizen concept to the NBSSI officers during the Pilot phase of the Project. He once again stressed on the immense positive impact of the Project activities on MSEs activities in Ghana. He encouraged the BAC heads who had gone through the Kaizen training to continuously contribute to making the National Expansion very successful.

The unflinching effort of Ministry of Trade (MOTI) was acknowledged and Mr. Abdul-Rahim hoped that same support will be realized during the expansion/replication phase of the project. He informed the meeting of efforts by the National Board for Small Scale Industries (NBSSI) to spread the acquired Kaizen concept to MSEs. To ensure a smooth implementation of the National Expansion, committees have been set to provide technical backstopping for successful expansion. He informed the meeting that the Annual work plan has been already completed.

The commitment level from MSEs is quite appreciable for the smooth running of the National Expansion. He recounted the various platforms such as Kaizen forum, study visits and trainings to propagate the Kaizen concept. He therefore called for a constant support from all collaborating agencies and departments.

Funding avenues or opportunities with REP is underway. Commitment from MMDAs is very encouraging and it is a positive signal that BACs will be able to cooperate easily with the district assemblies.

He finally thanked all members for their attendance and urged that they contribute tirelessly to successfully roll out the Expansion plan.

7) CONFIRMATION OF PREVIOUS JCC MINUTES (6TH JCC MEETING)

The Chairman took members through the minutes of the 6th JCC meeting. The corrections made were as follows;

- Pg 2: under Address by Executive Director – NBSSI , ‘Free Zones Board’ was changed to ‘Ghana Free Zones Board’
- Pg 5: The word ‘accordingly’ was omitted from the response/status column of item ‘8.4’ on the matters arising out of previous meeting summarized table.
- Pg 7: under Presentation on National Expansion of NBSSI/JICA BDS Project, the word ‘be’ was added to ‘will’ in line 3. ‘s’ was added to ‘preparation’ in line 7., ‘by and leveraging’ were spaced in line 11.
- Pg. 12: ‘Project’ was added to ‘replication’ in line 7.
- Pg. 12: under Closing of meeting; ‘of’ was inserted in line 6, ‘d’ was added to ‘schedule’ in line 9

In the absence of further corrections, Mr. Kofi Afresah Nuhu, Head of Marketing, MOTI moved for the acceptance and confirmation of the minutes and Mr. Saeed Moomen, National General Secretary of ASSI seconded.

8) MATTERS ARISING OUT OF PREVIOUS MINUTES

Item	Action	Response / Status
*Information dissemination	*Meetings held with all Regional Managers for smooth rolling out of the National Expansion	*Task accomplished
*Public Relations Activities	*Public Hearing to be done by Pilot BAC heads *Radio Talk show *Brochure preparation *Posters (in local language) *Publicity on TV3 Business focus *Documentary on Kaizen	*All task accomplished
*Funding	*Radio Talk show *MOU between REP and ASSI	*Done and funded by JICA/REP *ASSI is very optimistic and positive of result of MOU
*Technical Support	*To be provided by JICA	*Response still not received after Terminal Evaluation Team submitted report to JICA HQ
*Study Tour requested by JCC Members	*Project scheduled 5 th February, 2015 for that	*Task accomplished

9) PRESENTATION OF SUMMARY OF THE PROJECT ACHIEVEMENT AND RECOMMENDATION (APPENDIX III)

Dr. Ryoichi Ozawa, the Chief Advisor of the JICA BDS Project recounted the project achievements to members. His presented touched on four main areas; Progress over January to March, 2015, Progress of outputs, Lessons Learnt and Recommendations.

Activities to be undertaken before the completion of the pilot of the project included Annual Meeting, Fora, Study tour, Workshops and Finalization of all Reports and Reference materials. He stressed that the presentations of the BAC heads on the various OJT activities in their districts will reveal the real achievements of the project

Details of the various outputs that were successfully achieved were outlined. The general objectives in the outputs successfully accomplished are as follows;

Output 1: deals with the capacity and mechanism for NBSSI Ashanti Regional to enhance the BACs capacity to provide/facilitate BDS is successfully developed

Output 2: Capacity building of BAC staff in Ashanti Region to provide/facilitate BDS including Kaizen related BDS is enhanced

Output 3: Tools to be utilized during the expansion of the ‘Strategic Model’ established in Ashanti Region to the whole country is successful done. It is hoped that all reports and reference materials will be ready and handed over to NBSSI before the final exit of the Pilot phase.

All lessons learnt and recommendations are clearly stated in the Power Point presentation attached. A significant recommendation made by the Project team was ‘Proper management of

the National expansion phase of the project through proper coordination'. The current situation on Recommendations by the Terminal Evaluation Mission was also touched on by Dr. Ozawa.

He finally expressed his profound appreciation to all, most especially, the Chief Director of MOTI and other officials and hoped that they will contribute immensely towards a smooth implementation of the National expansion.

10) PRESENTATION ON THE NATIONAL EXPANSION PLAN (APPENDIX IV)

Mr. Saeed Owusu-Brobbe, the Regional Manager - Ashanti Regional Manager took members through the National Expansion plan. The strategic model was explained into details to members; touching on all modules. The meaning and actual activities of Corporate Diagnosis and Kaizen activities as well as the structure of the National Expansion were all explained. In sum, the presentation covered; Goal of National Expansion, Strategic Model, Strategy for National Expansion, Training package, target regions and phases of National Expansion, Implementing structure, Technical assistance and Key supporting events undertaken.

11) CEREMONY FOR THE TRAINER CERTIFICATE TO THE PILOT BACs

Eleven BAC Heads from the various Pilot districts; Tapa, Kuntense, Mampong, Kumasi, Maompong, Konongo, Agona, Bekwai, Obuasi, Juaso and Ejisu were presented with certificates to show they had gone through the Kaizen training and were qualified to be trainers during the National Expansion phase. The certificates were handed to them by Mr. Dawornoba Beaka and Mr Lukman Abdul-Rahim.

12) DISCUSSION ON THE WAY FORWARD

The comments from the discussions of members after all presentations are summarized below;

MOTI Representative

Mr. Kofi Afresah Nuhu stressed that more lessons must be learnt from the presentations to identify the evidence of the achievement of the project. He congratulated and encouraged all the BAC heads to continue to assiduously spread the Kaizen concept. He again thanked all who made various presentations to enable members to see the achievements of the project.

ASSI Representative

Mr. Saeed Moomen informed the house that it was obvious most MSEs are willing to acquire and practice the Kaizen concept. This, he said was realized during the Kaizen forum organized by the project in Tamale on 28th January, 2015. With this, he was very optimistic that the National Expansion will be smoothly implemented and MSEs will benefit immensely. He expressed his gratitude to the JICA experts and hoped that they will be available to support the nationwide replication.

AGI Representative

Mrs. Leticia Asafo-Addo stressed that AGI will be strongly attached to NBSSI to ensure that the National Expansion become very successful. She also suggested that more medium sized enterprises should be brought on board to benefit from the project. On this issue, Mr. Nuhu advised that AGI needs to devise a strategy to strengthen its collaboration with NBSSI in order for AGI members to benefit immensely from the expansion phase of the project.

PSDS II Representative

Mr. Andrews Frimpong encouraged that NBSSI should mobilize funds through collaboration.

Visibility/publicity of the Kaizen concept should be targeted at people beyond NBSSI and called for an intensification of publicity and mainstreaming in educational curricular.

Mr. Frimpong wanted to know how sustainable the Kaizen concept was with regards to MSEs. Mr. Owusu-Brobby reinforced that the study tour will reveal the status of how MSEs have been able to sustain the practice.

GRATIS Representative

Mr. James Ojawuri suggested that more publicity should be done by NBSSI-Ashanti to inform all of the establishment of an excellence centre and open its doors to MSE development.

MOFA Representative

Mr. George Brantuo advised that the acquired internal funds available presently should be used to take care of at least one region until a major funding is available for the up-scaling of the project during the expansion phase.

BAC Head

Mr. Eric Oti Nyarko on behalf of all BAC Heads in Ashanti Region, expressed his sincere gratitude to the Project team and JICA at large for the quality training and hope that the support will continue during the expansion phase.

13) CLOSING OF MEETING

The Chairman thanked JICA for their continuous support throughout the Project period. He recounted the Japan Ambassador's emphasis on Japan's continued support to Ghana and reiterated the special quest that Japanese companies to partner with Ghanaian companies in the bid to transfer the Kaizen concept.

The Chairman finally thanked all members for their attention and contribution towards the success of the Project and the generation of more ideas for continuous improvement. Meeting continued with a presentation by Nana Sam-Himbson, the Foase BAC on the On-the-job training (OJT) activities at Nkawie and Kuntense. The meeting finally came to a close at 1:00pm with a closing prayer said by Saeed Moomen.

APPENDIX I: AGENDA FOR THE SEVENTH JOINT COORDINATING COMMITTEE (JCC) MEETING

Date: 4th February, 2015

Time: 9:00am – 1:00pm

Venue: Conference Room, Royal Lamerta Hotel, Kumasi

Time Allocation	Items	Person in charge
9:00 -	Registration	Project Assistants
9:30 -	Opening prayer	A Member
9:35 -	Introduction of Chairman	Mr. Samuel Asiedu
9:40 -	Chairman's Welcome Remarks	Chairman
9:50 -	Self-Introduction of members	Members
9:55 -	Address by Representative, JICA	JICA Ghana office
10:05 -	Address by Executive Director, NBSSI	Mr. Lukman Abdul-Rahim
10:15 -	Previous JCC Meeting Minutes Confirmation	Chairman
10:25 -	Presentation of the Summary of the Project Achievement and Recommendation	JICA Project Team (Dr. Ryoichi Ozawa)
11:00 -	Coffee Break	
11:15 -	Presentation on the National Expansion Plan	Mr. Saeed Owusu-Brobbe
11:30 -	Ceremony for the Trainer Certificate to the Pilot BACs	Mr. Lukman Abdul-Rahim
11:50 -	Discussion on the Presentations and the Way Forward	Chairman
12:40-	Statement on Project Completion and Commencement of the National Expansion	Chairman
12:45-	Closing Remarks	Chairman
12:55-	Closing Prayer	A Member
13:00 -	Lunch	

APPENDIX II: ATTENDANCE

MOTI

1. Mr. Darwonoba Baeka, Chief Director
2. Mr. Kofi Afresah Nuhu, Head, Manufacturing

JICA GHANA

1. Mr. Hiroshi Sumiyoshi, Senior Chief Representative

NBSSI STAFF

1. Mr. Lukman Abdul-Rahim, Executive Director
2. Mr. Saeed Owusu-Brobbe, Regional Manager, Ashanti Region
4. Mr. Samuel Asiedu, Project Officer, NBSSI-Ashanti
5. Mr. Kwasi Boateing, BAC Head, Bekwai
6. Mr. Eric Oti Nyarko, BAC Head, Ejisu
7. Nana Sam-Himbsen, BAC Head, Foase
8. Mr. Aikins Agyepong, BAC Head, Juaso
9. Ms. Priscilla Kwakye-Fosu, BAC Head, Konongo
10. Mr. Michael Odartey Golightly, BAC Head, Kumasi
11. Mr. Thomas Fofie, BAC Head, Mampong
12. Mr. Maahi Mohammed, BAC Head, Mampong
13. Mr. Thomas Opoku, BAC Head, Tepa
14. Mr. Kelvin Ofori-Atta, BAC Head, Tepa

JICA BDS PROJECT- EXPERTS

1. Dr. Ryoichi Ozawa, Chief Advisor
2. Mr. Tamon Nagai, Sub-Leader
3. Ms. Risa Yokoyama, Coordinator

INSTITUTIONAL REPRESENTATIVES (JCC MEMBERS)

1. Mr. Charles Arthur Ntiri, Head – Export Documentation, GCCI
2. Mr. Saeed Moomen, National General Secretary, ASSI
3. Mr. Andrews Frimpong, Assistant Coordinator, PSDS II
4. Mrs. Leticia Osafo-Addo, National Treasurer, AGI
5. Mr. Samuel Kaku, Project Officer, MoGCSP
6. Mr. George Brantuo, Director-Engineering Department, MOFA

INSTITUTIONAL REPRESENTATIVES (MONITORING WORKING GROUP MEMBERS)

1. Mr. Kwame Buor, Regional Chairman, ASSI
2. Ms. Augustina Gyamfi, Regional Director, MoGCSP
3. Mr. Osman Mamuda, Regional Officer, MOTI
4. Mr. Ojawuri James, District Manager - GRATIS
5. Mr. Robert Nketia, Regional Chairman, AGI
6. Mr. Atta Aboagye, Regional Director, GEA
7. Mr. Fosu Yeboah, Regional Executive Secretary, GCCI
8. Mr. Obeng Kyei, Deputy Manager, AGI

JICA BDS PROJECT ASSISTANTS

1. Ms. Juliet Dadson
2. Ms. Gifty Afi Cudjoe
3. Ms. Deborah Andoh
4. Mr. Kingsley Baah (National Service Person)

別添 13 : モニタリングワーキンググループ 議事録

1. 第 1 回モニタリングワーキンググループ議事録
2. 第 2 回モニタリングワーキンググループ議事録
3. 第 3 回モニタリングワーキンググループ議事録
4. 第 4 回モニタリングワーキンググループ議事録
5. 第 5 回モニタリングワーキンググループ議事録
6. 第 6 回モニタリングワーキンググループ議事録
7. 第 7 回モニタリングワーキンググループ議事録
8. モニタリングワーキンググループ戦略モデルワークショップ議事録
9. 第 8 回モニタリングワーキンググループ議事録
10. 第 9 回モニタリングワーキンググループ議事録
11. 第 10 回モニタリングワーキンググループ議事録
12. 第 11 回モニタリングワーキンググループ議事録

1. 第1回モニタリングワーキンググループ議事録

PROJECT FOR FORMULATING A STRATEGIC MODEL FOR QUALITY / PRODUCTIVITY IMPROVEMENT THROUGH STRENGTHENING BDS FOR MSES IN GHANA

MINUTES OF THE 1ST WORKING GROUP MEETING

HELD AT MARBON HOTEL, KUMASI ON THURSDAY, 10 MAY 2012

1. ATTENDANCE LIST

(See ANNEX 1 Attached)

2. AGENDA OF THE MEETING

The agenda of the 1st Working Group Meeting was the following:

- Opening address
- Introduction of representatives from District and Working Group Members
- Project activities
- Schedule until beginning of September
- Outline of corporate diagnosis
- 5S (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke)
- KAIZEN activity (Seven Muda (Waste))
- Question and answer
- Closing remarks

3. OPENING CEREMONY

3.1 The Working Group meeting started at 9.30 am with a prayer said by Mr. Michael Odartei Golightly, Head of Kumasi BAC.

3.2 WELCOME REMARKS

Mr. Saeed Owusu-Brobbery, the Regional Manager (Ashanti) of NBSSI welcomed all the participants and briefly explained the outline of the JICA BDS Project which has been started in April 2012. He argued that the project is intended to enhance the productivity of MSEs by using Ashanti Region as a pilot. He expressed his appreciation to the government of Japan to its continuous support to Ghana. Then he reiterated that cooperation of District Assemblies in Ashanti Region is essential to bring about success to this project.

Mr. Tamon Nagai, the acting leader of JICA BDS Project thanked participation to the meeting. He argued that the meeting aims at introducing the project outline, exchanging opinions with key stakeholders of the project and brief some elements of Japanese KAIZEN philosophy.

3.3 INTRODUCTION OF REPRESENTATIVE OF DISTRICT AND WG MEMBERS

Representatives of the District Assemblies and the Working Group members introduced themselves briefly.

4. PROJECT ACTIVITIES

The NBSSI Regional Manager of Ashanti addressed the meeting the background, goal and purposes of the Project. He then briefly discussed the expected outcomes of the Project and also argued input from NBSSI and JICA. Following Mr. Saeed Owusu-Brobbery's presentation, Mr. Tamon Nagai, the acting leader of the JICA BDS Project explained the outline of the Project. He talked on the Methodology and Tasks to achieve the expected Outcomes. He informed the meeting the process of selecting the pilot BAC district explaining the selection criteria agreed by Ghanaian and Japanese sides.

5. SCHEDULE UNTIL SEPTEMBER

Ms Kyoko Yoshikawa, the project coordinator of JICA BDS Project, briefed the project activities scheduled in coming months. She emphasized that 12 BAC district in Ashanti Region will be selected as pilot to implement the OJT which involves 3 MSEs per each district.

6. OUTLINE OF CORPORATE DIAGNOSIS

Mr. Nagai took participants through the corporate diagnosis and compared it with the medical examination of a patient. He explained the difference between diagnosis and specific consultation. The process of the diagnosis consists of questions (on management functional areas), scoring of the client on each question and averaging the total score; finally, it would be completed with a radar chart that, also, has all the functional areas as elements.

7. 5S (SEIRI, SEITON, SEISO, SEIKETSU, SHITSUKE)

Mr. Seki, one of the JICA Consultants, explained the 5S (capital letters of five Japanese terminologies) which seeks to improve the working environment of enterprises in order to enhance the productivity and quality of the products / services. He showed participants the pictures of companies which realized 5S concept.

8. KAIZEN ACTIVITIES

This topic was about the seven *muda* (Japanese word for “waste”) in business management. Mr. Nagai introduced the topic by explaining that in Manufacturing there are value-added activities and non-value-added activities. Kaizen, the Japanese term that means “continuous improvement” was concerned with removing waste so as to improve productivity and quality (of products/services). It was, therefore, the non-value-added activities of production/operations that Kaizen has the objective of eliminating. Mr. Nagai explained the seven types of *muda* to participants and brought the topic to a close by sharing the idea of Kaizen training.

9. QUESTION AND ANSWER

Q1: A participant suggested that it would be prudent to give an opportunity to visit Japan to understand better the concept of the Kaizen and 5S.

A1: The Regional Manager (Ashanti) of NBSSI replied that JICA is ready to send some counterparts to Japan for training.

Q2: Another participant asked Mr. Seki how to implement 5S in her office without any budget for files or cabinets.

A2: Mr. Seki answered that 5S is a concept / mentality which itself does not require any money.

Q3: A District Assembly representative argued that he understood that 3 pilot districts have already been selected but asked how another 9 district will be selected.

A3: Mr. Nagai, the acting leader of JICA Project Team, replied that the pilot BAC districts will be selected based on set of criteria which was already agreed by NBSSI and JICA, emphasizing that the willingness and commitment of BAC, number of growth oriented enterprises and cooperation from District Assembly are the most important among the criteria.

10. CLOSING REMARKS

The Regional Manager (Ashanti) of NBSSI announced that the candidate Working Group members who were present at the meeting were granted full membership to the Working Group of the Project. He also remarked that he looked forward to the successful implementation of the pilot phase and the scaling up of the project nationwide.

11. CLOSING

In the absence of any other matters for discussion, the meeting came to an end at noon. The closing prayer was said by Mr. Michael Odartei Golightly, the Head of Kumasi BAC.

ANNEX 1 Attendance list

1. WG members

Name	Organization
Saeed Owusu Brobbey	NBSSI Ashanti Regional Office
Nana Sam Himbson	Kuntanase BAC (NBSSI Ashanti Regional Office)
Evelyn Nyim-Asave	NBSSI Ashanti Regional Office
Manuda Osuan	MOTI
Augustina Gyamfi	Department of Women
Fosu Yegoah	Chamber of Commerce
Michael O Golighty	Kumasi BAC
Aiking Agyepong	Juaso BAC
Benson Adjei	Nkawie BAC
Ernest Merkatbi	GRATIS
Nana Ansu-Adjei	AGI
R. A. K. Nkba	AGI
Thompson A Affebib	AGI
Kisame Bun	ASSI

2. District Assembly

Name	District
Mongant Onusu-Menson	Juaso
Matthew Tay	Fomena
J A Anouch	Obuasi
Hon. Kusi Akankwai	Agona
Hon. Samuel Appiah-Kubi	Offinso North
Alhaji Lateef	Fomena
Hon. Samuel Agiamah	Kumasi
R. K. Sambo	Bekwai
Adams Tddisah	Mammteng
Feliaa Dapah	Kuntanase
Adwos Konedo Nhadim	Nkawie
Mike Owusu Amoako	Ahafo Ano South
Oti Mtempei	Amansie West
Koame Aadruah	Bosome Freho
D. A. Ohyomax	Mampong
O. Frempong-Beadn	Ejisu
Liyan Bhanl	Ejura
Solo Mon Adjei Mensah	Sekyere Effiduas
Ebimezca D Ntiamoah	Sekyere Central
Michael Afenogue	Asante Akim North

3. JICA

Name	District
Nana Adwoa Asiam	JICA Ghana Office
Tamon Nagai	JICA Project Team
Takaharu Seki	JICA Project Team
Kyoko Yoshikawa	JICA Project Team

4. Media

Name	District
Ben Aijoo	TV3
Afrei Aghin	TV3
Stephen Asante	GNA
Kurabei Angastin	Multimedia
Isaac Benchala	Radio Online

2. 第2回モニタリングワーキンググループ議事録

JICA/NBSSI BDS PROJECT

DRAFT MINUTES OF 2ND WORKING GROUP MEETING HELD AT MARBON HOTEL, KUMASI ON TUESDAY, 4TH SEPTEMBER 2012

1. ATTENDANCE (See Appendix 1)

2. BUSINESS OF THE MEETING

The agenda of the meeting was as follows:

- Opening Address by Mr. Saeed Owusu Brobbey and Mr. Nagai
- Remarks by JICA Ghana Office Representative – Mr. Noguchi
- Activities of NBSSI/JICA BDS Project by Mr. Nagai and Ms. Yoshikawa
- Implementation of 9-Week OJT by Ms. Yoshikawa
- Discussion and Q&A for WG Members

3. OPENING AND INTRODUCTIONS

The meeting started at 9.50 am, and a prayer was said by Mr. M. O. Golightly, Kumasi BAC Head. This was followed by self-introduction of members present.

4. OPENING ADDRESS

For the purposes of matters arising from the previous meeting, Mr. Saeed Owusu Brobbey, Ashanti Regional Manager of NBSSI recounted the start of the project early 2012. The activities that had been taken place between April and August, 2012 were the following.

- Induction workshop for BAC Heads
- 1st Joint Coordinating Committee meeting
- Induction workshop for District Municipal, Metropolitan Assemblies
- Weekly meetings with JICA consultants, as well as informal meetings which, he said, was going to continue
- Visits to pilot BAC Districts and candidate enterprises
- Two-week intensive training seminars for BAC Heads and BDOs on economic policy, business management modules and kaizen (continuous improvement) in June 2012. The seminars were facilitated by JICA and local (Ghanaian) consultants.
- Baseline survey of 20 BACs and more than 400 MSEs
- Administration of questionnaire to collect information from the local business development service providers and other relevant institutions.

On the activity of public relations, the Regional Manager noted that there were plans to create a website to serve as a tool to disseminate information to the outside world. He added that discussions were going on completed with a Kumasi-based television network, Multi-TV, to publicize activities of the project.

On that assurance of ways to improve the public relations aspect of the project, Mr. Saeed Owusu Brobbey declared the meeting formally open.

On behalf of the JICA consultants, Mr. Nagai thanked members for responding to the invitation and expressed the hope that members would fully participate in the nine-week On-The-Job (OJT) activities. The OJT is designed to train the pilot BAC Heads on enterprise diagnosis

method and enterprise improvement activities and it is to benefit nine micro and small enterprises in the Ashanti Region.

Mr. Nagai introduced three Japanese experts who arrived from Japan to help in the OJT. They were: Mr. Takaharu Seki, Mr. Satoru Tajima and Ms. Kyoko Yoshikawa.

5. REMARKS BY JICA GHANA OFFICE

Mr. Yoshiaki Noguchi, JICA Ghana Office Representative, expressed his appreciation for the progress achieved on an important phase of the project. He asked for a strong ownership of the project by the NBSSI and the BACs, observing that the nine enterprises to be trained formed a small number compared to the potential number of enterprises to benefit from the project in the region. Concluding his remarks, Mr. Noguchi noted that the OJT would be a cornerstone of the development of MSEs in Ghana, if the training successfully led to a Strategic Model of capacity building of BACs that can be extended to other regions..

6. ACTIVITIES OF THE PROJECT

For the benefit of the members of the Working Group who had not previously participated in the activities of the project, Mr. Nagai took the meeting through the project goal and purposes, and methodology and tasks. He mentioned the selection of nine MSEs in the three pilot BACs based on certain criteria.

He briefed members on the content of the two-week training organized to build the capacity of the BAC Heads. According to Mr. Nagai 38 participants (including 20 BAC Heads, 9 BDOs, 1 MOTI official and about 5 to 8 local consultants) were involved in the seminars, the performance of which was rated as above 75% on almost all the courses. He also disclosed that total of four training sessions were planned to be conducted during the project period between April 2012 and March 2015.

On the next set of activities, Mr. Nagai outlined the OJT work plan and the Japanese experts' assignment and schedule.

Ms. Kyoko Yoshikawa, the project coordinator, started her presentation by thanking the BAC Heads and the NBSSI Regional Office who helped with the conduct of the baseline survey. She took the meeting through the result of survey and its relevance to the PDM.

7. IMPLEMENTATION OF 9-WEEK OJT

Regarding the implementation of the OJT, Ms. Yoshikawa explained the activities for each of the nine weeks consisted of the following:

- Orientation
- Selection of pilot MSEs
- Corporate Diagnosis
- Kaizen workshop
- KAIZEN activities
- Follow-up of OJT (after 2-3 months in February 2013)

8. QUESTIONS AND ANSWERS (FORUM)

Q&A.1: Mr. R. A. Kwakye Nketia, AGI Regional Chairman, wondered what the tasks of the coordinators in the OJT would be and, also, what assistance in the form of machinery and equipment the pilot MSEs would get to overcome any problems after the diagnosis and recommended solution.

Replying, Mr. Nagai explained that the coordinators in each of the three teams would help with arrangement of activities and the compilation of the report based on a given format. He disclosed that no form of financial assistance is given by JICA to support acquisition or repair of equipment. The project is to support with management expertise for improved processes, providing advice in marketing, HRD, account book keeping and inventory control etc, and, thereby, to maximize conditions of the enterprise activities.

Q&A.2: Mr. Noguchi, as a Representative from JICA Ghana Office, was concerned with the setting of targets in the project design matrix and asked when and how this task was going to be carried out. He also drew attention to the OJT scheduling which needed to be adjusted for the 1st week schedule and national holidays.

Mr. Nagai replied that the number to be applied in “XX” in the indicators of PDM would be discussed with relevant parties based on the result of discussions with NBSSI and the team and then explained and agreed in the second JCC scheduled to be held in 6th November in Accra.

Q&A.3: The AGI Regional Chairman wanted to know the duration of the project and the number of years the funding for the BAC was going to last. He gave a scenario about where a BAC Head might not have suitable accommodation in the district to help make him/her effective in their work. There was the tendency, he said, of a BAC Head living outside his/her district and the possibility of absenteeism that could be an impediment in the smooth execution of the project.

Mr. Saeed Owusu Brobbey responded on the question of accommodation by noting that the problem was the responsibility of the District and municipal. He disclosed that agreement had been reached with the Rural Enterprise Project which is being sponsored by the International Fund for Agricultural Development (IFAD) and African Development Bank (AfDB) for each district in Ghana to have a BAC. As part of the programme, it is a condition for the district to provide office accommodation, furniture and fixtures including A/C.

Concerning the duration of the project, Mr. Saeed Owusu Brobbey said it would last for three years with the goal of improving upon the capacity of BAC Heads in the region to provide business development services effectively, 12 pilot districts would benefit from the project. NBSSI, he added, would take over from JICA to train other BAC Heads in the other nine regions of Ghana. AfDB and IFAD under the Rural Enterprise Project (REP) had pledged to support new BACs for 8 years and provide each BAC with a vehicle and office equipment. Mr. Owusu Brobbey informed the meeting, in addition, that an MSE sub-committee is being established in each district assembly to serve as the channel for presenting the needs of MSEs.

The Ashanti Regional Coordinating Council Representative also informed the meeting that Legislative Instrument 1961 (LI 1961) had been published for the establishment of a Department of Trade and Industry (DOTI) at the district level to support business development.

Q&A.4: Mr. Benson Adjei, Head of BAC Nkawie, wanted to know the role of BACs and MSEs in the implementation of the project.

Mr. Saeed Owusu Brobbey, Ashanti Regional Manager of NBSSI, informed the meeting that the BAC Heads would undergo capacity building so as to serve as agents who would pass on the “continuous improvement” methodology to entrepreneurs. He added that media personnel would be engaged to visit the beneficiary entrepreneurs to find out the usefulness of the project methodologies. The Regional Manager noted that the commitment of the BAC Heads was paramount, and that meant their retention at post after the capacity building for the replication or roll-out phase at the national level.

Q&A.5: The AGI Team at the meeting made a request for their staff to be included in the capacity building arrangement because the association was planning a similar project.

In the opinion of the Regional Manager of NBSSI, the entrepreneurs in the association (AGI) could be considered to benefit from the project in the same way as the clients of the BACs. The JICA Ghana Representative disclosed that his agency had considered AGI members in similar projects and it would be possible to include Ashanti AGI in their future assistance programmes such as training in Japan.

Q&A.6: The Regional Representative of the Ministry of Women and Children Affairs (MOWAC), Ms Amina Diasso enquired about the criteria for the selection of beneficiary enterprises.

Mr. Nagai provided the criteria for selection of pilot MSEs. The criteria include number of employees, book-keeping, production of marketable goods and willingness to disclose and share business information and so on. He informed the meeting that out of 10 clients, three would be selected in each pilot district.

Q&A.7: The Representative of GRATIS Foundation expressed the view that his entity co-exists with BACs in the districts and, therefore, made a suggestion that the Foundation’s staff be involved in the project. In addition, he advised that GRATIS could be contacted on the selection of the enterprises so as to widen the range of beneficiary activities.

The NBSSI Regional Manager noted that the project wanted to involve GRATIS and other related parties in the project so this is the very reason why GRATIS had been included in the membership of the JCC and WG. For that reason, the GRATIS staff were going to work with the BACs and assured GRATIS that they would be consulted on technical matters.

9. DATE OF NEXT MEETING

The Regional Manager of NBSSI announced that the next meeting of the Working Group would be held the period during the 8th to 15th November 2012; the exact date was to be communicated to members. Mr. Benson Adjei moved and his motion was seconded by Nana Ansu-Adjei, Regional Manager of AGI, for the meeting to come to an end at 12.35 pm.

APPENDIX 1 – ATTENDANCE

The following is the list of members and observers who attended the 2nd Working Group Meeting held at Marbon Hotel, Kumasi, on Tuesday, 4th September 2012.

JICA Ghana Office and Consultants

1. Mr. Yoshiaki Noguchi, JICA Ghana Office Representative
2. Mr. Tamon Nagai – Project Sub-Leader
3. Mr. Takaharu Seki – Consultant
4. Mr. Satoru Tajima- Consultant
5. Ms. Kyoko Yoshikawa – Project Coordinator

NBSSI/BAC Staff

1. Mr. Saeed Owusu Brobbey – Regional Manager, Ashanti Region
2. Mr. M. O. Golightly, BAC Head, Kumasi
3. Mr. Benson Adjei, BAC Head, Nkawie
4. Mr. Aikins Agyepong, BAC Head, Juaso

Institutional Representatives

1. Mr. Mamuda Osman, MOTI, Ashanti Region
2. Ms Amina Diasso, MOWAC, Ashanti Region
3. Mr. R. A. Kwakye Nketia, AGI Chairman, Ashanti Region
4. Nana Ansu-Adjei, AGI Regional Manager, Ashanti Region
5. Mr. Thompson A. Attebila, AGI BDS Officer, Ashanti Region
6. Mr. F. A. Sarpong, Ashanti Regional Coordinating Council
7. Mr. Ernest Mackafui, GRATIS, Mampong-Ashanti
8. Mr. Fosu Yeboah, Regional Executive Secretary, GNCCI
9. Mr. Kwame Buor, ASSI Regional Chairman
10. Mr. Stephen Boateng, ASSI Regional Secretary

Support Staff - Secretariat

1. Mr. Barnabas Sefa-Boakye – Recorder
2. Ms Gifty Afi Cudjoe, Project Assistant
3. Ms Juliet Dadson, Project Assistant

3. 第3回モニタリングワーキンググループ議事録

NBSSI/JICA BDS PROJECT
MINUTES OF 3RD WORKING GROUP MEETING HELD AT MARBON HOTEL,
KUMASI
ON 13TH NOVEMBER 2012

1. ATTENDANCE

The attendance list is attached. (See Annex 1)

2. AGENDA OF THE THIRD WORKING GROUP MEETING

- Opening Address - Mr. Saeed Owusu Brobbey / Dr. Ozawa
- Minutes of 2nd Working Group Meeting
- Address from JICA Ghana Office – Mr. Yoshiaki Noguchi
- Progress Report 1 Presentation – Dr. Ozawa
- Briefing on Pilot KAIZEN OJT – Mr. Nagai
- Report on Corporate Diagnosis and Improvement Activity – 3Pilot BAC Heads
- Work Plan from February 2013 – Ms. Kyoko Yoshikawa
- Discussion and Q&A (Forum)

3. OPENING AND INTRODUCTIONS

The meeting started at 10:10 am and a prayer was said by Mr. M. O. Golightly, Kumasi BAC Head. This was followed by self-introduction of members present.

4. OPENING ADDRESS

The Ashanti Regional Manager of NBSSI, Mr. Saeed Owusu Brobbey, briefed members on the achievement of the project since its inception. His impression was that the project implementation had been successful and that all the targets set for year 2012 had been achieved. He welcomed members to the meeting and expressed the wish that all present will actively participate in the discussion.

5. MINUTES OF PREVIOUS (2ND) WORKING GROUP MEETING

The minutes of the 2nd Working Group Meeting was circulated to members at the meeting. The Chairman, Mr. Saeed Owusu Brobbey invited members to read for its adoption after any corrections had been made. The AGI Ashanti Regional Chairman; however, observed that considering the length of the minutes and the time required to read it, the reading and adoption be shelved but suggested that minutes should be made available to member beforehand. The Chairman promised to send future minutes in advance to members after he had obtained the email addresses of the members.

6. ADDRESS BY JICA GHANA OFFICE

Mr. Yoshiaki Noguchi, on behalf of JICA Ghana Office, agreed with the NBSSI Regional Manager that the project had so far been successful. He emphasized that KAIZEN is based on the fact that no organization or enterprise is without operational weaknesses, thus, the need for KAIZEN or continuous improvement activities. He entreated members to make frank discussions on the performance achieved.

7. PROJECT REPORT 1 (ANNEX 2 &3)

Dr. Ryoichi Ozawa, the Chief Advisor and Project Leader of the JICA BDS Project took members through the project's overall goal, purpose, outputs, together with the tasks under the 3 outputs. He explained the project schedule and the major events for the period 2012 to 2015. The project activities completed were the following:

- Formulation of workflow
- Baseline survey
- 2-week workshop for BAC Heads
- 1st batch of 9-week OJT for Pilot BACs and Pilot MSEs

He provided the lessons learned from the project activities for the 6 months which included both strengths and weaknesses. For the indicators of the project design matrix (PDM), Dr. Ozawa provided the quantitative numbers for outputs and tasks that ranged between 70% and 80%.

In addition to the presentation by Dr. Ozawa, the Regional Manager of NBSSI informed Working group members that the project started with an induction workshop for BAC Heads and NBSSI Regional Office staffs. This activity was followed by an orientation workshop for District Chief Executives in the Ashanti Region to gain their support. He added that twelve districts would be covered, and it was his wish that all districts in Ashanti Region could benefit from the project activities.

According to Mr. Owusu-Brobbe, 9 enterprises and 141 employees had benefited from the OJT and that plans are underway for the owners of the 9 pilot MSEs to share their experience at upcoming KAIZEN forum.

Taking members through the NBSSI Ashanti Regional Office Workflow formulated in the course of Project, he mentioned that the workflow is aimed at mainstreaming of MSE consultation. He admitted that Human Resource Development (HRD) plan for the NBSSI Ashanti Region will be developed in conjunction with the project team. A planning and training manual will be developed for the NBSSI Ashanti Region. Public Relations (PR) was to include trade fairs to publicize the project achievements. Mr. Owusu-Brobbe expressed his happiness that improvement had been made in office management at the Ashanti Region NBSSI. These improvements included filing of papers and good record keeping, time management and information tracking.

To implement the workflow, NBSSI/JICA Project, he said, had agreed to support the design and production of project website, leaflets, flyers and posters (one of the components). The Regional Manager disclosed that the Project was also going to supply computer laptops to all BAC heads to aid in report writing during the OJT. To ensure effective use of these computers, the BAC heads will be taken through ICT training during the second 2-week training scheduled for February 2013.

The major activities and programmes to be implemented by the project in 2013, according to Mr. Owusu- Brobby, are the following:

- 2-week training in February 2013
- KAIZEN Forum to be attended by not less than 150 stakeholders in February 2013
- Selection of 3 BAC Heads and 2 officials of NBSSI Headquarters and Ashanti Region to attend 2-week practical training in Japan on March 2012
- Selection of additional 3 pilot districts for 9-week OJT by March 2012

- 9-week OJT from May 2013
- Joint Coordinating Committee Meeting in May 2013
- Working group meeting in February 2013 and June 2013

8. PILOT KAIZEN OJT BRIEFING (ANNEX 4 & 5)

Mr. Tamon Nagai, the Project Sub-Leader, made a presentation on the 9-week OJT programme that conducted from 4th September to 3rd November 2012. There were 3 teams consisted of a Pilot BAC Head, a Japanese expert and a coordinator. The content of the reports/activities were: corporate diagnosis and improvement (KAIZEN) activity.

The Kumasi and Nkawie BAC Heads took turns to present their reports on the OJT for enterprises in their districts. Mr. Nagai made the report for Juaso BAC whose head could not attend the meeting. The enterprises were the following:

- Kumasi District: CITA Printing Press (printer of school books), ISS Hi-Tech Prints (printer of T-Shirts and banners) and Ernies Classic Jewelry Enterprise (jewellery production)
- Nkawie District: Vicalex Brick & Tile Co. Ltd (brick and tile production), Adutwumwaa Herbal Industries Ltd. (preparation of herbal mixtures) and Kad Boarene Enterprise (bread making)
- Juaso District: Tornado Woodworks Enterprise, Atesem Carpentry Enterprise and Gye Nyame Sawmill Enterprise (all wood processing companies)

The following were the observations made after implementation of the 9-week OJT at enterprise level.

- Productivity increased as the result of new production layouts, production system, relocation of machinery and process time;
- Wastage reduction by removing unnecessary movements, search for tools and use of Seiton (organizing and sorting) board;
- Workers were thinking kaizen and, so, new ideas for quality improvement on process and product development;
- Standard time was developed for processes, that reduced time and number of employees on the job;
- Cleanliness of the work environment for health, safety and convenience;
- Use of suitable clothing, especially for food production enterprise;
- Skill map of employees to quickly identify high and low skill employees;
- Display of corporate vision, mission and values to communicate business rationale to all stakeholders, especially employees;
- Introduction of cash management and book-keeping practice;
- Suggestion of ways of marketing their enterprises using directional sign, billboard and branding of company trucks;
- Improved inventory control and storage of raw materials with “tally card” and layout of storeroom.

The conclusions were that:

- The enterprises were impressed and satisfied that, though they received assistance from BAC Heads, the OJT was intensive and helpful.
- The attainment level of learning objective for the BAC Heads was rated very satisfactory.

9. PLAN FOR NEXT 3 MONTHS (ANNEX 6)

Ms. Kyoko Yoshikawa, the Project Coordinator, enumerated the following activities to be conducted next 3 months.

- One-day KAIZEN forum (19th February 2013) to be attended by 150 Private and Public Sector stakeholders
- 2-week workshop for BAC Heads (4th to 15th February 2013)
- Training in Japan (11th – 22nd March 2013)
- Preparation for nationwide expansion (January 2013)

Ms. Kyoko invited all members to attend the KAIZEN forum and for them to nominate their clients to participate in the programme.

10. DISCUSSION, QUESTIONS AND ANSWERS

Q&A.1 The representative of Ghana National Chamber of Commerce & Industry (GNCCI), Mr. Fosu Yeboah, asked for the meaning of the 5S, which was explained as follows.

- Seiri (Sorting)
- Seiton (Set in order)
- Seiso (Shining and/or Sweeping)
- Seiketsu (Standardizing)
- Shitsuke (Sustaining the Practice)

The NBSSI Regional Manager summarised the model that the 5S (the first letter of the 5 words in Japan, captured also in English) is a series of operation or production process to improve the situation for a cleaner, convenient work environment to bring about increase in quality and productivity.

Q&A.2 Dr. Ozawa asked the AGI Chairman about his association's number of BDS Providers. The AGI Regional Chairman, Mr. R. A. Kwakye Nketiah, replied that they had 2 BDS Providers. Dr. Ozawa suggested the involvement of the BDS Providers in the NBSSI/JICA BDS Project especially in the 2-week training scheduled in February 2013. The suggestion was accepted by the Regional Chairman.

The AGI Regional Chairman made a suggestion about the show of the “highest standard of respect” by BAC Heads towards their clients to help the success of project activities. The Regional Manager of NBSSI commented that his staff ranked very high in their relationship with clients, and that BAC Heads were continuously trained to provide professional service.

As a contribution, the MOTI Representative Mr. Mamuda Osman was impressed about the results of the 9-week OJT. He expected a fast approach of expanding the capacity building to benefit many service providers and entrepreneurs. He suggested that the entrepreneurs be encouraged to use the services of graduates.

On his part, the GRATIS Representative noted that the enterprises are the basis of the work of BACs and Rural Technology Facilities (RTFs). He recommended the use of the services of the BAC Heads by members of AGI to help develop their businesses. Where the BAC Head could not provide the assistance, in the view of the GRATIS representative, it could be referred to a higher level BDS Provider.

The Regional Chairman of ASSI Ashanti Region, Mr. Kwame Buor, expressed the view that BAC Heads should liaise with the sector associations under his organization to educate the MSEs about the KAIZEN concept. In response, the NBSSI Ashanti Regional Manager informed the Regional ASSI Chairman that it was his responsibility to inform his members about the project. He advised ASSI members to register with the BACs.

On the issues of succession plan and employment of graduates proposed for the entrepreneurs by the MOTI Representative, Mr. Owusu Brobbey disclosed that his organization is considering the training of BAC Heads to help their clients on these matters. In the case of the hiring of graduates, he cautioned that MSE operators were not willing to pay for professional service.

The MOWAC Representative, Ms. Amina Diasso pleaded for the selection of women in business to benefit from the project. The Regional NBSSI Manager observed that women were well represented and the policy of his outfit is to allocate at least 40% of places for women.

11. CLOSING REMARKS

The Chairman of the Working Group, Mr. Saeed Owusu Brobbey, was very happy that the meeting had been participatory and that all matters had been exhausted. He expressed the wish to continue to receive feedback from members. On the participation at the KAIZEN Forum, the decision was taken that AGI send 60 participants while GNCCI and ASSI nominate 20 and 40 members respectively.

On the part of Mr. Noguchi of JICA Ghana Office, the project results should be continued and sustained. He remarked that the examples outlined under the 9-week OJT were excellent. He cautioned, however, that the project model had been executed in other countries but it could not be continued because some of the beneficiaries went back to their old practices. He therefore advised that follow-up on the activities was necessary and that progress reports needed to be honest, reflecting the true situation.

12. DATE OF NEXT MEETING

After consultations by the JICA Experts and NBSSI Regional Office the next meeting of the Working Group was scheduled for the end of February 2013. The exact date would be communicated to members. Mr Owusu Brobbey disclosed that in 2013 there was going to be one meeting at the end of each quarter.

The Chairman declared the meeting ended at 2:05 pm, and the closing prayer was said by Mr. Golightly, BAC Head, Kumasi.

ANNEX 1

List of Participants

JICA Ghana Office and Consultants

1. Mr. Yoshiaki Noguchi, JICA Ghana Office Representative
2. Dr. Ryoichi Ozawa – Chief Advisor
3. Mr. Tamon Nagai – Expert on BDS Provision
4. Ms. Kyoko Yoshikawa – Project Coordinator

NBSSI/BAC Staff

1. Mr. Saeed Owusu Brobbey – Regional Manager, Ashanti Region
2. Mr. M. O. Golightly, BAC Head, Kumasi
3. Mr. Benson Adjei, BAC Head, Nkawie

Institutional Representatives

1. Mr. Mamuda Osman, MOTI, Ashanti Region
2. Miss Amina Diasso, MOWAC, Ashanti Region
3. Mr. R. A. Kwakye Nketia, AGI Chairman, Ashanti Region
4. Mr. Thompson Appau Attebila, AGI BDS Officer, Ashanti Region
5. Mr. Ojawuni James N., District Manager -GRATIS, Mampong
6. Mr. Fosu Yeboah, Regional Executive Secretary, GNCCI
7. Mr. Kwame Buor, ASSI Regional Chairman
8. Mr. Stephen Boateng, ASSI Regional Secretary

Support Staff - Secretariat

1. Mr. Barnabas Sefa-Boakye – Recorder
2. Miss Gifty Afi Cudjoe, Project Assistant
3. Miss Juliet Dadson, Project Assistant

4. 第4回モニタリングワーキンググループ議事録

NBSSI/JICA BDS PROJECT DRAFT MINUTES OF 4TH WORKING GROUP MEETING HELD AT MARBON HOTEL, KUMASI ON TUESDAY, 26TH FEBRUARY 2013

1. ATTENDANCE (See Annex A Attached)

2. BUSINESS OF THE MEETING

The agenda of the meeting was as follows:

- a. Opening Remarks by Chairman, Mr. Saeed Owusu Brobbey
- b. Address from JICA Ghana Office
- c. Minutes of Previous Working Group Meeting
- d. Briefing and Reports on the Activities of the 1st Quarter (2013)
 - ❖ 2nd Batch of 2-Week Workshop and its Result
 - ❖ Kaizen Forum and its Result
 - ❖ Progress on the National Expansion Plan
- e. Briefing on the next 9-Week Kaizen OJT and other Activities in the 2nd Quarter
- f. Discussion and Q&A for WG Members
- g. Closing Remarks

3. OPENING REMARKS

The Chairman, Mr. Saeed Owusu Brobbey, declared the meeting opened at 10.10 am after a long wait for a number of members to arrive. Mr. Sam-Himbson, BAC Head for Kuntanase (Bosomtwe district) said the opening prayer.

The Chairman in his opening remarks expressed regret at the punctuality of members at meetings and wished to recommend the reduction of the frequency of meetings from four to two in a year. The aim of the meetings, he noted, was to brief members on the progress of the project so that the members who are representatives of groups would, in turn, go to inform their associations' members about the activities of the project.

The Chairman expressed the view that if Working Group Members did not change their attitude towards meetings, he might use the media to disseminate the results of activities to the target groups, that is, MSE operators.

Mr. Owusu Brobbey informed all present that the JICA Representatives from Accra could not attend the meeting due to flight cancellations as a result of lack of aviation fuel.

Mr. Tamon Nagai, Project Sub-Leader, made a quick reflection on the activities undertaken and expressed his happiness that the project was progressing smoothly. He confirmed the inability of the JICA Representatives to attend the meeting. The address on the agenda from JICA Ghana Office could, therefore, not be presented.

4. MINUTES OF PREVIOUS MEETING

The Chairman stated that the minutes were circulated in advance. the following corrections were made after members went through the minutes;

- Page 5, paragraph 4: The RTFs are to be added to BACs in respect of service provision to the enterprises, as was recommended by the RTF Manager.

- The surname of the RTF Manager at Mampong-Ashanti was wrongly typed as “Ojawuni” instead of “Ojawuri”.

In the absence of any other corrections, Mr. Fosu Yeboah, the AGI Ashanti Regional Executive Secretary moved and was seconded by Mr. James Ojawuri, the RTF Manager at Mampong-Ashanti for the minutes to be confirmed by the meeting.

5. BRIEFING ON 1ST QUARTER ACTIVITIES

Mr. Tamon Nagai briefed the meeting on the following matters for the 1st Quarter of 2013.

5.1 Purpose of Training

The second two-week training for BAC Heads was held from 4th to 16th February 2013. Mr. Nagai referred to the first two-week training in June 2012 as theoretical and knowledge-giving, whereas the second training in February 2013 was practical or “real application”. The design was for the BAC Heads to learn the theory and practical skills in order to apply in helping the SME operator.

The training covered the following topics: Microsoft suite (MS Word, Excel and PowerPoint), Corporate diagnosis (lectures and exercises), and field work (visit to enterprises to conduct diagnosis in three groups). He mentioned that computer training was included in the training on the basis that these computer skills would be needed in report writing. Eleven Business Development Officers (BDOs) under the BACs took part in the training.

5.2 Schedule of Training

Mr. Nagai took members through the schedule of the training days, groupings of trainees and the content of the training. The Chairman invited questions on the presentation.

Mr. Ojawuri of RFT/GRATIS thanked JICA for the training and hoped that the enterprises would use the opportunity to their advantage. Mr. Osman of MOTI explained that the training programmes were aimed at supporting the Private Sector and urged members to encourage their groups to embrace it whenever they got the opportunity to receive the assistance. He wondered if ASSI had a BDO and advised the association to seize the opportunity offered so that they would have no cause to blame NBSSI that the latter did not help the association.

Mr. Fosu Yeboah of GNCCI asked whether there was a participant from the Private Sector (non-client of BACs) on the training. The Chairman answered that though invitation was sent to them they failed to attend. He advised that the JICA team could be invited to train members of an association but at a fee (cost) to the association. The project, he assured, was going to be given extensive publicity.

Mr. Kwame Buor of ASSI Ashanti informed the meeting that his members had asked Mr. Nagai to attend their meetings so as to introduce the project to his association members. ASSI Council, he said, had made arrangements to meet the Kumasi BAC Head for a similar purpose. The Chairman advised ASSI that the right step for them is to put any request in writing; ASSI Chairman accepted the advice.

6. REPORT ON 1ST QUARTER ACTIVITIES

Miss Gifty Afi Cudjoe, the Project Assistant, took members through the results of the 2nd two-week training and the Kaizen Forum based on evaluations conducted.

6.1 Two-Week Training

The number of BACs/BDOs who responded were 32. The result of training evaluation (to access trainees understanding) were:

- Computer training in MS Word – 65.63% of trainees (Very Well); 34.37% (Well)
- Computer training in MS Excel –34.37% (Very Well); 65.63% (Well)
- Computer training in MS PowerPoint – 34.37% (Very Well); 65.63% (Well)
- Skills required to write a corporate diagnosis report independently – 59.38% (Very Well); 40.62% (Well)
- Understanding of Corporate Diagnosis –59.38% (Very Well); 40.62% (Well)
- Understanding of SWOT Analysis – 93.75% (Very Well); 6.25% (Well)
- Issues to know before visiting an enterprise – 68.75% (Very Well); 31.35% (Well)
- Simulating the work process of corporate diagnosis – 34.37% (Very Well); 65.63% (Well)
- Level of confidence to conduct corporate diagnosis – 40.62% (Very Confident); 59.38% (Confident)

Overall comments: the foregoing results of the training (evaluation scores) meant that the activity was well organized and beneficial to the trainees.

6.2 Kaizen Forum

The number of participants at the Kaizen Forum was 200; 124 of them completed the questionnaire administered. The issues discussed at the Forum consisted of corporate diagnosis, the 5S and Kaizen concept. The following are the opinions expressed by the respondents.

- Understanding of the NBSSI/JICA BDS project – 76 responded “Very Well” representing 61.29%; 34.45 “Well” representing 39. It appeared that the respondents who did not understand could be non-literate.
- Understanding of the Kaizen concept – 76 responded “Very Well” (61.29%) and 39 “Well” (31.45%)
- MSEs who are ready to receive the concept from BACs – 60 want it free (48.38%)’ 23 ready to pay a fee (18.54%); 1 respondent not interested
- Ready to implement the 5S and Kaizen – 78 ready; 6 ready on condition only when they have time.

Overall observations: MSE owners expressed interest in the project and requested for handouts and translation in vernacular (Twi in the case of Ashanti Region). They wished that the activities covered business start-ups (micro businesses); timber millers wanted to be involved.

The MOTI official, Mr. Osman Mamuda expressed the view that participants who were not interested needed to be encouraged to accept the concept. The RTF Manager was happy that Kaizen had been made public and it was a step in the right direction. Mr. Sam-Himbson expressed the view that the MSE operators would have a better understanding if the concept is taken to the meetings of associations where communication could be more effective.

The Chairman, on his part, reiterated that a mandate of his organization is to develop the capacities of the MSEs through the training of the BAC Heads. On the request of the enterprise owners to have the project information in vernacular, he sent an invitation to whoever could translate the 5S in the various Ghanaian dialects. He lamented the inactivity of enterprises in the region towards projects to improve the capacity of the Private Sector. He regretted that it had been difficult for enterprises to avail themselves for Kaizen to be implemented at their workplaces.

7. NATIONAL EXPANSION PLAN

The Chairman, Mr. Saeed Owusu Brobbey, reported that the project would end in March 2015 at the pilot phase in the Ashanti Region. NBSSI was to replicate the project throughout Ghana. According to the plan, 12 BAC Heads (at least 9 of them) were expected to be qualified to train the others (BAC Heads in the Ashanti Region).

He said that the National Expansion Plan Working Group had been set up, the membership of which consisted of the NBSSI Executive Director, Deputy Executive Director, Entrepreneurship Development Department Director, Regional Manager (Ashanti) together with JICA Expert/Chief Advisor and a JICA Expert.

The JICA BSD Project had assisted to conduct surveys in Northern and Western regions and they would help with the replication in the two regions side by side with the trainers from Ashanti Region.

The main activities for the expansion programme in each region were the following.

- Baseline survey on MSEs, BACs and BDS providers
- 2-week classroom lecture for BAC Heads
- 9-week on the job (OJT) training
- 2-week group exercise
- Kaizen forum
- Implementation of corporate diagnosis and Kaizen (5S at the enterprise level)
- Follow up on implementation

The chairman added that one year would be set aside for each region's activities. A concept paper would be developed to secure funding from government to meet the budget of the national expansion. The Chairman disclosed that a proposal would be made to extend the project by two to three years. JICA Headquarters in Japan would receive the proposal for the extension when the NBSSI delegation travel there in March 2013.

He said that MOTI would organize a conference of stakeholders to receive inputs for the expansion plan. In 2015 if JICA's assistance was not secured they would hand over completely to NBSSI to manage the national expansion (replication).

He summarized the presentation in the following matters, and all of them were confirmed:

- the importance of the project for which reason it was to be expanded or replicated nationwide;
- the end of JICA's role in March 2015 and proposed extension of three years up to April 2018;
- concept paper to be sent to Japan's Government during the training tour by NBSSI officials to that country;

On the part of the MOTI official, he wanted to know whether the two regions (Northern and Western) were randomly chosen for the expansion. He again expressed the view that, learning from the experience of the Ashanti Region, sensitization was to be made in advance in the two regions so that the Private Sector could support the implementation.

Replying, the Chairman explained that geographical spread was considered so that Northern region, for instance, could take care of Upper West and Upper West regions. He noted also that

ASSI was strong in the Northern Region based on a survey, but it was not the case for AGI. In the Western Region business, he said, was booming but associations were not active there. Associations would therefore need to be strengthened to make implementation successful, and the practice had been to rely on AGI and other business associations. Mr. Nagai added that the two regions chosen are closer to Ashanti Region and there are similarities in enterprises in the three regions.

8. BRIEFING ON THE ACTIVITIES IN THE 2ND QUARTER

From May to July 2013 would be the next 9-week Kaizen OJT. The six BACs that had been visited in February 2013 are: Mampong, Agona, Bekwai, Kuntanase, Obuasi, and Konongo. Mr. Nagai reported that he was satisfied with five of the six districts concerning the size of enterprises (criteria including 8 employees or more with growth-oriented).

Three pilot BACs were to be selected at the beginning of March 2013 and preliminary study in mid-March 2013. The Chairman promised that study tours would include members of the Working Group so that they could acquaint themselves with the field work.

9. DISCUSSION AND QUESTIONS AND ANSWERS

Mr. Sam-Himbson observed that the districts which were far from Kumasi were not considered. Mr Nagai answered that distance was not a criterion, but that there were difficulties with commuting as it concerned distant districts. He identified the solution as staying in a hotel in the case of Mampong and Obuasi. He assured that all the districts would be treated equally.

To the question of criteria for selecting the districts and consultations made with the political heads, asked by the RCC Representative, the Chairman said that the enterprises and the chief executives in certain districts had shown no interest in the project even after a seminar had been organized for them.

On Mr. Sam-Himbson's opinion of sending a committed BAC Head to a district with suitable enterprises to implement the project (where the resident BAC Head is not committed), the Chairman advised that every head needed to be committed, else he or she had no place in the organization.

The RTF Manager pleaded with members to be punctual at meetings so as not to waste the time of other members who would leave their schedules to be on time at the meetings, noting that it was a national duty for which they were paid to carry out. The Chairman replied to MOTI official's suggestion that the arrival time could be pushed forward by cautioning that those members who could not attend meetings would be replaced with MSE owners who are committed to the activities of the project.

10. CLOSING REMARKS AND DATE OF NEXT MEETING

The Chairman, in a brief remark, thanked members for responding to the invitation and encouraged them to own the project for its success by showing commitment to activities. The next meeting was scheduled to be held on a day in the first week of May 2013 to be announced. Mr. Sam-Himbson said the closing prayer for the meeting to come to a close at 1.20pm.

ANNEX A – ATTENDANCE

NBSSI/BAC Staff

1. Mr. Saeed Owusu Brobbey, Regional Manager, Ashanti Region
2. Mr. Nana Sam-Himbson, BAC Bosomtwe District

Present - JICA Ghana Office and Consultants

1. Mr. Tamon Nagai – Project Sub-Leader

Present - Institutional Representatives

1. Mr. Mamuda Osman, MOTI, Ashanti Region
2. Representative from Department of Women, Ashanti Region
3. Representative from Ashanti Regional Coordinating Council
4. Mr. James N. Ojawuri, District Manager, GRATIS, Mampong-Ashanti
5. Mr. Fosu Yeboah, Regional Executive Secretary, GNCCI
6. Mr. Kwame Buor, ASSI Regional Chairman

Support Staff - Secretariat

1. Mr. Barnabas Sefa-Boakye – Recorder
2. Miss Gifty Afi Cudjoe, Project Assistant
3. Miss Juliet Dadson, Project Assistant

5. 第5回モニタリングワーキンググループ会合議事録

NBSSI/JICA BDS PROJECT
MINUTES OF THE 5TH WORKING GROUP MEETING HELD AT ROYAL LAMERTA
HOTEL, KUMASI ON THURSDAY, 9TH MAY 2013

1. ATTENDANCE (See Annex A Attached)

2. BUSINESS OF THE MEETING

The agenda of the meeting was as follows:

- a. Opening Remarks by Chairman
- b. Address from JICA Ghana Office
- c. Minutes of Previous 4th Working Group Meeting
- d. Report on Project Activities
- e. Briefing on 2nd 9-Week On-the-Job Training (OJT)
- f. Discussion and Q&A for WG Members
- g. Closing Remarks and Date of Next Meeting

3. OPENING REMARKS

Mr. Saeed Owusu Brobbey, the Ashanti Regional Manager of NBSSI and Chairman of the Working Group, declared the meeting opened at 9.25 am. After the opening prayer said by Mr. Sam-Himbson, BAC Head for Kuntanase (Bosomtwe District), there was self-introduction of members.

In the Chairman's opening remarks, the Chairman expressed happiness that all the institutional representatives were present compared to the previous meeting when many members could not attend. He reminded Working Group members that if the project, being piloted in the Ashanti Region, does not receive the necessary commitment from members, its expansion will likely be difficult.

The Chairman gave the highlights of the agenda for the meeting as follows:

- a. Selection of three additional enterprises whose BAC Heads were at the meeting
- b. Impressions of Two members of the Working Group who travelled to Japan for a month's study tour
- c. Visit of a team from JICA Headquarters in Japan to appraise the JICA BDS Project in October, 2013

He therefore invited members' suggestions for improvement of the project activities; noting that the Working Group needed to convince the team that the implementation was smooth going. He hoped that other Working Group Members could visit Japan to learn the good work practices of the Japanese.

Finally, the Chairman apologized to members for shifting the venue of the meeting from Marbon Hotel (the usual venue) due from that hotel's failure to maintain the reservation made by NBSSI.

4. ADDRESS FROM JICA GHANA OFFICE

A representative of JICA - Ghana Office (Mrs. Nana Asiam) apologized for their inability to attend the last meeting. She was happy to witness the full representation at the 5th Working

Group meeting. The mission of JICA Ghana Office at the meeting was to be informed on how the project was progressing. She urged all the members present to be fully be involved in the deliberations and the field visits of the next OJT activity, considering that “we all are stakeholders”. She advised the members not to hesitate to point out any challenges they might face as the project progresses.

5. MINUTES OF PREVIOUS MEETING

The Minutes of the 4th Working Group Meeting was reviewed and the Chairman asked for any corrections to be made.

5.1 CORRECTIONS

- a. On page 2, paragraph 2 Mr. Fosu Yeboah was to be designated as: Ashanti Regional Executive Secretary of Ghana Chamber of Commerce and Industry
- b. On page 5, paragraph 2, line 2 is to be corrected as: ...Upper East and Upper West Regions...
- c. On page 7, attendance list for Instructional Representatives, the following names are to be inserted:
 - Ms Augustina Gyamfi, Regional Director, Department of Women, Ashanti Region
 - Mr. Isaac Kyeremateng, Ashanti Regional Coordinating Council

In the absence of any further corrections Mr. Sam-Himbson moved for the Minutes to be adopted and it was seconded by Mr. James Ojawuri, Mampong-Ashanti RTF (Gratis Foundation) Manager.

5.2 MATTERS ARISING FROM THE MINUTES

Referring to the regret the Chairman expressed in the case of disinterest by certain District Chief Executives, the Regional Director of MOTI asked that steps should be taken to improve upon the interest in the project. Commenting, the Chairman said that the project was going to use the Rural Enterprise Programme as a platform to spread the message to the districts, especially the new ones. He added that extensive information and activities would be put on a website that was being created for the project.

Furthermore, in respect of needs assessment to identify enterprises for funding, the project’s model (corporate diagnosis) was going to be used to develop their capacity. The Chairman disclosed that funding had been secured from the International Fund for Agricultural Development (IFAD) to support the activities of REP (which was being rolled out nationwide). The Chairman, again, said that the NBSSI was already collaborating with COTVET in connection with funding to develop SME operations; already a few enterprises had been selected under the Skills Development Fund.

Mr. Tamon Nagai, the Project Sub-Leader, wanted to know about the Concept Paper that was submitted to JICA- Headquarters in Japan. The Chairman informed members that the concept paper was submitted to JICA Headquarters in Japan and JICA Ghana Office in February 2013. On the part of Dr. Ryoichi Ozawa, he assured members that a response to the concept paper would be given by JICA Ghana Office at the appropriate time, bearing in mind that the project was only one year old.

6. REPORT ON PROJECT ACTIVITIES

6.1 The JICA Chief Advisor, Dr. Ryoichi Ozawa took the meeting through the goal, purpose, project schedule and major events covering the project start and activities in 2013.

- 2-week workshop on Corporate Diagnosis
- Kaizen Forum
- Study in Japan

The next six months' activities are the following:

- 2nd 9-week OJT
- Study tours (visits to local enterprises) by WG Members, as well as REP and RTIMP as suggested by the Chairman
- Preparation of the interim review
- Lessons learned and issues – all NBSSI Heads from the regions to learn from Ashanti Region NBSSI.

The Chairman expressed worry about budgetary constraints regarding workflow activities (including publicity) for the NBSSI Ashanti Regional Office and made an appeal for funding from the Project.

Dr. Ryoichi Ozawa spoke briefly on the 2-week workshop and the 2nd 9-week OJT for the new three BACs, as well as the nationwide expansion. He was satisfied with the preparations and preparedness for the Northern and Western Regions.

He envisaged that changes would be made in the schedule for better sequence of project activities. In respect of the Mid-term Review mission, he asked that suggestions be prepared for them when they arrive (in October 2013).

6.2 Experiences from Japan Study Tour

- MOTI Regional Director was convinced that kaizen is relevant to enterprise development in Ghana. Work culture such as time consciousness, team work, and effective communication with clients were non-existent in Ghana. In Japan, he said, the customer is at the centre of the business. Kaizen, therefore, was to be localized by developing a language for the concept.
- The Ghana Chamber of Commerce and Industry representative, in his turn, recounted that the SMEs visited are generally family-owned business, and continuity is important for the Japanese. In his view, in Ghana, there has not been succession planning by SME owners. Kaizen is visible everywhere at the enterprise level and makes companies look alike by their layout. Mr. Fosu Yeboah observed also that the CEO wears the same uniform as the workers and takes meals with them. He learned that there is coordination between academia and industry.

6.3 Comments on the Experiences of Study Tour

- The RTF Manager said that MOTI and GCCI representatives who travelled to Japan represented the SMEs in Ghana and it was his expectation that they would disseminate the message to their large constituencies.
- Responding, MOTI Regional Director said that his organization has a vehicle for championing SME development which is the NBSSI. He implored the BACs that they are “the eye of the Ministry; they are the people having direct contact with the SMEs and, therefore, they should come out with innovative ideas that would create the forum to disseminate the success of the project in collaboration with the Regional Heads of NBSSI”. Kaizen, he concluded, gives a person a management tool which is very practical to implement.

7. BRIEFING ON 2ND 9-WEEK OJT

Mr, Tamon Nagai, Project Sub-Leader acknowledged the full representation of the Working Group at the meeting. He led members to discuss the details of the 2nd 9-week OJT activities which included the following.

- a. 3 BACs x 4 to give 12 pilot BACs
- b. 3 Teams: Konongo, Obuasi, Mampong - each team with a JICA expert, BAC Head and a Coordinator (who will help with arrangements and reporting)
- c. 3 Enterprises each in each BAC-District
- d. Overall Schedule Process: pre-selection of pilot MSEs, workflow and manufacturing process, OJT at site, achievement check and final workshop including reporting.

The BAC Heads for the 2nd OJT (Mampong, Obuasi, Konongo), in turns, presented an overview of the 5 enterprises (selected from 10) which would eventually be reduced to three for the OJT. The method used to select enterprises followed given criteria.

A question was asked as to why wood processing was dominant in the selected enterprises in the 1st and 2nd OJT. The meeting was of the consensus that certain particular enterprises were widespread in certain districts and the reality was that they could not be denied the opportunity if they met the criteria. Furthermore, the criteria imposed on the team to select the enterprises that are capable of undertaking the activity.

8. DISCUSSION AND Q&A FOR WG MEMBERS

8.1 Replying to the suggestion by the Ghana Chamber of Commerce and Industry Representative, (Mr. Fosu Yeboah), that the pilot BACs travel to Japan to get exposure to kaizen, the Chairman said that the project has plans to develop the capacities of the BAC Heads locally by the JICA Experts.

8.2 Mr. Kofi Nuhu, the Ministry of Trade & Industry Ashanti Regional Director expressed the view that NBSSI was being challenged to reach new heights in enterprise development. For this reason, they needed to start thinking of how they could achieve the capacities of BACs to meet the challenge. On the part of the NBSSI, the organization was under-resourced and the responsibility was on the Government to help NBSSI to succeed.

8.3 The BAC Head for Bosomtwe District, Nana Sam-Himbson wanted to know why water producers were not selected in the previous OJT but were being considered in the 2nd OJT. Mr. Nagai answered that there was no discrimination and so any enterprise which meets the criteria would be considered for the training.

8.4 The Association of Ghana Industries Representative, Mr. William A. Ahiadormtey wanted to know if the pre-selected herbal medicine producers had complied with government regulations. The Konongo BAC Head, Mrs. Priscilla Fosu-Kwakye informed members that the company that had been pre-selected has all the licences to produce herbal medicine. The meeting was of the agreement that companies whose products required licensing and certification should be advised to meet the requirements.

8.5 MOWAC Representative, Ms. Augustina Gyamfi expressed the view that it was not advisable to select the gari processor at Obuasi which was facing raw material shortage. The Obuasi BAC Head, Mr. Kelvin Ofori-Atta assured members that he had talked with the business owner who has informed him that he (owner) was expecting supply of the raw material. The general observation was that the BACs were to assist enterprises with seasonal production

difficulties to overcome the problem. In this connection, the RTF (Gratis Foundation) Manager suggested that the business owner is to be advised to consider cassava farming to feed the processing factory.

9. CLOSING AND DATE OF NEXT MEETING

In the absence of any other matters for discussion, the RTF (Gratis Foundation) Manager, Mr. James Ojawuri moved and was seconded by the MOWAC Regional Director, Ms. Augustina Gyamfi for the meeting to come to an end at 12.35 pm. The date for the next WG Meeting was tentatively scheduled for September 2013. The Kumasi BAC Head said the closing prayer.

ANNEX A – ATTENDANCE

Present - JICA Ghana Office and Consultants

1. Ms. Takako Ueno, Project Formulation Advisor, JICA -Ghana
2. Mrs. Nana Adwoa Asiam, Programmes Officer, JICA-Ghana
3. Dr. Ryoichi Ozawa, Project Leader, JICA BDS Project
4. Mr. Tamon Nagai, Project Sub-Leader, JICA BDS Project
5. Mr. Satoru Tajima, Expert, JICA BDS Project
6. Mr. Takaharu Seki, Expert, JICA BDS Project
7. Ms. Risa Yokoyama, Project Coordinator, JICA BDS Project

NBSSI/BAC Staff

1. Mr. Saeed Owusu Brobbey, Regional Manager, Ashanti Region, NBSSI
2. Mr. Nana Sam-Himbson, BAC - Bosomtwe (Kuntenase) District
3. Mr. Michael O. Golightly, BAC - Kumasi, NBSSI
4. Mr. Kelvin Ofori-Atta, BAC- Obuasi, NBSSI
5. Mrs. Priscilla Kwakye-Fosu, BAC-Konongo, NBSSI

Present - Institutional Representatives

1. Mr. James Ojawuri, Regional Manager, GRATIS Foundation
2. Mr. Nana Sam-Himbson, BAC Bosomtwe (Kuntenase) District
3. Mr. Fosu Yeboah, Regional Executive Secretary, Ghana Chamber of Commerce
4. Mr. Thompson Appau Atebilla, Business Development Officer, Association of Ghana Industries
5. Mr. Kwame Buor, Regional Chairman, Association of Small Scale Industries
6. Ms. Augustina Gyamfi, Regional Director, Ministry of Women and Children Affairs
7. Mr. William A. Ahiadormtey, Vice Chairman, Association of Ghana Industries
8. Mr. Kofi Nuhu, Chief Director, Ministry of Trade and Industry

Support Staff - Secretariat

1. Mr. Barnabas Sefa-Boakye – Recorder
2. Miss Gifty Afi Cudjoe, Project Assistant, JICA BDS Project
3. Ms. Yuko Sakaguchi, Project Assistant, JICA BDS Project
4. Miss Juliet Dadson, Project Assistant, JICA BDS Project

6. 第6回モニタリングワーキンググループ会合議事録

NBSSI/JICA BDS PROJECT MINUTES OF the 6TH WORKING GROUP MEETING HELD AT MARBON HOTEL, KUMASI ON TUESDAY, 3RD SEPTEMBER 2013

1. PARTICIPANTS (See APPENDIX I)

2. BUSINESS OF THE MEETING

The agenda of the meeting was as follows:

- a. Chairman's Opening Remarks
- b. Address from JICA Ghana Office
- c. Minutes of the 5th Working Group Meeting
- d. Matters Arising from Minutes
- e. Report on Project Activities
(2nd 9-Week OJT and 1st Study Tour Report)
- f. Collaborating Agencies' Contributions on the Project
- g. Closing Remarks and Date of Next Meeting

3. CHAIRMAN'S OPENING REMARKS

Mr. Saeed Owusu-Brobbe, Ashanti Regional Manager of NBSSI and Chairman of the Working Group, declared the meeting opened at 9.33am. The opening prayer was said by Mr. Osman Mamuda, Representative of Ministry of Trade and Industry (MOTI- Ashanti Region), after which the Chairman welcomed members to the meeting.

The following were the highlights of his opening remarks:

- National expansion programme: he invited members to make their contributions to serve as inputs for presentation to the JCC for adoption.
- Follow-up on the first nine enterprises that had benefited from the OJT/KAIZEN training: information gathered was that the project had impacted positively on the operations of the enterprises. One of the enterprises at Juaso is exporting its products and doubled the sales volume.
- In the light of the success of the OJT implementation, he expressed the need for the AGI, ASSI and GCCI members to find out how their members could benefit from the project.

4. ADDRESS FROM JICA GHANA OFFICE

Ms. Takako Ueno, on behalf of JICA Ghana Office in Accra, expressed happiness for participants' participation in the meetings. She thanked MOTI, NBSSI, BAC heads and the Japanese Experts for the smooth implementation of the project. She noted that her Office recognizes the importance of the project which is in line with the high priority Ghana Government is giving to revitalize MSMEs as a strategy to contribute to the growth of the economy.

Selected enterprises, she remarked, have received direct guidance from BACs during the OJT activities; KAIZEN is thereby going to strengthen the companies to see productivity improvement during and after the project. She reiterated the goal of the project which is to develop a strategic model for BDS for MSEs in the Ghanaian context, which is being piloted in the Ashanti Region.

Ms. Ueno stressed that “experience in the coming years is expected to be the cornerstone for development of MSEs in the whole country”. In order for the current success to proceed to the next step, a strong commitment and participation by all stakeholders are inevitable, adding that the project knowledge will be fully utilized and promoted even in other activities of NBSSI. JICA Ghana, on their part, would request counterparts to continue their effort to obtain the necessary budget for the sustainability of the project outcomes. She observed that the Mid-term Review is a key for possibility of the next phase. She concluded by expressing the wish that the Working Group Meeting would discuss every aspect of the project and agree on the way forward.

5. MINUTES OF PREVIOUS THE 5TH MEETING

The Chairman invited members to read through the minutes of the 5th Working Group meeting. In the absence of any omissions and additions for correction, the Ghana Chamber of Commerce and Industries Representative; Mr. Fosu Yeboah moved and was seconded by the Mr. Michael Golightly, BAC Head of Kumasi for the minutes to be accepted and adopted as a true reflection of previous meeting proceedings.

6. MATTERS ARISING FROM THE MINUTES

The Chairman recalled that even though all the District Chief Executives (DCEs) were invited for sensitization at the start of the project, the expected results were not achieved because of lack of interest on the part of some of the DCEs. He expressed the hope that by the funding and expansion of the Rural Enterprise Programme (REP) in all the districts, the programme was going to serve as the vehicle for disseminating the goals and benefits of the project.

The Chairman was satisfied that in the districts where KAIZN have been introduced received cooperation from the District Assemblies. He announced that for the purposes of disseminating the project, its activities and benefits, a short documentary was underway.

Replying to a question by the Regional Chairman of AGI, Mr. Robert Nketia as to who BAC Heads report to, the Chairman explained that there exists a tripartite arrangement:

- a. The District Assembly provides office space and administrative assistants.
- b. Salaries are paid by Government through the Accountant-General’s Department; the secretary and the driver are paid from internally generated funds of the Assembly
- c. NBSSI is the supervising agency of the BACs. The structure is that the secretary and the driver reports to the BDOs who work under the BAC Head.

The Chairman took the opportunity to explain at length on the expansion of the REP in the districts, their activities and funding.

7. REPORT ON PROJECT ACTIVITIES (APPENDIX II)

Dr. Ryoichi Ozawa, Chief Adviser of the project, in a PowerPoint presentation spoke on the project goal, purpose and outputs, beginning with the national expansion and management of BACs by the NBSSI. He informed the meeting that the preparation of materials had started.

He continued with the project schedule and major events (original plan) on month-to-month basis and year-to-year from 2012 to 2015. The highlights of the progress of activities from April to September 2013 including the plan of major activities during the next six months were also explained to the meeting. On the nationwide expansion, the following are the activities:

- a. Reference materials and manuals such as Corporate Diagnosis Manual
- b. Concept papers for possible funding
- c. Study tour for the Regional Managers in October 2013
- d. National seminar workshop in February 2014.

7.1 Report on OJT Activities in Obuasi (APPENDIX III)

Mr. Kelvin Ofori-Atta, the Obuasi BAC Head, with the help of PowerPoint, took the meeting through the stage-by-stage process of implementing the OJT activities in the selected three enterprises. The process in its outline is the following.

- a. Selection process of the three enterprises from 10 through scoring using a set of criteria
- b. OJT Implementation: Brief profile of the enterprises, actual corporate improvement activities, result of KAIZEN activities (before and after), market and sales improvement, further recommendations to the enterprise.

Impressive improvements were observed from the pictures taken at the premises of the companies, which depicted the situations **before** and **after** the implementation. Handouts in paper form were provided but members requested for electronic copy because the copied pictures were in black and white.

The enterprises are: Artic Investment Limited (producer of sachet water), Awurade Na Aye Bakery (bread bakery), and Mark & B'Face Limited (manufacturer of wooden doors and furniture).

After the presentation, members asked questions for clarification and, in some cases, made contributions to enhance the reporting and advice given to the beneficiary enterprises.

Q&A.1: The GCCI Representative, Mr. Fosu Yeboah wanted to know if the large number of workers at the bakery were “on payroll”. The BAC Head replied in the affirmative.

Q&A.2: The MOTI Representative, Mr. Mamud Osman wondered if the cleaner would not be idle after the cleaning tasks had been completed. Responding, the Chairman explained that in enterprises where KAIZEN is adopted, “everybody is a cleaner including the managing director”. He wished that Ghanaian enterprises could cultivate this work habit and practice.

Q&A.3: In the case of the effect of OJT on production volume (quantity), the BAC Head assumed that the reduction of defects at the factory (sachet water producer) would automatically result in an increase in the quantity coming out of a production batch. At Artic Investment Limited the BAC Head admitted that the installation of Public Address System (PAS) on one of the 18 company vehicles contributed to sales improvement. The managing director has therefore planned to install PAS on all the vehicles.

On productivity after the KAIZEN implementation, the Obuasi BAC Head again admitted that the results cannot be observed or computed until September when the JICA Expert would return from Japan for a follow-up visit. As far as immediate results were concerned, there were signs of improvement at the entire factory looking at the cleanliness, introduction of uniform and code of conduct. The Chairman confirmed that positive changes had taken place during a visit he made after the OJT activities; lateness and sleeping on duty had ceased because of the availability of the code of conduct.

Q&A.4: On the questions as to how the bakery enterprise was convinced to accept the KAIZEN concept and its implementation, the BAC Head replied that the owner of the bakery is a

personal friend of the managing director of Adutwumwaa Herbal Industries Ltd; in view of this, when the JICA Expert showed the results achieved at the herbal factory she was not in doubt about the benefits of the concept.

Q&A5: In reply to a question of the RCC Representative regarding baseline information (on the enterprises), the answer given by the BAC Head was that before KAIZEN is introduced to a company, necessary information is collected through the corporate diagnosis. This is to ensure that comparison can be made of the situation before and after the implementation.

Concerning the observations made by members, the BAC Head and his colleagues were advised to find out the gender structure in the number of employees. Regarding the purchase of equipment such as generator recommended to the enterprises, the BAC Heads were again advised to help identify the sources of funding. The certificate of business registration has to be inspected rather than relying on the statement of when the enterprise commenced business; this was also an advice given to the BACs.

The GCCI Representative commended the companies for the reduction in defects resulting from the KAIZEN OJT implementation. The Chairman drew the attention of the meeting that NBSSI has a follow-up arrangement for all OJT activities and programmes that the Board has in place, as well as a reporting mechanism for feedback.

7.2 1st Study Tour

The highlights of the first study tour of beneficiary enterprises by collaborating agencies were presented by Nana Sam-Himbson, the BAC Head for Kuntense. Members were assured of getting the full report of the study tour after the meeting.

The Chairman reminded the meeting that even though EDAIF could not make a presentation during the study tour, at the meeting held in Accra the previous day (of the 6th WG Meeting) the Fund managers promised to provide funds for NBSSI to assist their client enterprises, especially those in agro-food processing.

8. COLLABORATING AGENCIES' CONTRIBUTIONS (INPUTS) – APPENDIX IV

The Chairman invited Representatives to submit their contributions, especially concerns and needs of their association members and how to disseminate the concept for more enterprises to benefit from it. He noted that at the next JCC Meeting the contributions would assist in the review of the project activities. Each collaborating agency representative - AGI, GCCI, RTF, MOTI, ASSI, MOWAC and RCC - read out their prepared contributions and, thereafter, the papers were submitted to the Chairman. For the purposes of harmonizing the ideas and contributions made, the Chairman promised that the matters raised would be discussed at the next WG Meeting.

9. CLOSING REMARKS AND DATE OF NEXT MEETING

In his closing remarks the Chairman noted that the meeting had been very interactive and thanked members for their active participation. He wished that Ashanti Region would not fail in the exercise of piloting the project. He commended JICA Ghana Office for helping to finance the project and also for attending the Working Group Meetings.

He informed the meeting that there was going to be a national forum in 2014 where the national expansion would also be discussed. Speaking on behalf of JICA Ghana Office, Mrs. Nana Adwoa Asiam, Programmes Officer, said the delegation was impressed with the contributions

and the lively discussion at the meeting. They asked for members' continued commitment and not to hesitate to bring forward any useful ideas for discussion in future.

The date of the 7th Working Group Meeting was tentatively scheduled for 10th January 2014. In the absence of any other matters for discussion, the MOTI Regional Representative moved and was seconded by the RTF Representative for the meeting to come to an end at 1.30 pm. The closing prayer was said by the RTF Representative, Mr. James Ojawuri.

APPENDIX I – PARTICIPANT LIST

JICA Consultants

1. Dr. Ryoichi Ozawa, Chief Advisor
2. Ms. Risa Yokoyama, Coordinator

JICA Ghana Office

1. Ms. Takako Ueno, Project Formulation Advisor
2. Nana Adwoa Asiam, Programme Officer

NBSSI Staff

1. Mr. Saeed Owusu-Brobby, Regional Manager - NBSSI
2. Nana Sam-Himbson, BAC Head (Kuntenase)
3. Mr. Kelvin Ofori-Atta, BAC Head (Obuasi)
4. Mr. Michael Golightly, BAC Head (Kumasi)

Institutional Representatives (Collaborating Agencies)

1. Mr. Kwame Buor, Regional Chairman – ASSI
2. Ms. Augustina Gyamfi, Regional Director- MOWAC
3. Mr. Osman Mamuda, Regional Officer, MOTI
4. Mr. Augustine Amankwah, Regional Coordinating Council
5. Mr. Ojawuri James, District Manager - GRATIS Foundation
6. Mr. Fosu Yeboah, Reg. Executive Secretary – Ghana Chamber of Commerce
7. Mr. Robert Nketia, Regional Chairman - AGI

Staff

1. Ms. Juliet Dadson, Project Assistant
2. Ms. Gifty Afi Cudjoe, Project Assistant
3. Mr. Barnabas Sefa-Boakye – Resource Person/Recorder

7. 第7回モニタリングワーキンググループ会合議事録

NBSSI/JICA BDS PROJECT **MINUTES OF 7TH MONITORING WORKING GROUP MEETING HELD AT** **MARBON HOTEL, KUMASI ON TUESDAY, 21ST JANUARY 2014**

1. ATTENDANCE (See Appendix 1 Attached)

2. BUSINESS OF THE MEETING

The agenda of the meeting was as follows:

- a. Opening Address
- b. Previous Working Group Meeting Minutes
- c. Matters Arising from the Minutes
- d. Report on Project Activities 1: 3rd 2-Week Training, 2nd Study Tour Report, Mid-term Review
- e. Report on Project Activities 2: NBSSI BDS Forum to be held in Accra, BAC Action Plans, 3rd 9-Week OJT
- f. JICA Ghana Office Address

3. CHAIRMAN'S OPENING REMARKS

Mr. Saeed Owusu-Brobey, Ashanti Regional Manager of NBSSI and Chairman of the Monitoring Working Group, declared the meeting opened at 9.32 am. The opening prayer was said by the BAC Head, Kumasi.

The Chairman welcomed members to the meeting and asked for active participation in the discussion, recognizing that the crucial stage of the project. He asked members to contribute to move the project further by replicating the nationwide expansion. He mentioned the impending BDS Forum scheduled on the 13th February, 2014 by NBSSI to solicit ideas and sell the project. The Chairman asked members to introduce themselves. He introduced the three BAC Heads at the meeting – Tapa, Agona and Bekwai - who will undergo the 3rd 9-Week On-the-Job-Training (OJT). The Chairman, again, introduced the BAC Head from Cape Coast, Mr. Samuel Asiedu who has been transferred to Ashanti Region to strengthen the work of the Ashanti Region NBSSI Secretariat in response to the recommendation of the Mid-term Review Team. He added that he had the intention of attaching the Regional MOTI to the project.

4. MINUTES OF THE PREVIOUS WORKING GROUP MEETING

The Chairman informed members that the Minutes of the 6th Monitoring Working Group Meeting was circulated with the 7th Meeting notice and should be taken as read. After taking members through the minutes page by page the following corrections were made:

- The heading of Item 5 was to read: “Minutes of the 5th Monitoring Working Group Meeting”
- Sub-item 7.1 heading “OJT” needed to be typed in full and the abbreviation put in brackets: “On-the-Job-Training (OJT)”
- Item 9 first line: a comma was to be placed after the phrase: “In his closing remarks, the Chairman...”

In the absence of any further corrections, the MOWAC Representative, Ms. Augustina Gyamfi moved and was seconded by the GRATIS/RTF Representative, Mr. James Ojawuri for the minutes to be accepted and confirmed.

5. MATTERS ARISING FROM MINUTES

The Chairman led the meeting to discuss the contributions or inputs of the collaborating agencies as follows.

5.1 Ghana Chamber of Commerce: The Chamber officially invited the NBSSI to their meeting in September, 2013. The Chairman said he and Mr. Tamon Nagai, the Project Sub-Leader attended the meeting and were satisfied with the outcome.

5.2 GRATIS Foundation: On the issue of Public Relations (PR Activities) such as radio talk show, the Chairman informed members that the said activity had been organised in Obuasi, Konongo and Mampong; same will be done Nkawie and Kumasi BAC Heads. He advised the BAC Heads to carry out radio talk shows because when Rural Enterprises Programme (REP) resumes on 3rd February, 2014, they are going to give money to the BACs to support the activities. He further informed all members that funds had been received from EDAIF to carry out product improvement activities which Kaizen activities could be factored into. The GRATIS Representative, Mr. James Ojawuri expressed the importance of MSEs registering with the BACs so that they could get the chance of benefiting from the REP funds.

5.3 ASSI, MOTI, GCCI, AGI, MOWAC and GEA:

- The ASSI Representative, Mr. Kwame Buor speaking on sensitization of their members said that his association held a meeting with the Kumasi BAC Head on how to strategize to introduce Kaizen to the enterprises. The BAC Head for Kumasi chose three enterprises from ASSI to introduce the Kaizen methodology to them.
- The MOTI Representative, Mr. Osman Mamuda said, they were yet to start industrial visits but, at a meeting of all regional officers, officers were sensitized on the Kaizen methodology.
- The GCCI Representative, Mr. Fosu Yeboah was satisfied that his member-enterprises had embraced the Kaizen concept and asked the project team to follow up on their previous visit. He had advised that, by the Act of establishment of the Chamber, their membership cuts across all the economic sectors.
- The AGI Representative, Mr. Robert Nketsia said that they were fortunate to have received presentations by the project team through which four members of the association are have benefited from the Kaizen methodology and was happy that it was impressive at the work place. He said that he would encourage to members of his association to get in touch with BAC Heads to learn the concept. He advised that the DCEs of the various districts should be brought on board to grasp the concept and its relevance.
- The MOWAC Representative, Ms. Augustina Gyamfi recalled that she had wanted their gender officers to be used for propagating the Kaizen concept, and asked about the flyers and mass education on the project. The Chairman replied that a documentary had been prepared to be used for the purpose.
- The GEA Representative, Mr. Atta Aboagye who was attending the meeting for the second time, said that he would invite the project team to introduce the project activities to his members.

After discussion on the selection of media firms and personnel to help publicise the project, the Chairman stated that the media agencies had been contacted and the project team was yet to decide on one. He added that the churches would also be used, which he saw as cost-effective.

He took note of the AGI Representative's suggestion of getting a cameraman and a video-man to prepare a documentary and then take to the documentary to the news editors. Finally on matters arising from the minutes, the Chairman announced to AGI, ASSI and GCCI to submit five enterprises each to be introduced to the project as part of MSE selection for the 3-Week training for BAC Heads scheduled to come off in October, 2014. The enterprises needed to come from "in and around Kumasi", he emphasized.

6. REPORT ON PROJECT ACTIVITIES 1

3rd 2-Week Training

The Project Sub-Leader, Mr. Tamon Nagai, started his presentation by taking members through the activities of the past one year and nine months (mid-term review). He explained the three outputs that were being implemented. He spoke on the 2-week training for all BACs and BDOs in the Ashanti Region and the 9-Week OJT of selected BACs.

- Difference between Diagnosis and Kaizen (improvement) activities: Mr. Nagai mentioned that under Enterprise Diagnosis of fact finding of the enterprise (like a medical check-up), forms are completed and a Radar Chart prepared.
- Kaizen (improvement) activities – This is done after the Enterprise Diagnosis by the enterprise personnel, the beginner SME consultant (/BAC Head/BDO) and the Japanese Expert. It is done a "later half part" of the 9-week OJT. The methods of Kaizen are: 5S, QC circle, QC Tools, Maintenance, Strategic Planning, Sales Planning, Productivity Improvement Activities including lecture and guidance/advice, TPM and TQM, etc. The presentation showed pictures **before** and **after** implementation of the activities.
- He explained the difference between Group Diagnosis Training and One-to-One Diagnosis OJT – their merits and demerits (levels of learning and understanding) and the One-to-One Diagnosis was seen as a better method.
- 3rd 2-week training in October, 2013 –Enterprise Group Diagnosis grouping in a table of dates and activities (given in lectures) was shown.

There were no questions for the Presenter to answer.

2nd Study Tour

Nana Sam-Himbson talked about the objectives of the study tour:

- Advocacy for the national expansion and introduction of the strategic model
- Regional Managers and BACs to understand the project and visits to beneficiary enterprises
- Consent on the tentative national expansion plan
- Confirm support of the Regional Managers through documentation, allowing national expansion.

These objectives were followed by the activities of the study tour:

- Visits and the presentations, some were in pictures
- Evaluation of the study tour to consider what they went through in pie charts. The results among others are the following:
 - Understanding project (44% Well, 56% Very well)
 - Understanding strategic model (63% Well, 21% Very well)
 - Willingness of support of national expansion (19% Interested, 81% Very interested).

7. MID-TERM REVIEW

Mr. Saeed Owusu-Brobby made the presentation of the mid-term review conducted from October 27th to November 13th, 2013 by the following officials.

- Ghanaian side: Mr. Baeka and Mr. Saeed of NBSSI
- Japan side: Mr. Homma and Mr. Toya from JICA Headquarters and Ms. Mitani, Evaluation Consultant.

The purpose of the review team was to assess the achievements made so far at the “mid-point” of the three-year period (April 2012 – April 2015). In addition the review was to make recommendations for the remaining project period.

The Chairman spoke on the following matters in the mid-term review report which were given;

- Review of the Progress: Preparation works, slight gap in understanding level/way of the Strategic Model among the expert team, NBSSI, BAC Heads and other stakeholders.
- Review of the Progress: to design a national expansion plan, NBSSI to work closer with REP, availability of funds for the national expansion.
- Review of Implementation Process: generally appropriateness of the implementation process
- Conclusions: achievement of expected progress vis-à-vis planned activities
- Recommendations: creating common understanding on the “Strategic Model” for national expansion, securing human and financial resources at Ashanti NBSSI to strengthen sustainability, budgeting future activity cost by Ghanaian side, careful monitoring and follow-up by JICA Expert team and NBSSI Ashanti Regional Office, standardizing methodologies of BDS Service related to Kaizen, and modification of PDM (indicators that have been done).

Mr. Saeed Owusu-Brobby explained the Strategic Model clearly to the members, and mentioned that the website, which is part of the strategic model, will be available by the end of March, 2014. He also disclosed that it was the project that advised the introduction of the Manufacturing sector in the amended EDAIF Act. Overall, he said that the mid-term review report was good as far as JICA Headquarters was concerned.

8. NBSSI BDS FORUM

The Project Coordinator, Ms. Risa Yokoyama, spoke briefly on the NBSSI BDS Forum to be held in Accra on 13th February, 2014 with the objective of introducing the Kaizen concept under the NBSSI/JICA BDS Project. The forum is also to solicit views from participants on the importance of Kaizen related BDS to MSMEs and other stakeholders. The theme of the forum is “improving enterprise productivity and product quality through Kaizen”.

She showed the tentative programme (time schedule of activities) and stated that a similar forum will be held in Kumasi. Participants of the forum will cover a cross-section of the stakeholders in the country. Ms. Yokoyama indicated that the owner or manager of the beneficiary enterprises in the Ashanti Region will be invited to present short speeches on their experience of the project.

9. ACTION PLAN OF BAC

The BAC Head for Kumasi recalled that after the trip to Japan, the first three BAC Heads were asked to prepare and implement action plans. He took members through a short PowerPoint presentation of two of three enterprises' situation **before** and **after** the implementation of his action plan. They are Sam-Stella Designs and Japan Auto Engineering Workshop. He showed the changes effected through the 5S and inventory control; vision and mission statement, among other things. The Chairman told members that Kumasi, Nkawie and Juaso BACs have been given funds to carry out action plans.

10. 3RD 9-WEEK OJT

Mr. Tamon Nagai, Project Sub-Leader in a very short presentation informed members about the three new districts – Bekwai, Agona and Tapa – where three enterprises each are to benefit from the 3rd 9-Week On- the-Job- Training (OJT). He showed the project team the content of activities and the schedule for the nine weeks as well as the enterprise diagnosis and improvement activities to be undertaken.

When the three BAC Heads were later given the opportunity to make statements on the project coming to their areas, the following were their remarks;

- Tapa District BAC Head said they had prepared themselves very well and were ready for the OJT.
- Agona District BAC Head told members that she had informed the DCE and every preparation had been done.
- Bekwai District BAC Head optimistically said that he was ready to ensure the success of the project.

Mr. Nagai advised that nine weeks is a long period and therefore, the BAC heads would need to prepare themselves very well for the tasks ahead.

11. MOWAC REPRESENTATIVE

The MOWAC Representative, Ms. Augustina Gyamfi was invited by the Chairman to speak on her visit to Malaysia to attend a workshop on the theme: “Enhancement and Competiveness through Total Quality Management (TQM) and Kaizen”. Ms. Gyamfi thanked JICA and NBSSI for supporting her to attend the three-week workshop. She briefed members on the extent to which Kaizen had been embraced in Malaysia and the need for Ghana to do same. She finally directed members to visit the NBSSI/JICA BDS Project office to copy all necessary information and report on her 3-Week training in Malaysia.

12. JICA GHANA OFFICE ADDRESS

Ms. Takako Ueno, the Project Formulation Officer – JICA Ghana Office, introduced herself as being in charge of the Private Sector development at the JICA Office in Ghana, and mentioned that she arrived in the country in May 2013. She expressed her sincere gratitude for the support of the Monitoring Working Group members to the project. She noted that the performance of BACs has seen a gradual improvement. She mentioned the Japanese Prime Minister's recent visit to Africa and the support he wants to give to Africa's development of which Ghana is not excluded.

Ms. Takako Ueno said that the Prime Minister was in Ethiopia where Kaizen had been introduced and he had strong commitment to come to Ghana to see the NBSSI/JICA Project in

future. She talked about capacity development in Ghana and hoped that working on the project would help achieve this objective. She urged members to continuously support the project to achieve its targets successfully.

13. QUESTIONS AND ANSWERS

The MOTI Representative, Mr. Osman Mamuda made the suggestion of pairing the BAC Heads for On-the-Job-Training (OJT) so that many BAC Heads can benefit from the project's learning exercise. He informed members that a new Chief Director had been appointed for the Ministry of Trade and Industry and therefore hoped that he would support the project. Responding, the Chairman said that all the BAC Heads have been trained on the OJT Activities during the 3-Week TOT.

The RCC Representative, Mr. Augustine Amankwah suggested that demographic data can be added to the preparation of the evaluation of the study tour and also more complex analytical tools such as correlation can be used in the data analysis. Ms. Risa Yokoyama, the Project Coordinator explained that the participants on the study tour were given questionnaire to complete and questions about the Regional Managers were included in the data collected.

14. CLOSING AND DATE OF NEXT MEETING

The Chairman informed the members of date of the next Working Group meeting which is scheduled for 20th May 2014. In the absence of any other matters for discussion, the GRATIS Representative, Mr. James Ojawuri moved and was seconded by the RCC Representative, Mr. Augustine Amankwah to bring the meeting to a close at 12.47 pm. The BAC Head for Kumasi said the closing prayer.

APPENDIX 1 – ATTENDANCE

The following is the list of members who attended the 7th Working Group Meeting of the NBSSI/JICA BDS Project held at Marbon Hotel, Kumasi, on Tuesday, 21st January 2014.

JICA Consultants

1. Mr. Tamon Nagai, Project Sub-Leader
2. Mr. Satoru Tajima, Expert
3. Mr. Takaharu Seki, Expert
4. Ms. Risa Yokoyama, Coordinator

JICA Ghana Office

1. Ms. Takako Ueno, Project Formulation Advisor
2. Nana Adwoa Asiam, Programme Officer

NBSSI Staff

1. Mr. Saeed Owusu-Brobby, Regional Manager - NBSSI
2. Nana Sam-Himbson, BAC Head (Foase)
3. Mr. Thomas Opoku, BAC Head (Tepa)
4. Ms. Patience Asamoah-Aidoo, BAC Head (Agona)
5. Mr. Kwasi Boateng, BAC Head (Bekwai)
6. Mr. Michael Odartei Golightly, BAC Head (Kumasi)

Institutional Representatives (Collaborating Agencies)

1. Mr. Kwame Buor, Regional Chairman – ASSI
2. Ms. Augustina Gyamfi, Regional Director- MOWAC
3. Mr. Osman Mamuda, Regional Officer, MOTI
4. Mr. Augustine Amankwah, Regional Coordinating Council
5. Mr. Ojawuri James, District Manager - GRATIS Foundation
6. Mr. Fosu Yeboah, Reg. Executive Secretary – Ghana Chamber of Commerce
7. Mr. Robert Nketia, Regional Chairman – AGI
8. Mr. Atta Aboagye, Regional Director – Ghana Employers Association

Staff

1. Ms. Juliet Dadson, Project Assistant
2. Ms. Gifty Afi Cudjoe, Project Assistant
3. Mr. Barnabas Sefa-Boakye – Resource Person/Recorder

REPORT OF STRATEGIC MODEL WORKSHOP HELD AT THE ROYAL
LAMERTA HOTEL ON TUESDAY, 18TH MARCH 2014

1. PARTICIPANTS (See Appendix I)

2. AGENDA OF WORKSHOP

- 2.1 Chairman's Address
- 2.2 Revisit to Project and Strategic Model
- 2.3 Workshop 1: Discussion and identification of possible and positive approaches for collaboration activities and initiatives
- 2.4 Workshop 2: Action Plan for the National and Regional Expansion in 2014 and 2015
- 2.5 Questionnaire Survey

3. CHAIRMAN'S ADDRESS

The Strategic Model Workshop was opened at 9.50 am by Mr. Saeed Owusu Brobbey, the Ashanti Regional Manager of NBSSI. The opening prayer was said by Mr. Samuel Asiedu, the new Project Officer, NBSSI-Ashanti Regional Office.

Mr. Saeed Owusu Brobbey who is the chairman of the Monitoring Working Group welcomed participants to the workshop session. He mentioned that it was necessary for NBSSI to explain the Strategic Model for the understanding of Monitoring Working Group Members so that they will in turn explain the model to their colleagues and members of their associations in the other regions. The NBSSI, he stated, need to become the centre of action as far as the Strategic Model and the project replication is concerned. He took the participants through the agenda of the workshop.

4. REVISIT TO PROJECT AND STRATEGIC MODEL

Mr. Saeed Owusu-Brobbey assured the participants that JICA BDS Project team was helping in the development of reference materials and manuals that would facilitate awareness creation about the project, as well as serve as a standard for all stakeholders. Strategic, he said, means 'long-term' and that the project is to be replicated nationwide. Strategic, again he said, is about direction. He emphasized the need to "think Kaizen" with special emphasis on the reduction or removal of waste from process as part of the Kaizen concept.

He used PowerPoint to explain the Strategic Model which consisted of two phases: Module A (for workflow) of the Regional Office of NBSSI and Module B (for BAC workflow and capacity building of staff). The details of the two phases or modules were given as follows.

- Management of the NBSSI Regional Office - planning and budgeting, monitoring and evaluation, main administration, BAC support and alliances, and public relation activities. If NBSSI can do these activities effectively using the manuals prepared for them, he said, MSEs will benefit a lot from these activities.
- Capacity development of the BACs: introduction to basic knowledge on BDS provision, conduct company diagnostic study (plus SWOT analysis and Radar Chart), provision of business advice and BDS methods, organization of an effective seminar/workshop, provision of kaizen instruction at the work site of entrepreneurs.

In order to implement the Strategic Model, there is the need to develop a workflow. Mr. Saeed Owusu-Brobbey thus took participants through the objectives of the workflow which included mainstreaming MSE consultation (or follow-up), understanding the process of corporate

diagnosis and prescribing solutions. In addition is the provision of site information for enterprise improvement and its follow-ups, as well as Kaizen related methods.

The tasks of the NBSSI/JICA BDS Project were also discussed. It consisted of the workflow which has a table of components and the activities for each component. The components are planning/budgeting, implementation and assessment, human resource development, public relations, supports to BAC, and administration. Participants were shown the homepage and address of the NBSSI website in PowerPoint.

5. NATIONAL EXPANSION

Mr. Saeed Owusu-Brobbeey again discussed the national expansion of the project which was to be carried out over a nine-year period. The following is the road map for the nine regions.

- 1st Phase : Northern, Eastern, Western
- 2nd Phase : Greater Accra, Central, Upper East
- 3rd Phase : Brong Ahafo, Volta, Upper West

Project Target

- Agro processing
- Other value addition, manufacturing, activities with emphasis on rural based enterprises

Project Beneficiaries

- NBSSI staff at the regional and district offices in Ashanti Region
- Micro, small and medium sized enterprises, 36 pilot enterprises/companies will benefit directly from project activities
- Members of MSME associations.

Working Group on Nationwide Expansion

The terms of reference for the group are as follows:

- Prepare a road map for the national expansion programme
- Propose criteria for selection of districts and MSMEs
- Come out with a mechanism to create awareness about the project
- Identify funding sources (internal and external) for the implementation of the programme
- Prepare a comprehensive report for submission to MOTI through NBSSI.

Mr. Samuel Asiedu led participants in two discussion in preparation to come up with a good Action plan for national and regional expansion. The first discussion was titled “Discussion and identification of possible and positive approaches for collaboration activities and initiatives”. Mr. Asiedu explained the SWOT (Strength, Weakness, Opportunity, and Threat) to the working group members. After the SWOT discussion, Mr. Asiedu recorded the brainstorming of ideas for completion of the work plan which had the following columns (titles): Key Area of Concern (Development Issue), Strategic Option, Activities, Timeframe, Responsibility. The following is the result of the concerns raised under each element of SWOT for the national expansion.

STRENGTHS

- Representation/presence in all regions for the collaborating agencies (ASSI, AGI, etc.)
- Existing relationship with these agencies
- MOTI support for project
- Existence of MSMEs
- MOWAC (Ministry for women and children) has gender officers in all districts/MMDAs

- BACs exist in the MMDAs/regions
- Acceptance of the concept by members/collaborators
- Success of the pilot phase in Ashanti Region
- Capacity building to enhance the capacity of members
- Readiness of ASSI/AGI/GEA to adapt to the project
- AGI and other collaborators have a database of their own

WEAKNESSES

- Inadequate publicity on the project
- Multiple methods of communication
- Misconception of the project theme (which is not a ‘cash giving’ agency)
- Inadequate coordination of the Working Group members/stakeholders
- Not all key enterprises are members of the trade/business associations
- ASSI is not available in all the districts
- Low business capacities of MSMEs
- Unwillingness of some of MSMEs to participate in the project
- Small size of most businesses

OPPORTUNITIES

- Support from JICA, etc (technical and financial)
- Suitable government policies on MSME development
- Capacity building effort on-going for members and BACs
- International capacity building exposures
- SME sub-committees in the districts
- Existence of support for quality production, e.g. EDAIF, REP, GRATIS

THREATS

- Inadequate level of support from the MMDAs (Assemblies)
- Politicization of projects by some of the Districts/MDCEs
- Criteria for selection of participation MSMEs is not flexible
- Ownership of the project concept is foreign

After the brainstorming for the issues under SWOT, the workshop prepared the following work plan.

ACTION PLAN FOR THE NATIONAL AND REGIONAL EXPANSION 2014-2015

Key Areas of Concern (Development Issues)	Strategic Option	Activities	Time frame	Responsibility
1. Publicity of project	1. Put in place a system to publicize the project	1.1 Local FM stations 1.2 Brochures, flyers, posters 1.3 Website		
2. Methods of communication among members and MSMEs	2. Effective and interactive internal system of communication	2.1 Text messages telephone calls, letters, emails		
3. Coordination among key stakeholders	3. Stakeholder networking/mapping	3.1 Identify stakeholders 3.2 Organize stakeholder meetings 3.3 Organize joint programmes (e.g. trade fairs)		

Key Areas of Concern (Development Issues)	Strategic Option	Activities	Time frame	Responsibility
4. Integration of non-association members into the project	4. Profiling/mapping of MSMEs	4.1 Identify MSMEs 4.2 Organize sensitization for Strategic Model 4.3 Invite MSMEs to programmes		
5. Interest of potential enterprises	5. Sensitization and education of participants of the projects	5.1 Visitation of MSMEs about the project 5.2 Organize orientation for them 5.3 Sharing of success with them at meetings		
6. Commitment of all MMDAs and MMDCEs	6. Active involvement in the planning and implementation	6.1 Roundtable meeting with MLGRD 6.2 Orientation workshops 6.3 Signing of MOUs 6.4 Periodic/quarterly review meetings		
7. Criteria for selection of potential MSMEs	7. Review of criteria	7.1 Organize review consultation/meeting with NBSSI		
8. Concept internalization or ownership	8. Education and motivation of MSMEs	8.1 Develop/localize the concept 8.2 Leadership of business involvement in the project implementation		

6. QUESTIONNAIRE SURVEY

Participants completed a questionnaire on the workshop and the activities ended at 3.05 pm. The Ashanti Regional Manager of NBSSI, Mr. Saeed Owusu-Brobby, thanked the participants for their presence and contributions. Mr. Samuel Asiedu said the closing prayer.

APPENDIX I (ATTENDANCE LIST)

JICA Consultants

1. Ms. Risa Yokoyama, Coordinator

JICA Ghana Office

1. Nana Adwoa Asiam, Programme Officer

NBSSI Staff

1. Mr. Saeed Owusu-Brobby, Regional Manager - NBSSI, Ashanti
2. Mr. Samuel Asiedu, Project Officer, NBSSI-Ashanti

Institutional Representatives (Collaborating Agencies)

1. Mr. Kwame Buor, Regional Chairman – ASSI
2. Ms. Augustina Gyamfi, Regional Director- MOWAC
3. Mr. Osman Mamuda, Regional Officer, MOTI
3. Mr. Ojawuri James, District Manager - GRATIS Foundation
4. Mr. Fosu Yeboah, Reg. Executive Secretary – Ghana Chamber of Commerce
5. Mr. Robert Nketia, Regional Chairman – AGI
6. Mr. Atta Aboagye, Area Manager – Ghana Employers Association

Staff

1. Ms. Juliet Dadson, Project Assistant
2. Ms. Gifty Afi Cudjoe, Project Assistant
3. Mr. Barnabas Sefa-Boakye – Resource Person/Recorder
4. Mr. Afriyie Boakye Kwabena, National Service Person, NBSSI-Ashanti

9. 第 8 回モニタリングワーキンググループ会合議事録

NBSSI/JICA BDS PROJECT MINUTES OF 8TH WORKING GROUP MEETING HELD AT MARBON HOTEL, KUMASI ON TUESDAY, 20TH MAY 2014

1. ATTENDANCE (See APPENDIX I)

2. BUSINESS OF THE MEETING

The agenda of the meeting was as follows:

- a. Chairman's Opening Remarks
- b. Confirmation of Minutes of Previous Meeting
- c. Matters arising from Previous Minutes
- d. Address from JICA Ghana Office
- e. Report on the Progress of the Project Activities
 - The 3rd 9-Week OJT by Pilot BACs
 - Assessment of BDS Forum (February, 2014)
 - Assessment of BDO Training (May, 2014)
- f. Presentation on the Main Activities (May-September, 2014)
 - 4th 9-Week OJT, JCC, KAIZEN Forum
 - Training in Japan, End-Line Survey
 - 3-Weeks TOT
- g. Discussion/Confirmation of Strategic Model and National Expansion, Q&A
- h. Closing Remarks

3. CHAIRMAN'S OPENING REMARKS

Mr. Saeed Owusu-Brobby, Ashanti Regional Manager of NBSSI and Chairman of the Monitoring Working Group, declared the meeting open at 9.45am. The Chairman welcomed all members to the 8th Working Group Meeting after self-introduction by members. He gave an overview of the meeting which included the discussion of progress of project and OJT activities, and added that the Business Advisory Centre (BAC) Heads representing Tapa and Agona Business Advisory Centres were present at the meeting to present report on the 9-week On-the-job training (OJT) in their various districts.

4. MINUTES OF PREVIOUS WORKING GROUP MEETING

The Chairman informed members that the Minutes of the 7th Working Group Meeting were circulated with the 8th Meeting Notice and should be taken as read. After going through the minutes page by page the following corrections were made.

- Page 1, paragraph 2, line 2: the word "that" is to be removed
- Page 2, item 5.2, line 3, should read: "the same will be done for Nkawie and Kumasi BAC Heads"
- Page 2, bullet 4, line 4: "to" before "members" was to be omitted
- Page 3, item 6, bullet 2: "half" in the expression "later half part" was to be omitted.

In the absence of any further corrections, the MOTI Regional Representative, Mr. Osman Mamuda moved and was seconded by the ASSI (Ashanti) Chairman, Mr. Kwame Buor for the Minutes to be accepted as a true reflection of the 7th Monitoring Working Group Meeting.

5. MATTERS ARISING FROM THE MINUTES

The Chairman informed members about the following matters;

5.1 He said that the radio talk shows had been successfully conducted at Nkawie and Kumasi as planned. He mentioned that the ASSI (Ashanti) Chairman, Mr. Kwame Buor was part of the Kumasi radio talk show to publicize the activities of the NBSSI/JICA BDS Project.

5.2 On the request from the MOWAC Representative, Ms. Augustina Gyamfi to include gender officers and therefore required flyers to be used for public relation purposes, the Chairman explained to members that “5S Poster” for example had been translated into the Twi language. The Chairman also mentioned that a 15-minute documentary to introduce the Project had been done and copies would be distributed to NBSSI officers to be used for training purposes. This, the AGI – Ashanti Regional Chairman thought was a very laudable idea.

5.3 The Chairman informed members about the upcoming three weeks training for all BAC Heads and asked ASSI and AGI to submit names of enterprises to be used for field work by the training participants. Even though the AGI-Ashanti Regional Chairman, Mr. Robert Nketia reminded the Chairman of having submitted three enterprises, the Chairman asked for more enterprises to be added. The RTF/GRATIS-District Manager (Mampong) expressed satisfaction that more enterprises have shown interest/requested to be trained after hearing the reports from ASSI and AGI.

6. ADDRESS FROM JICA GHANA OFFICE

Ms. Takako Ueno, the Project Formulation Advisor – JICA Ghana Office, thanked members for the opportunity to be at the meeting. She expressed surprise that soon the project was holding its 8th Monitoring Working Group meeting. She reminded members that the upcoming 5th JCC Meeting would be held on 27th May, 2014 and issues of National Expansion would be discussed. Ms. Ueno stated that JICA is going to observe the progress and commitment and, in this sense, the 8th Working Group meeting needed to be intensive and full of idea sharing.

7. REPORT ON THE PROGRESS OF THE PROJECT ACTIVITIES

7.1 **Agona BAC:** Ms. Patience Asamoah Aidoo, BAC Head of Agona made a presentation on the report of an enterprise that had benefited from the OJT activities. The name of the enterprise is George Appiah Carpentry Workshop located off Agona-Jamasi road, 200m away from Sekyere South District Assembly, opposite Nimak Hotel, Agona. The enterprise specializes in wood processing and its major projects are door frames and window frames.

The following activities were carried out at the company;

- Vision and mission, prepared and posted on the walls of the premises
- SWOT Analysis and Radar Chart
- Implemented Kaizen Activities (showing pictures before and after the OJT)
- Visualization for machines, rooms and compound
- Preparation of code of conduct
- Skill map for worker training (to organize the training for other unskilled workers to avoid manipulation of the situation by the skilled workers)

GRATIS representative, Mr. James Ojawuri confirmed that he visited the company and found the changes made there. On the sale of doors, it was noted that there was a threat from Chinese

manufacturers of door frames however, the AGI Ashanti Chairman drew the attention of the Presenter that Chinese doors are made of metal (and not wood). The Chairman, Mr. Saeed Owusu-Brobbe advised that the BAC Head continuously make follow-up visits and added that other carpenters are made to visit the place to learn more of the project activities.

7.2 Tewa BAC: The BAC Head of Tewa, Mr. Thomas Opoku made a presentation on Harii Farms, a cassava processing company located at Abesewa in the district. Mr. Opoku's presentation consisted of the following items and activities;

- Promotion of 5S; (before and after implementation – clean machines and work environment, as well as Seiton board for arranging tools)
- Transportation improvement, cutting down the length of travelling time from production to storage rooms
- Elimination of waiting time – change of layout at the storage room to reduce transportation distance
- Visual management – vision and mission statements, organization chart, 5S committee, code of conduct, machine maintenance schedule
- Decrease work in process – “Karakuri Kaizen”: A new mechanism for opening and closing the cover of the feeder (grating machine) during the grating of the cassava (the man who opened the feeder was eliminated); walkways and working area were created for the operators at the roasting department
- Skill map

Commenting on the presentation, the MOTI Regional Representative, Mr. Osman Mamuda said he was impressed.

8. ASSESSMENT OF BDS FORUM

Ms. Risa Yokoyama took members through a presentation of the Business Development Service (BDS) Forum held at the Accra International Conference Centre on 13th February 2014.

- The objective was “to achieve understanding and consent for nationwide expansion from the stakeholders through introduction of the Strategic Model and Kaizen related BDS to MSMEs”.
- The number of participants was 130, which included the Minister of MOTI, Ambassador of Embassy of Japan and JICA Representative of Ghana Office, representatives from the various Ministries, project funding agencies, private sector organizations, donors and development partners.

Other participants were private sector development NGOs and NPOs, MSMEs, Academic Institutions, Private Sector service providers, and the Media.

- On the evaluation of the forum based on the objectives, the following were the results;
 - Understanding objectives: I can't say-1.5%; Well-33.3%; Very well-65.2%
 - Understanding of issues of Government policy on MSME development: Not at all-3%; Not very well-10%; I can't say-6%; Well-45%; Very well-36%
 - Usefulness of Strategic Model: I can't say-2%; Useful-22%; Very useful-77%
 - Benefit of national expansion: I can't say-3%; Important-19%; Very important-78%
 - Interest and support to national expansion: I can't say-3%; Not very interested-2%; Interested-22%; Very interested-73%

9. ASSESSMENT OF BDO TRAINING

Mr. Samuel Asiedu, Project Officer – NBSSI, Ashanti made a presentation on the Business Development Officers’ (BDO) training. The training, he said, was held at the Samaritan Villa, Kumasi from 13th to 15th May 2014. There were 24 BDOs drawn from various BACs in Ashanti Region. The objective was “to understand the role of BAC Head and to obtain knowledge on how BDOs will manage BACs in the absence of the BAC Heads.” The training content consisted of the role of the BAC Head, training management, loan management, proposal writing, business counselling, report writing, networking, 5S and Kaizen follow-up. The others were financial management, office management and communication, monitoring and evaluation, what have been learned, action plan (prepared by each participant), evaluation of the training, observation, recommendation and conclusion.

On the evaluation of the training, the ratings were that:

- 52% were **very satisfied** and 48% were **satisfied** for the “overall assessment”
- 74% were **very confident** and 26% were **confident** for their “confidence to manage BAC independently or in consultation with BAC Head”

The important observations were that there was “very limited background of BDOs in the subject matter” and the “time was too limited for the topics to be well addressed”.

The Chairman informed members that NBSSI had a plan which has been approved by JICA to improve the capacity of the staff in preparation towards the National expansion, hence the training of the BDOs. The training programme, he said, was successful. He expressed his appreciation to JICA for financing the capacity building training. The Chairman counted on the expertise of committee members to help with the national expansion. MOTI Ashanti Representative joined the Chairman in thanking the JICA for the funding. Dr. Ryoichi Ozawa, the Chief Advisor of the NBSSI/JICA BDS Project asked the NBSSI-Ashanti Regional office to plan ahead for more training for its staff.

10. MAIN ACTIVITIES (MAY – SEPTEMBER 2014)

Dr. Ryoichi Ozawa took members through the main activities from May to September, 2014. The following activities were discussed:

- 4th 9-Week OJT
- Kaizen forum
- End-line survey
- Training in Japan

He showed a table of the review of the Project Design Matrix (PDM) that indicated:

- Overall goal with indicators
- Project purpose with indicators
- Outputs 1, 2, and 3 with indicators

On Output 2 indicators, he asked BAC Heads to sustain the 70% of the pilot MSEs’ performance.

Dr. Ozawa concluded his presentation with the following planned activities;

- Kaizen forum to be done in Cape Coast and Sunyani on 3rd June and 17th June 2014 respectively.
- 3-week TOT to train non-pilot BACs from September to October 2014
- Terminal Evaluation team scheduled to arrive in Ghana in October to November 2014

11. STRATEGIC MODEL AND NATIONAL EXPANSION

This activity began with a documentary of the Project lasting 18 minutes; which was shown to the meeting to solicit members' views. The documentary presented meetings of BAC staff, OJT activities at enterprise level, speeches by key stakeholders of the Project – The Executive Director of NBSSI, JICA Chief representative and enterprise owner (C.E.O of Adutwumwaa Herbal Industries Limited) and selected BAC Heads. The following are the remarks made by the Working Group members.

- The GRATIS Ashanti Representative noted that out of the several enterprise beneficiaries, it was only one enterprise owner who was shown. He then suggested that it would be ideal to include a few others. The AGI Ashanti Representative agreed with the GRATIS Manager on this point.
- The MOTI Ashanti Representative commended the documentation and wondered how money would be obtained to broadcast on various television stations. On the accent of the Japanese who spoke in the film, the MOTI representative suggested that it will be appropriate to introduce subtitles to be effected for all to understand his speech. Again he said that MOTI as the parent body of the project was absent and could be captured in the film to show the link between MOTI and the Project.
The MOTI Representative further asked that a 'spot of invitation' could be put at the end of the film asking viewers to go to NBSSI for help. He advised that the portions that showed crates bearing the name "Afri Cola" and others could cause problems and needed to be omitted.
- The GRATIS Ashanti Representative suggested that the situations BEFORE and AFTER implementation of the OJT activities can be inserted to highlight the improvement under the project.

The Project Officer, Mr. Samuel Asiedu showed the Action Plan for the Regional and National Expansion (2014 - 2015) developed from the Strategic Model workshop held on 18th March 2014. He took members through the work plan in the following areas (key areas of concern):

- Publicity of project
- Methods of communication
- Coordination among key stakeholders
- Integration of non-association members into the project
- Interest of potential beneficiaries in the project
- Commitment of MMDAs to the project
- Criteria for selection of potential MSMEs
- Concept of internalization or ownership

The GRATIS Representative moved that "the work plan reflected what was discussed at the Strategic Model workshop" and the meeting unanimously approved it for use in the national expansion.

12. CLOSING AND DATE OF NEXT MEETING

The representative from the Ghana Chamber of Commerce and Industry, Mr. Fosu Yeboah, moved and was seconded by the MOTI representative for the meeting to come to an end at 2.50pm. The Chairman thanked members for attending the meeting and announced that the date of the next Working Group meeting is 21st August 2014. Ms. Margaret Azarbra, the RCC-Ashanti Representative said the closing prayer.

APPENDIX I: ATTENDANCE

JICA BDS Project

1. Dr. Ryoichi Ozawa, Chief Advisor
2. Ms. Risa Yokoyama, Coordinator

JICA Ghana Office

1. Ms. Takako Ueno, Project Formulation Advisor

NBSSI Staff

1. Mr. Saeed Owusu-Brobby, Regional Manager – NBSSI, Ashanti
2. Mr. Samuel Asiedu, Project Officer – NBSSI, Ashanti
3. Mr. Thomas Opoku, BAC Head (Tepa)
4. Ms. Patience Asamoah Aidoo, BAC Head (Agona)

Institutional Representatives (Collaborating Agencies)

1. Mr. Kwame Buor, Regional Chairman – ASSI
2. Ms. Augustina Gyamfi, Regional Director- MOWAC
3. Mr. Osman Mamuda, Regional Officer, MOTI
4. Mr. Margaret Azabra, Regional Coordinating Council
5. Mr. Ojawuri James, District Manager - GRATIS Foundation
6. Mr. Fosu Yeboah, Reg. Executive Secretary – Ghana Chamber of Commerce
7. Mr. Robert Nketia, Regional Chairman - AGI

Staff

1. Ms. Juliet Dadson, Project Assistant
2. Ms. Gifty Afi Cudjoe, Project Assistant
3. Afriyie Boachie Kwabena, National Service Person – NBSSI, Ashanti
4. Mr. Barnabas Sefa-Boakye – Resource Person/Recorder

10. 第9回モニタリングワーキンググループ会合議事録

NBSSI/JICA BDS PROJECT MINUTES OF 9TH WORKING GROUP MEETING HELD AT THE ROYAL LAMERTA HOTEL, KUMASI ON THURSDAY, 21ST AUGUST, 2014

1. ATTENDANCE (ATTACHMENT I)

2. BUSINESS OF THE MEETING (ATTACHMENT II)

The agenda of the meeting was as follows:

- a. Chairman's Opening Address
- b. Confirmation of Minutes of Previous Meeting
- c. Matters arising from Previous Minutes
- d. Address from JICA Ghana Office
- e. Report on the Progress of the Project Activities 1
 - The 4th 9-Week OJT by Pilot BACs
 - Assessment of Kaizen Forum (Kaizen 2014)
 - Presentation on Training in Japan
 - Action Plan (July to August 2014)
- f. Report on the Progress of the Project Activities 2
 - End-Line Survey
 - National Expansion Plan
- g. Presentation on the Training of Trainers
 - Preparation Workshop (Text and Lecture)
 - Training Programme
- h. Discussion and Q&A
- i. Chairman's Closing Remarks

3. CHAIRMAN'S OPENING ADDRESS

Mr. Saeed Owusu-Brobbe, Ashanti Regional Manager of NBSSI and Chairman of the Working Group, declared the meeting opened at 10.05 am. In his opening remarks he asked for the cooperation of members in bringing out their ideas as the pilot project was coming to an end. He announced that a mission would be coming to evaluate the project; the mission would visit the enterprises that had benefited from the OJT Activities. This visit would assist Government to give funding for the expansion phase of the project. He also informed the participants that nine BACs and one Regional Manager of NBSSI visited Japan to learn more about the project.

4. MINUTES OF THE 8TH WORKING GROUP MEETING

The Chairman asked members to go through the minutes of the previous meeting. The following corrections were made;

- Item 6, Line 4 – the word “there” inserted before “issues of ...” was omitted.
- Concerning the Appendices (attachments), the Project Assistants were advised to give pages to the slides and to increase the font size.

In the absence of any other corrections, the Mr. James Ojawuri, the GRATIS representative moved and it was seconded by the Ms. Augustina Gyamfi, the MOWAC Representative for the Minutes to be confirmed and accepted.

5. MATTERS ARISING FROM THE MINUTES

- 5.1 Under Item 5.3 the chairman informed participants that six enterprises had been identified and the project team wanted two additional enterprises from AGI, GCCI and ASSI by the second week of September 2014.
- 5.2 The chairman encouraged the BAC Heads to send proposals on the publicity of the project in their districts. The GRATIS representative suggested the use of local information centres that have links with the radio stations.
- 5.3 The MOTI representative wanted to know about the corrections in the project documentary. The chairman said the corrections had been made as suggested at the last meeting.

6. ADDRESS FROM JICA GHANA OFFICE

JICA Ghana's representative, Ms. Takako Ueno, thanked the chairman and members of the Working Group for the continued presence and contribution at the meeting. She expressed surprise that the project was already in the 9th Working Group Meeting. She was happy that the project was in its final stage and "now we are considering the next stage". She noted that the mid-term review was remarked as good.

She informed all present that JICA's attendance was to observe the OJT's progress and the training in Japan. The previous day, she said, she attended the Agribusiness boot camp which was organized by the World Bank. Many MSMEs were there to gain knowledge. It was observed that most of the MSMEs had started their new businesses. JICA took the opportunity to explain the BDS project to them, including Kaizen and their collaboration with NBSSI. It was noted that most of the MSMEs were interested to implement Kaizen but it seemed that there is lack of information on the linkage between MSMEs and NBSSI. She was of the belief that NBSSI's role is big and there was room to develop the support to the MSMEs more efficiently.

7. REPORT ON THE PROGRESS OF THE PROJECT ACTIVITIES 1

7.1 **Ejisu BAC:** Mr. Eric Oti Nyarko, the BAC Head did a presentation to inform working group members on the OJT activities in Wiafe Furniture Company Limited. The presentation outline was as follows:

- Introduction: corporate diagnosis stage, corporate improvement stage, follow-up stage
- Report from Wiafe Furniture Company Limited: profile of the enterprise, summary of corporate diagnosis report, improvement activities implemented
- Results of corporate improvement activities: productivity improvement, adoption of Kaizen concept, organized working environment, increased staff motivation.

When the presenter was asked about any challenges, he said that a little opposition was observed from the employees. Referring to the yellow paint marked on the floor to indicate the walkways, he was asked to use different colours such as red and green to indicate what the workers were to do. On the question of "productivity improvement", he explained that productivity meant that there was more production output with the same time used.

7.2 **Kuntenase BAC:** Nana Sam-Himbson used presented on two of the three companies where OJT activities were carried out. At Taabea Company Limited he showed the outline of the Summary of Corporate Diagnosis Report, Improvement Activities conducted, Management improvement, Visual Management, Promotion of 5S, Transportation improvement and Process improvement. The following were recommended;

- To continuously implement 5S
- To develop an inventory control system to avoid raw material shortages
- To increase the number of work bench for cell production

- For Management to encourage staff to “think Kaizen”
- To engage an accountant on part or full time basis.

At Vester Oil Mills Limited there was the summary of Corporate Diagnosis Report, Promotion of 5S with pictures of the palm kernel cracking section, maintenance section and storage of goods (before and after implementation). Visualization Management materials such as organisational chart, skill map, code of conduct, 5S committee, vision and mission and work standard. He made several recommendations.

Commenting on the report, the chairman told the participants that they need to follow up to sustain the improvements made. He also told the BACs to help MSEs write good business plans to access loans from the banks. He advised that, as they help improve their productivity in the volume and quality of production, the BAC Heads should advise the business owners to employ professional staff.

7.3 **Mamponteng BAC:** Mr. Mohammed Maahi made a P presentation on two companies: Stephen Metal Works and Animuonyam Nka Nyame Filtered Water. He gave the general information of Stephen Metal Works (year of establishment, main products, number of employees, etc), Kaizen implemented activities; 5S activities, proper records keeping, safety of workers, production order sheet, painting of walkways – all in before-and-after pictures. At Animuonyam Nka Nyame Filtered Water he presented similar activities, as well as hygiene, identification of filters, inventory control and time study.

- Responding to questions from members, Mr. Maahi said that regarding inventory control and minimum stock level, the company has five rolls as the minimum stock and it takes the same day to get new stock (order). On follow-up activities, it was agreed that it was the BAC Head to do so regularly so that the enterprise does not stop the new improvement practice. The BAC Head said the project team warned the workers through the use of pictures on the effects (bad) for not using the safety gadgets.

The JICA Representative, Ms. Ueno, wanted answers for three questions, namely:

- 1) Whether the period of 9 weeks for the OJT was long or short;
- 2) What the challenges associated with OJT are?
- 3) How do they intend to make the follow-up?

On the first question the BAC Head for Mamponteng responded that the 9 weeks was not enough and explained that by the week-by-week activities. On the second question he said it was difficult to convince them (enterprise workers) to understand the benefits of the project. The GRATIS representative was of the view that the project can identify problems and these problems could be a linkage to secure a loan to implement the changes. The Chairman replied that the linkage is available, for example the funding agencies giving out loans to MSEs through the preparation of a business plan.

Concerning the third question about follow-up, the Agona BAC Head suggested that the BAC Head need to have a checklist to go back to monitor the sustainability of the implemented activities and the results expected. She added that a study tour by a beneficiary enterprise owner to an enterprise that is starting the OJT activities could assist to overcome the challenges.

The Chairman assured the members that “there are plans to do TV programmes before the end of the year (2014)”. When it was realized that the follow-up required funding, the Kuntanase

BAC Head suggested the use of REP's activity in the district as an opportunity to visit the enterprise for the follow-up.

8. PRESENTATION ON TRAINING IN JAPAN

Before the start of the presentation Mrs. Priscilla Kwakye-Fosu on behalf of the BACs and the NBSSI commended JICA for helping to build their capacity including the visits to Japan. Mrs. Ofori talked briefly about the two-week Country Focused Training Programme visit to Japan in July 2014.

Impressed by the results of the visits, the GRATIS representative told the meeting that he was going to make his organization what he called "Kaizen-sensitive". He asked the members to applaud JICA for their good gesture.

9. ACTION PLAN (JULY TO AUGUST 2014)

On arrival from Japan the 11 trained BAC Heads prepared an Action Plan beginning from 1st August 2014 to 31st March 2015. The Agona BAC Head while making a presentation on the plan said that it was to make the 11 BAC Heads "outstanding consultants in Ghana".

The GCCI Representative wanted to know the source of funding of the project, and it was made known that JICA had accepted the funding and even asked for the action plan to be prepared.

10. REPORT ON THE PROGRESS OF THE PROJECT ACTIVITIES 2

10.1 End-Line Survey

Mr. Samuel Asiedu briefly talked about the end-line survey and said that it had not been completed yet.

10.2 Preparation Workshop (Text And Lecture)

Mr. Samuel Asiedu again told the members that the preparation of the material for the Training of Trainers was on-going. He gave the date as for the workshop as 2nd to 5th September 2014.

10.3 Three-Week TOT Programme

Mr. Samuel Asiedu gave a schedule of the 3-week Training-of-Trainers programme for BAC Heads beginning from 23rd September 2014 to 14th October 2014.

10.4 National Expansion Plan

The chairman said that practically the project would be carried out in 77 out of 177 districts in 31 enterprises in 3 years to cover the entire country. Kaizen, he stated, "would be talked about wherever we go". He hinted that another Kaizen Forum was to be done in Tamale and, if funds were available, a second one in Kumasi which would be much bigger than that held in Accra. He concluded that the national expansion would come on.

11. CLOSING REMARKS AND DATE OF NEXT MEETING

Mr. Saeed Owusu-Brobby commended Ms. Takako Ueno on how fast she works on the project's proposals and was hopeful that the NBSSI would continue to rely on JICA's efforts. In the absence of any other matters to discuss the MOTI representative moved and was seconded by the MOWAC representative for the meeting to come to an end at 2.50 pm. The closing prayer was said by the Mampong BAC Head. The next meeting date was to be communicated to members of the Working Group later.

APPENDIX I: ATTENDANCE

JICA Ghana Office

1. Ms. Takako Ueno, Project Formulation Advisor

NBSSI Staff

1. Mr. Saeed Owusu-Brobbe, Regional Manager – NBSSI, Ashanti
2. Mr. Samuel Asiedu, Project Officer – NBSSI, Ashanti
3. Mr. Mohammed Maahyi, BAC Head (Mamponteng)
4. Ms. Patience Asamoah Aidoo, BAC Head (Agona)
5. Mr. Eric Oti Nyarko, BAC Head (Ejisu)
6. Nana Sam-Himbson, BAC Head (Kuntenase/Foase)
7. Mrs. Priscilla Kwakye-Fosu, BAC (Konongo)

Institutional Representatives (Collaborating Agencies)

1. Mr. Kwame Buor, Regional Chairman – ASSI
2. Ms. Augustina Gyamfi, Regional Director- MOWAC
3. Mr. Osman Mamuda, Regional Officer, MOTI
4. Mr. Augustine Amankwah, Regional Coordinating Council
5. Mr. Ojawuri James, District Manager - GRATIS Foundation
6. Mr. Fosu Yeboah, Reg. Executive Secretary – Ghana Chamber of Commerce
7. Mr. Robert Nketia, Regional Chairman – AGI
8. Mr. Atta Aboagye, Regiona, Regional Director, Ghana Employees Association

Staff

1. Ms. Juliet Dadson, Project Assistant
2. Ms. Gifty Afi Cudjoe, Project Assistant
3. Mr. Barnabas Sefa-Boakye – Resource Person/Recorder

ATTACHMENT II: AGENDA OF THE NINTH MONITORING WORKING GROUP MEETING

Date: 21st August 2014

Time: 9:00am – 13:00pm

Venue: Conference Room, Royal Lamerta Hotel, Kumasi, Ghana

Morning Session

	Items	Person in charge
9:00 -	Registration	Project Assistants
9:30 -	Opening prayer	A member
9:35 -	Opening address	Mr. Saeed Owusu-Brobbe
9:45 -	Introduction of participants	
9:50 -	Address from JICA Ghana Office	
10:00 -	Confirmation of the Previous WG Meeting Minutes (Confirmation of the Progress of Collaboration and Action Plan)	Mr. Samuel Asiedu
10:20-	Report on the Progress of the Project Activities 1	Ejisu, Kuntense and Mampong BAC Heads
11:00-	• The 4 th 9-week OJT by Pilot BACs	Mr. Samuel Asiedu
11:15-	• Assessment of Kaizen Forum (June 2014)	
11:30-	• Presentation on Training in Japan	Konongo BAC Head
11:40-	• Action Plan (July to August 2014)	Agona BAC Head
11:40-	Coffee Break	
11:50-	Report on the Progress of the Project Activities 2	Mr. Samuel Asiedu
11:55-	• End-line Survey	Mr. Saeed Owusu-Brobbe
12:05-	• National Expansion Plan	Mr. Samuel Asiedu
	Presentation on the Training of Trainers	
	• Preparation Workshop (Text and Lecture)	
	• Training Programme	
12:20-	Discussion and Q and A	Members
12:45-	Closing Remarks	Mr. Saeed Owusu-Brobbe
12:55-	Closing Prayer	A member
13:00-	Lunch	

11. 第 10 回モニタリングワーキンググループ会合議事録

NBSSI/JICA BDS PROJECT MINUTES OF 10TH MONITORING WORKING GROUP MEETING HELD AT THE ROYAL LAMERTA HOTEL, KUMASI ON WEDNESDAY, 5TH NOVEMBER, 2014

1. ATTENDANCE (See Attachment I)

2. BUSINESS OF THE MEETING (See Attachment II)

The agenda of the meeting was as follows:

- a. Chairman's Opening Address
- b. Address from JICA Ghana Office
- c. Confirmation of Minutes of Previous Meeting
- d. Matters arising from Previous Minutes
- e. Report on the Progress of the Project Achievement I
 - Training-of-Trainers (TOT)
 - End-Line Survey
- f. Report on the Progress of the Project Achievement II
 - National Expansion Plan
- g. Presentation on Forthcoming Activities
 - Terminal Evaluation
 - The Second Kaizen Forum in Ashanti
- h. Chairman's Closing Remarks

3. CHAIRMAN'S OPENING ADDRESS

Mr. Saeed Owusu-Brobbe, Ashanti Regional Manager of NBSSI and Chairman of the Working Group, declared the meeting opened at 9.35 am. He welcomed members to the meeting and informed them that the project was coming to an end and that meeting might be the last. The meeting would look at what had happened so far, the status of the National Expansion plan on how the project was going to be replicated nationwide. The end-line survey, he said, would be discussed.

He hinted that a team would be coming from Japan and would be visiting members' offices. He urged members to participate fully in the discussions, and added that "each one of you is to share your experiences as a member of the Working Group".

4. ADDRESS FROM JICA PROJECT TEAM

In a short address, Mr. Tamon Nagai thanked the Working Group for the good work done on activities of the project.

5. MINUTES OF THE 9TH WORKING GROUP MEETING

The Chairman asked members to read through the Minutes of the Previous Working Group Meeting which was circulated before the current meeting for any corrections. On page 1 item 3, line number 1, the Chairman drew the attention of the Recorder that his surname is to be hyphenated as "Owusu-Brobbe". Again on page 3 sub-item 7.2, line number 1, the word "on" was to be removed from the sentence.

In the absence of any further corrections, the MOWAC Representative moved and was seconded by the GRATIS Representative for the Minutes to be confirmed.

6. MATTERS ARISING FROM THE MINUTES

- 6.1 The GRATIS Representative referred to Item 5.1 concerning the need for two additional enterprises from AGI and the other associations for OJT and the Chairman said that though the associations could not provide the enterprises, NBSSI made the effort and obtained the required number of enterprises.
- 6.2 The Chairman drew the attention of the meeting to a visit to Japan and had wanted the Acting Regional Representative of MOTI to brief members about the visit but he was currently attending a meeting in Accra. The Chairman would request him to present his visit in the next meeting.

7. REPORT ON THE PROGRESS OF THE PROJECT ACHIEVEMENT 1

7.1 Training of Trainers (TOT)

This is about an activity whereby BAC Head served as Trainers and trained other BAC Heads as Trainees aiming at improving the teaching methodology and enhancing the capacity of the Kaizen related to BDS. Mr. Thomas Opoku of Tewa BAC presented the results as a Trainer and Mr. Ibrahim Tchedre, BAC Head, Kumawu reported the training as a Trainee.

Giving the background of his presentation, Mr. Thomas Opoku explained the outline of the TOT, the 6 enterprises which were used for the TOT, objectives of the training which were to test the ability of the trainers on lecturing of Kaizen methods to other BAC Heads; to test the ability of trainers on how to plan and implement OJT activities; and to test the ability of trainers on how to explain and apply the Kaizen methodology. Other issues were the methodology, some of the activities undertaken, results on before and after situations, visual management, code of conduct, challenges faced and recommendations.

On the challenges it was stated that “some members of AGI and ASSI do not understand the project”. As such, there was the need for AGI and others to help. The Chairman then asked the meeting to discuss ways to mitigate them. The following remarks were made by the members;

- The AGI Representative remarked that his association members were aware of the project when JICA Project Team had made a brilliant presentation to AGI; so he could not understand the problem of lack of cooperation on their part in the introduction of the project to them.
- The GRATIS Representative suggested that there was the need for an orientation meeting for selected enterprise owners and to tell them of the benefits from the project’s activities.
- The GEA Representative was of the view, which was supported by Mr. Nagai, that the business owner must be briefed about what goes into the project so that they can allocate time for the project. Mr. Nagai added that from experience, initially the owners reject the idea of the project, but when they accept to allow the implementation, they become happy with the outcomes. So he asked the BAC Heads to make several visits to persuade them at the start.
- The ASSI Representative suggested that the NBSSI make follow-up visits to the selected companies.

The lesson learned from the deliberations in the case of AGI is that we should encourage NBSSI to work through the leaders of the associations.

Mr. Ibrahim Tchedre a trainee during the TOT took his turn to make his presentation. The activities he undertook were the following:

- Lecture sessions: corporate diagnosis, SWOT analysis, quality control implementation, 5S implementation, Occupational Safety, Health and Environment Management (OSHEM), Kaizen corporate and reporting, and industrial engineering.
- Corporate diagnosis: administered corporate diagnosis checklist (of 50 questions) to prepare the radar chart, administered 5S checklist, conducted SWOT analysis, and prepared radar chart.
- On his recommendations, four weeks would be appropriate for corporate diagnosis and kaizen improvement activities for one enterprise.

In the concluding statement, it was the view of the meeting that challenges would come but the BAC Heads have been managed because change would come but in a slow process.

7.2 End-Line Survey

Mr. Samuel Asiedu, Project Officer of NBSSI Ashanti, started by saying that the end-line survey was prepared to assess the results of the survey and the comparison between base-line and end-line survey would come out in later reports. He took the meeting through the components of the survey prepared from June 2014 to September 2014.

The objectives were to analyze the outcome of the project; and identify further actions to achieve the objectives of the project. The survey had three components and methodology:

- BACs in Ashanti Region (self-evaluation of all 23 BACs)
- MSEs in Ashanti Region (each BAC conducted a survey for 20-25 clients (MSEs) per district. A total 459 MSEs were contacted)
- BDS Providers other than BACs (Regional Office and Project Unit conducted a survey of Public and Private BDS providers including business consultants, universities and associations. Twenty-five BDS providers responded to the end-line survey)

On the whole in respect of changes in BDS Provision/Facilitation within the past two years, some of the results are:

- An introduction of new BDS concept which has improved the operations of the BACs.
- Education and training on the new concept which has enhanced the understanding of problem and possible solutions of MSEs
- BACs have been introduced to proper corporate diagnosis and improvement activities for MSEs.
- Beneficiaries who have undergone training have acquired proper skills in records keeping, banking culture and access to matching grants.
- Many MSEs are being introduced to the new concept and the success story of beneficiaries is an encouragement to other MSEs to access the service.
- The introduction of 5S and other components of Kaizen have contributed in promoting cleanliness and reduction of waste to improve productivity.

On recommendations, the AGI Representative recommended NBSSI that about 5 years business experience as a pre-requisite for recruitment of BAC heads. The Chairman answered that it would be difficult to hire the experienced persons because the salary of BAC head would not be enough so that NBSSI usually recruit the less experienced officer and train them on the job.

AGI Representative asked that the figure of self-evaluation by BAC heads showed that their capacity of BDS provision has been increased, but what kind of skills could be enhanced. Mr. Ibrahim Tchedre, Kumawu BAC head stated that through the Project, he got new techniques, to identify issues and recommend solutions by conducting the corporate diagnosis and actually implement his recommendation to the enterprises.

When the AGI Representative asked for restraint in charging a fee for the new BDS concept, the Chairman's reply was that MSEs have started paying but the arrangements have not been finalized.

8. REPORT ON THE PROGRESS OF THE PROJECT ACHIEVEMENT 2

National Expansion Plan

The Chairman, Mr. Saeed Owusu-Brobbe, took his turn again and the outline of his presentation was as follows:

- Concept of nationwide expansion
- Project target
- Project identification
- Working group on nationwide expansion.

Besides the project objective, he gave the following development objectives:

- Increase the number of MSMEs which produce quality products which can meet domestic and international markets
- Improve level of productivity of MSMEs to generate more income, growth and employment opportunities
- Equip the BAC Staff with the requisite knowledge and skills in kaizen
- Enhance the competitiveness of MSEs in the district level
- Promote the growth of MSEs producing quality products which can meet domestic and international market.

The concept for nationwide expansion is that, based on the results so far achieved by the pilot project, NBSSI plans to mainstream the implementation processes of the project to ensure sustainability beyond the pilot phase. The following activities are to be implemented:

- Organize Kaizen fora in all the regions to introduce the Strategic Model and create awareness within the first three years after the pilot phase.
- Implement the National Expansion Plan in the regions in phases as follows:
 - 1ST PHASE – Northern, Central, Brong Ahafo Regions (April 2015 – March 2016)
 - 2ND PHASE – Greater Accra, Easter, Upper East (April 2016 – March 2017)
 - 3RD PHASE – Western, Volta, Upper West (April 2017 – March 2018)

He stated that under phase I, thirty-three BACs will be equipped with the requisite knowledge and skills in the Kaizen concept. They will serve as trainers for phases II and III.

The project target in the National Expansion is the growth-oriented MSMEs engaged in agro-processing and other value addition/manufacturing activities with emphasis on rural-based enterprises. The project beneficiaries are as follows;

- NBSSI staff at the Regional and District offices in the regions

- Micro, Small and Medium Scale Entrepreneurs (in particular, 231 enterprises/companies will benefit directly from project activities)
- Members of trade/business associations.

According to the implementation structure and management of the project, the Executive Director of NBSSI is the Project Director and take overall responsibility for the administration and implementation.

Finally the Chairman stated that the implementation of the Nationwide Expansion Plan had been accepted by the Government of Ghana.

On questions about the Chairman's presentation, the AGI representative asked about the selection criteria and where the data for selection was obtained and, secondly, that the Working Group on the National Expansion did not have a private sector representation.

The Chairman, in his response, said that the database had been prepared and sent to the regions already. He also explained that the National Expansion Working Group was an in-house NBSSI structure but the representatives from the private sector are members of the Joint Coordinating Committee (JCC) of the Project in Accra.

PRESENTATION ON FORTHCOMING ACTIVITIES

1. Terminal Evaluation

Mr. Samuel Asiedu told the participants that the terminal evaluation is an exit point of the pilot phase of the project. He explained with a schedule that showed the visit of a mission from Japan. He emphasized that the activities would start from arrival on 17th November 2014 through to 3rd December 2014 when they will finish their activities (visits and interviews). The Terminal Evaluation would have interview with Monitoring WG members so that their corporation for the interview was requested by the Project Team.

2. The Second Kaizen Forum in Kumasi

The second Kaizen forum was being scheduled for January, 2015. Mr. Asiedu again showed the tentative programme to the Working Group members. He urged all members to participate fully in the Forum accordingly.

9. CHAIRMAN'S CLOSING REMARKS

The Chairman of the Monitoring WG, Mr. Saeed Owusu-Brobey, said he had enjoyed working with the group, especially their commitment to the activities. He thanked the members for participating in the project and its meetings. Mr. Owusu-Brobey said the Project has not yet ended and asked the members to respond whenever they are called upon. The GRATIS Representative moved and was seconded for the meeting to come to an end at 1.25 pm.

ATTACHMENT 1 – ATTENDANCE

The following is the list of members who attended the 10th Working Group Meeting of the NBSSI/JICA BDS Project held at the Royal Lamerta Hotel, Kumasi on Wednesday, 5th November, 2014.

JICA Consultants

1. Mr. Yojiro Fujiwara, Expert
2. Mr. Tamon Nagai, Project Sub-Leader
3. Ms. Risa Yokoyama, Coordinator

NBSSI Staff

1. Mr. Saeed Owusu-Brobby, Regional Manager – NBSSI, Ashanti
2. Mr. Samuel Asiedu, Project Officer – NBSSI, Ashanti
3. Mr. Thomas Opoku, BAC Head (Tepa)
4. Mr. Ibrahim Tchedre, BAC Head (Kumawu)

Institutional Representatives (Collaborating Agencies)

1. Mr. Kwame Buor, Regional Chairman – Association of Small Scale Industries
2. Ms. Augustina Gyamfi, Regional Director- Department of Gender
3. Mr. Osman Mamuda, Regional Officer, Ministry of Trade & Industry
4. Mr. Ojawuri James, District Manager - GRATIS Foundation
5. Mr. Robert Nketia, Regional Chairman – Association of Ghana Industries
6. Mr. Atta Aboagye, Regional Director, Ghana Employees Association

Staff

1. Ms. Deborah Andoh, Project Assistant
2. Ms. Gifty Afi Cudjoe, Project Assistant
3. Mr. Barnabas Sefa-Boakye – Recorder

ATTACHMENT II – AGENDA

Date: 5th November, 2014

Time: 9:00am – 13:00pm

Venue: Conference Room, Royal Lamerta Hotel, Kumasi, Ghana

	Items	Person in charge
9:00 -	Registration	Project Assistants
9:30 -	Opening prayer	A member
9:35 -	Opening address	Mr. Saeed Owusu-Brobey
9:45 -	Introduction of participants	
9:50 -	Address from JICA Ghana Office	
10:00 -	Confirmation of the Previous WG Meeting Minutes (Confirmation of the Progress of Collaboration and Action Plan)	Mr. Samuel Asiedu
10:20-	Report on the Progress of the Project Achievement1 <ul style="list-style-type: none">• Training of Trainers (TOT)	Mr. Thomas Opoku & Mr. Ibrahim Tchedre
10:40-	<ul style="list-style-type: none">• End-line Survey	Mr. Samuel Asiedu
11:10-	Coffee Break	
11:40-	Report on the Progress of the Project Achievement2 <ul style="list-style-type: none">• National Expansion Plan	Mr. Saeed Owusu-Brobey
11:55-	Presentation on forthcoming Activities	Mr. Samuel Asiedu
12:10-	<ul style="list-style-type: none">• Terminal Evaluation• The second Kaizen Forum in Ashanti	Mr. Samuel Asiedu
12:20-	Discussion and Q and A	Members
12:50-	Closing Remarks	Mr. Saeed Owusu-Brobey
12:55	Closing Prayer	A member
13:00-	Lunch	

12. 第 11 回モニタリング WG 宣言書

DECLARATION OF MONITORING WORKING GROUP OF THE NBSSI /JICA BDS PROJECT ASHANTI REGION, AT ROYAL LARMETA HOTEL, JANUARY 21, 2015

Preamble

The NBSSI /JICA BDS Project which is being piloted in the Ashanti Region is getting to an end. The National Expansion of the Project has been proposed and endorsed by all stakeholders and the NBSSI Ashanti Regional Office is to be the hub and resource centre for the expansion.

Declaration

Having been involved in the monitoring of the Project to ensure that BAC Heads acquire the ‘new BDS’ training, which included the Kaizen related BDS;

1. Having understood the Strategic Model through the interactions in the previous Working Group meetings;
2. Having understood that the Ashanti Regional Office is the hub, and resource centre for the national expansion;
3. Having appreciated the significance of the organizational set-up (Monitoring Working Group) of this kind in other regions and the need to communicate with the concerned parties in the other regions through the Head Organizations of the concerned parties, and advocating the setting up of same;
4. Having recognized the achievements and successes of the pilot phase of the Project;

We hereby declare our total willingness and commitment to support the National Expansion Phase of the Project. In view of this, we;

1. Shall maintain close relations with the Ashanti Regional Office during the expansion phase of the ‘new BDS’, and attend regular meetings,
2. Shall advice on the setting up of Monitoring Working Group teams in participating regions,
3. Shall seek the support of Regional Ministers and MMDAs to promote initiatives to further the development of the MSMEs, and
4. Shall make ourselves available to disseminate our experiences throughout the Project.

MONITORING WORKING GROUP MEMBERS AND SIGNATURE

No.	Name of Member	Position and Institution	Signature
1	Mr. Kwame Buor	Regional Chairman – ASSI	
2	Ms. Augustina Gyamfi	Regional Director- MOWAC	
3	Mr. Osman Mamuda	Regional Officer- MOTI	
4	Mr. Augustine Amankwah	Regional Coordinating Council	
5	Mr. Ojawuri James	District Manager - GRATIS Foundation	
6	Mr. Fosu Yeboah	Reg. Executive Secretary – GCC	
7	Mr. Robert Nketia	Regional Chairman - AGI	
8	Mr. Aboagye Atta	Regional Director- GEA	