

**Ministry of Trade and Industry
National Board for Small Scale Industries
Republic of Ghana**

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

Project Completion Report

March 2015

JAPAN INTERNATIONAL COOPERATION AGENCY

PADECO Co., Ltd.

Global Development & Management Consultants Inc.

IL
CR(3)
15-050

**Ministry of Trade and Industry
National Board for Small Scale Industries
Republic of Ghana**

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

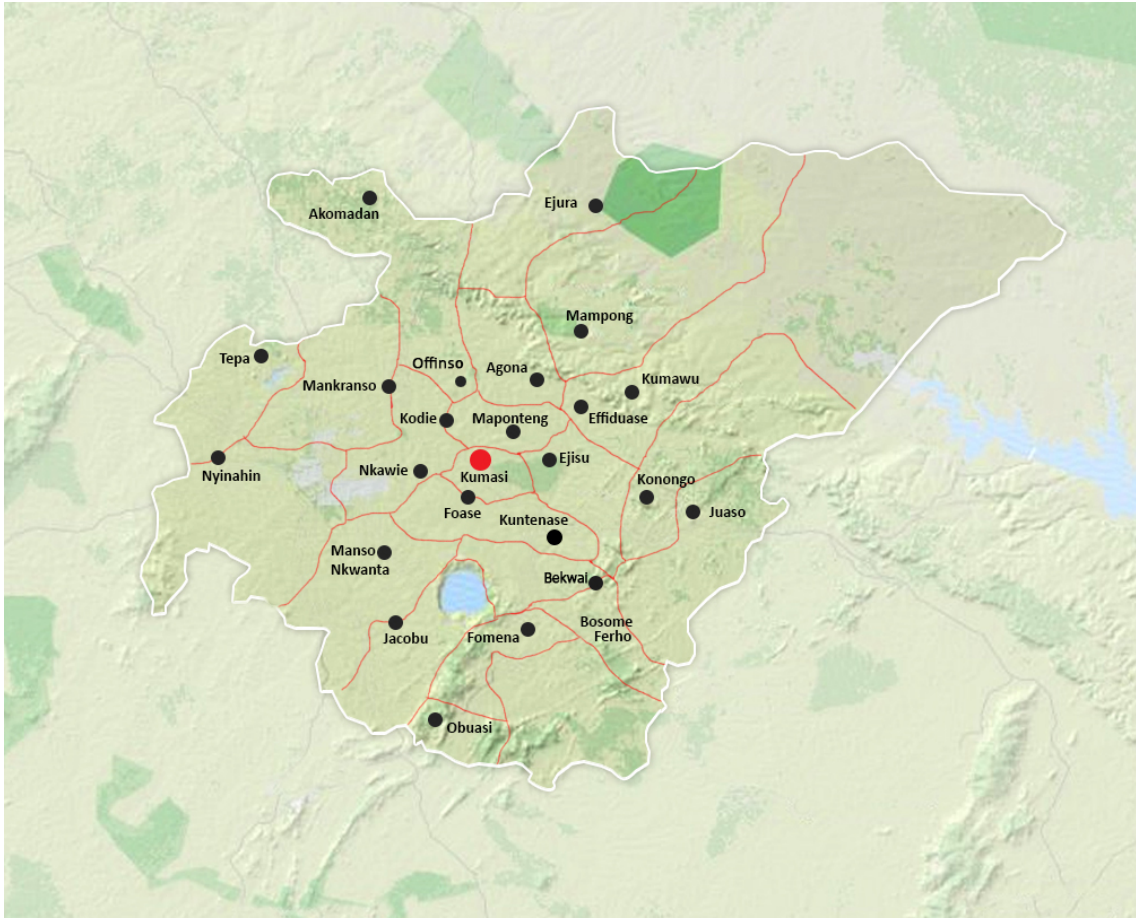
Project Completion Report

March 2015

JAPAN INTERNATIONAL COOPERATION AGENCY

**PADECO Co., Ltd.
Global Development & Management Consultants Inc.**

Map of Ashanti, Ghana



Source: NBSSI Ashanti Website: <http://nbssiashanti.org/nbssi/map.php>

Photos



2 week Training (Lecture)



2 week Training (Group Exercise)



9 週間 OJT (Tepa BAC)



9 週間 OJT (セイトンボード)



3 week TOT



3 week TOT Group Photos



Kaizen Forum (Central)



Kaizen Forum (Brong Ahafo)

Contents

1. Outline of the Project.....	1
1.1 Background of the Project.....	1
1.2 Scope of the Project.....	2
1.3 Project Design Matrix	2
1.4 Implementation Structure.....	5
2. Inputs of the Project.....	6
2.1 Japanese Experts	6
2.2 Local Staff.....	8
2.3 Counterpart.....	8
2.4 Local Expense	9
2.5 Procurement of Equipment.....	10
3. Project Achievement	12
3.1 Achievements Measured by Indicators of PDM	12
3.2 Achievement Related to Workflow and BDS Provision/Facilitation	14
3.2.1 The Changes Brought by Workflow.....	14
3.2.2 BDS Provision/Facilitation by BAC	14
3.3 Reference Materials Related to BDS.....	15
4. Project Activities.....	16
4.1 Project Tasks.....	16
4.2 Workflow.....	21
4.2.1 Formulation and Implementation of Workflow.....	21
4.2.2 The Issues in Implementation and the Measures Taken	25
4.3 Trainings for Capacity Improvement of BACs	25
4.3.1 2 week Training	26
4.3.2 9 week OJT.....	33
4.3.3 Training in Japan	37
4.3.4 Study Group Meeting	38
4.4 Base-line Survey and End-line Survey.....	38
4.4.1 Base-line Survey	38
4.4.2 End-line Survey.....	39
4.5 Strategic Model	40
4.5.1 Module of Strategic Model.....	41
4.5.2 Reference Materials of Strategic Model.....	41
4.6 National Expansion Plan	42
4.6.1 Formulation of National Expansion Plan	42
4.6.2 Mainstreaming Activities	44
4.7 Meeting	45
4.7.1 JCC.....	45
4.7.2 Monitoring WG	46
4.7.3 Other Meeting	48
4.8 Deliverables.....	48

4.9	Public Relations.....	48
5.	Lessons Learned and Recommendations	50
5.1	Measures Taken.....	50
5.2	Lessons Learned.....	51
5.3	Recommendation.....	52
5.3.1	The Progress and Recommendation by Terminal Evaluation.....	52
5.3.2	Recommendation towards National Expansion	54

Appendices

Appendix 1	PDM
Appendix 2	PDM1
Appendix 3	PDM2
Appendix 4	List of Participants of the Training
Appendix 5	List of Reference Materials
Appendix 6	Summary Report of Base-line Survey
Appendix 7	Summary Report of End-line Survey
Appendix 8	Image of Strategic Model
Appendix 9	Explanatory Notes of Strategic Model
Appendix 10	Framework for National Expansion on Strategic Model
Appendix 11	Minutes of Forum
Appendix 12	Minutes of JCC Meeting
Appendix 13	Minutes of Monitoring WG Meeting

Figures

Figure 1-1	Project Operation.....	4
Figure 1-2	Implementing Structure.....	5
Figure 2-1	Assignment Schedule	7
Figure 4-1	Schedule of the Activities.....	20

Tables

Table 1-1	Scope of the Project (Period, Ministry, C/P, Beneficiaries and Target Area)	2
Table 1-2	Overall Goal, Project Purpose and Outputs.....	2
Table 1-3	The Revision of PDM	3
Table 1-4	List of the Counterpart Personnel.....	5
Table 2-1	Assignment of Japanese Experts	6
Table 2-2	List of National Staff and Consultants	8
Table 2-3	List of Technical Unit Members.....	8
Table 2-4	List of BAC Heads	9
Table 2-5	Breakdown of the Local Expenses	9
Table 2-6	List of Equipment (to be granted to C/P)	10
Table 2-7	List of Equipment (to be Used by Project Team)	11
Table 3-1	Project Achievement	12
Table 4-1	Schedule of Main Activities	16
Table 4-2	Actual Project Activities.....	16
Table 4-3	Summary of Workflow	22
Table 4-4	Outline of Group Training.....	27
Table 4-5	The Curriculum of the First 2 week Training.....	27
Table 4-6	Lecture Contents and Lecturer in the First 2 Week Training.....	28
Table 4-7	The Curriculum of the Second 2 week Training	28
Table 4-8	Lecture Contents and Lecturer in the Second 2-Week Training.....	29
Table 4-9	The Grouping and Pilot Enterprises in the Second 2-Week Training.....	29
Table 4-10	The Curriculum of the Third 2 Week Training.....	30
Table 4-11	Lecture Contents and Lecturer in the Third 2 Week Training	30
Table 4-12	Pilot MSEs and Three Groups for Third 2-Week Workshop.....	30
Table 4-13	Outline of 3-Week TOT.....	31
Table 4-14	The Curriculum of 3 week TOT	31
Table 4-15	Lecture Contents and Lecturers in the TOT	32
Table 4-16	Grouping of 3-Week TOT and Pilot Enterprises	33
Table 4-17	Pilot BACs and Pilot Enterprises	34
Table 4-18	Schedule of 9-Week OJT.....	36
Table 4-19	Outline of Training in Japan	37
Table 4-20	Outline of the Base-line Survey	38
Table 4-21	Outline of the End-line Survey.....	39
Table 4-22	The Comparison of Base-line and End-line Survey	40

Table 4-23	List of Module B	41
Table 4-24	List of National Expansion WG Members	42
Table 4-25	Outline of National Expansion WG Meetings.....	42
Table 4-26	Activities of Mainstreaming of National Expansion.....	44
Table 4-27	Main Topics and Decisions in JCC	46
Table 4-28	Main Topics of Reporting and Discussions of Monitoring WG.....	47
Table 4-29	The List of the Project Reports Submitted to JICA and C/P	48
Table 5-1	The Current Situation on the Recommendation by the Terminal Evaluation Mission.....	53

Abbreviations

AfDB	African Development Bank
AGI	Association of Ghana Industry
BAC	Business Advisory Centre
BDO	Business Development Officer
BDS	Business Development Service
C/P	Counterpart
DA	District Assembly
EDAIF	Export Development and Agricultural Investment Fund
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoG	Government of Ghana
GRATIS	Ghana Regional Appropriate Technology Industrial Service
GSGDA	Ghana Shared Growth and Development Agenda
HQ	Headquarters
HRD	Human Resource Development
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development
ISSP	Industrial Sector Support Programme
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
MOTI	Ministry of Trade and Industry
MSEs	Micro and Small Enterprises
NBSSI	National Board for Small Scale Industries

NGO	Non-governmental Organization
OJT	On-the-Job Training
PDM	Project Design Matrix
PDCA	Plan-Do-Check-Action
PMU	Project Management Unit
PSDS II	National Medium Term Private Sector Development Strategy II
PO	Plan of Operation
QC	Quality Control
R/D	Record of Discussions
REP	Rural Enterprise Programme
RTF	Rural Technology Facility
RTIMP	Root and Tuber Improvement and. Marketing Programme
TOT	Training of Trainers
WG	Working Group
W/P	Work Plan
WS	Workshop

1. Outline of the Project

In this Chapter, the background, goal, purpose, output and activities of the project are briefly described.

1.1 Background of the Project

The private sector in Ghana is dominated by a very large number of micro, small and medium sized enterprises. In 2008, the share of the industrial sector was 29.3% in terms of GDP and 98.5% of this sector was made up of these enterprises. In terms of the workforce, these enterprises employ 88.4% of the total workforce in the industrial sector, excluding the construction sector. Because of this, the promotion of these enterprises, especially micro and small enterprises (hereinafter referred to as “MSEs”), is of great importance for Ghana’s national economic development. However, MSEs in general lack working capital, capable human resources, and managerial/technical knowledge and skills; these factors result in the low quality and productivity of their products. These problems are the main reasons why the private sector in Ghana remains uncompetitive, both regionally and internationally.

The Government of Ghana (hereinafter referred to as “GoG”) intends to foster the competitiveness of the private sector, in accordance with national policy documents such as “Ghana Shared Growth and Development Agenda (GSGDA) 2010–2013,” “National Medium Term Private Sector Development Strategy II (PSDS II) 2011–2015,” Industrial Policy (IP), and “Industrial Sector Support Programme (ISSP) 2011–2015”. These policy documents emphasize that the enhancement of MSEs is indispensable to promote the competitiveness of the private sector. Therefore, in order to promote MSE’s, strengthening the delivery of Business Development Service (hereinafter referred to as “BDS”) and stimulating appropriate technologies to improve productivity are among the most important measures to be taken.

For the implementation of these measures, the Ministry of Trade and Industry (hereinafter referred to as “MOTI”) has established the National Board for Small Scale Industries (hereinafter referred to as “NBSSI”). NBSSI has set out Business Advisory Centers (hereinafter referred to as “BAC”) to support MSE development. Currently, BACs are established in 110 districts nationwide to provide support to MSEs. The functions of BACs are to implement BDS services such as coaching in account bookkeeping and as BDS facilitators to introduce and mediate other appropriate BDS providers. The human resource capacity of BAC staff as BDS provider and facilitator is considered high; however, in order to cope with the various demands and needs of the MSEs, further strengthening and development of BACs’ capacity is needed.

The Government of Japan has been assisting the development efforts of GoG mentioned above in the context of “promotion of the sustainable economic development” based on the latest version of “Japan’s Country Assistance Programme for the Republic of Ghana”. Moreover, to identify new initiatives, JICA conducted the “Preparatory Survey for the Program on MSMEs Development in Ghana” in September 2010, which made recommendations to formulate a project to strengthen the capacities of BACs to implement BDS for MSEs, specifically by introducing “KAIZEN” methods as one of the essential methods of their BDS. The survey also suggested that the Ashanti Region is an appropriate pilot region to test the system before implementing it nationwide, since it has the second largest city of Kumasi as a regional capital with various industries and clusters. Furthermore, it is a key logistical hub as it is geographically located in the center of Ghana. Additionally, many MSEs in the Ashanti Region have shown a high level of interest in “KAIZEN” and its positive results which were demonstrated in the previous JICA development study called “The Study on Promotion and Development of Local Industries” conducted from February 2006 to May 2008.

Based on this background and information, NBSSI has requested the Government of Japan to implement a project that is aimed at strengthening the overall capacity of BDS provision and facilitation by establishing BACs in the Ashanti Region (pilot region) while also introducing KAIZEN instruction and facilitation.

1.2 Scope of the Project

The scope of the project, including the project period and Counterpart (C/P) is listed below. Originally there were 20 designated BACs, but after new districts were established in the Ashanti Region, seven BACs were set up in these new districts and the number of BACs has been increased to 27 as of February 2015. At the request of NBSSI, these seven new BACs were added as beneficiaries.

**Table 1-1: Scope of the Project
(Period, Ministry, C/P, Beneficiaries and Target Area)**

Project Period	April 2012 to March 2015 for a total of three years
Ministry	Ministry of Trade and Industry (MOTI)
Implementing Agency (C/P)	NBSSI Headquarters, NBSSI Ashanti Regional Office, and BACs in Ashanti Region
Beneficiaries	<ol style="list-style-type: none"> 1. NBSSI HQ 2. NBSSI Ashanti Regional Office (approx. 5 staff members) 3. 27 BACs in the Ashanti Region (approx. 30 staff members) 4. MSEs (In particular, 36 pilot companies will benefit directly from the project activities. Other companies in the Ashanti Region will also benefit by participating in the seminars and workshops implemented by the Project.)
Target Area	<ul style="list-style-type: none"> • Formulation and implementation of the “Strategic Model” (Pilot Model): Ashanti Region, Ghana • Target Area for “Nationwide Expansion Plan”: Ghana Countrywide

1.3 Project Design Matrix

(1) The Purpose and Outputs of the Project

The Project purposes and outputs stated in the Project Design Matrix (PDM) are shown in Table 1-2. The PDM version 0 is listed in Appendix 1.

Table 1-2: Overall Goal, Project Purpose and Outputs

Overall goal
The activities to replicate the “Strategic Model” in the whole of Ghana are initiated by MOTI and NBSSI, which contributes to enhancing the development of MSEs.
Project Purpose
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.
Outputs
Output 1: Capacity and mechanism for NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/facilitate BDS is developed.
Output 2: Capacity of BAC staff in Ashanti Region to provide/facilitate BDS including KAIZEN related BDS is enhanced.
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.

(2) Revision of PDM

PDM was revised twice at the second Joint Coordinating Committee (JCC) Meeting and Mid-Term Review of the Project. The PDM version 0 was revised at the second JCC Meeting in November 2011 to state the target performance levels for the indicators in the PDM which were not established at the beginning of the Project. PDM version 1 was again modified to PDM version 2 at the fourth JCC Meeting based on the recommendation by the Mid-Term Review conducted from October to November 2013 to include additional indicators. The main points of these revisions are described in the following table. PDM version 1 can be found in Appendix 2 and PDM version 2 is referred to in Appendix 3.

Table 1-3: The Revision of PDM

Item	PDM Ver.0	PDM Ver.1	PDM Ver.2
Output 1		Setting performance levels for the indicators	
Indicator	1-2. 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.	1-2. Within the activities (seminar/workshop/OJT) of capacity development for BACs implemented by NBSSI Ashanti Regional Office 80% of activities get good response from participating BACs.	1-2.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 experts (Only on OJT). <i>(Evaluation by Japanese experts was added.)</i>
	1-3. XX BAC staff are qualified as the trainers to disseminate “Strategic Model”.	1-3. 8 BAC staff are qualified as the trainers to disseminate “Strategic Model”.	-
	-	-	1-4. A draft plan on management/ implementation structure of the Strategic Model within Ashanti Region is submitted to NBSSI Headquarters. <i>(Indicator was added.)</i>
Means of Verification	-	-	1-4. A draft plan on management/implementation structure of the Strategic Model within Ashanti Region
Output 2		Setting the unfixed figure of indicators	
Indicator	2-1. Evaluation results on capacity of BAC increase by XX%.	2-1 Evaluation results on capacity of BAC increase by 30% .	-
	2-2. XX% of pilot MSEs perform improvement in indicators of KAIZEN.	2-2. 70% of pilot MSEs perform improvement in indicators of KAIZEN.	2-2. 70% of pilot MSEs perform activities to improve quality/ productivity. <i>(Indicator was specified.)</i>
	2-3 XX good practices are demonstrated.	2-3. 25 good practices are demonstrated.	
	-	-	2-4. 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. <i>(Indicator was added.)</i>
Means of Verification	-	-	2-3 Project record(s) 2-4 Project record(s)

Item	PDM Ver.0	PDM Ver.1	PDM Ver.2
Output 3		Setting the unfixed figure of indicators	
Indicator	3-3.XX times of mainstreaming activities are conducted.	3-3. 5 times of mainstreaming activities are conducted.	-
	-	-	3-4. A draft plan on management/ implementation structure of the Strategic Model at national level is prepared and circulated to NBSSI Regional Offices. (Indicator was added.)
Means of Verification	-	-	3-3. Project record(s) 3-4. A draft plan on management/ implementation structure of the Strategic Model at national level

(3) Project Operation

The Project Operation performed to achieve the Project outcomes is shown in Figure 1-1 below.

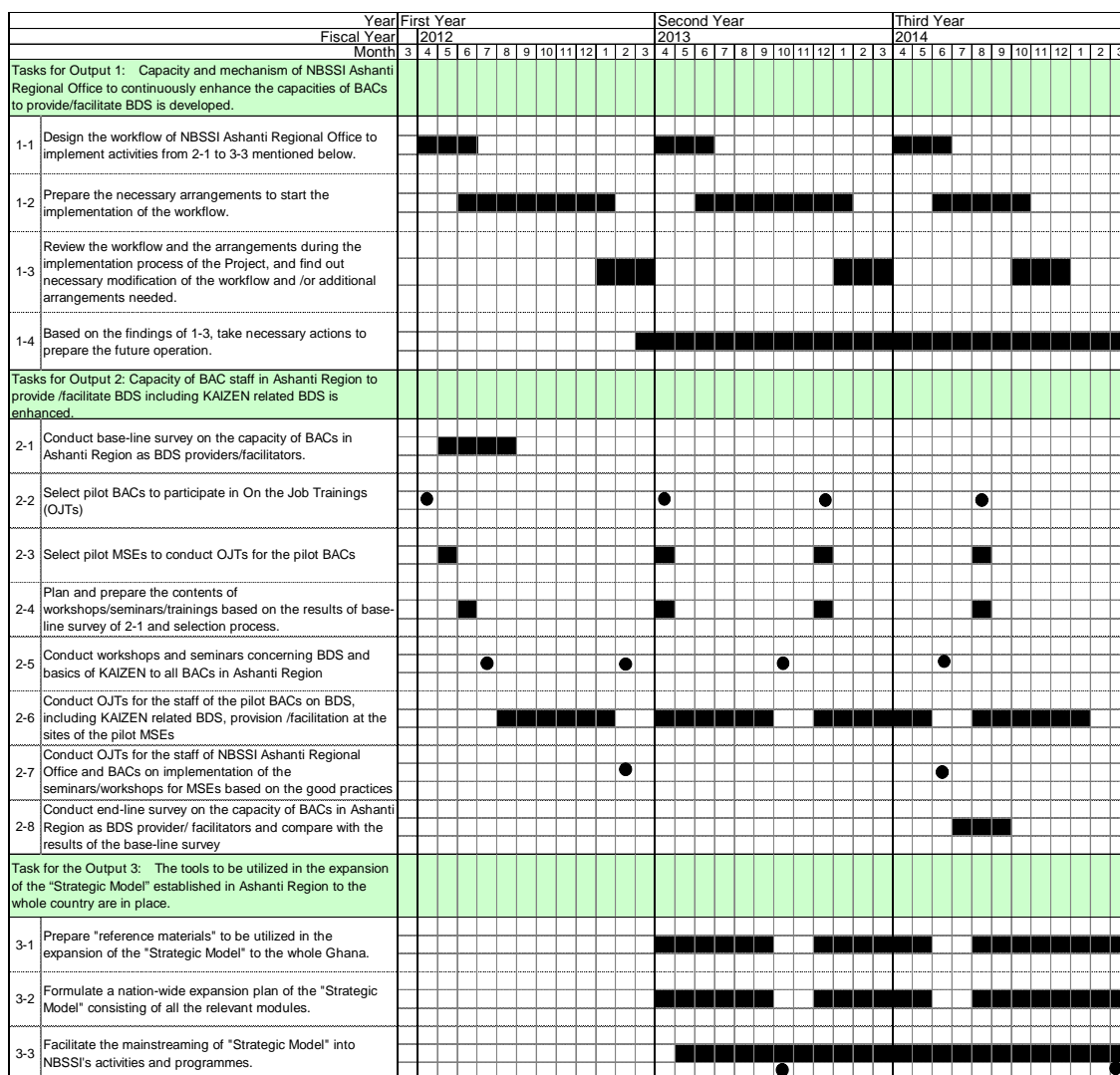


Figure 1-1: Project Operation

1.4 Implementation Structure

In the Project, the C/P organization is NBSSI under MOTI of Ghana. The Executive Director of NBSSI is the Project Director who takes overall responsibility and the Regional Manager of NBSSI Ashanti is the Project Manager as shown in Table 1-4. The JICA BDS Project Team consists of JICA experts and Ghanaian staff, and the Chief Advisor of the team holds overall responsibility for supervising the implementation and achievement of the Project. The implementing structure along with the concerned stakeholders is shown below.

Table 1-4: List of the Counterpart Personnel

Name	Position in the Project	Organisation	Title	Period
Mr. Lukman Abdul-Rahim	Project Director	NBSSI HQ	Executive Director	Apr. 2014 to Mar. 2015
Mr. Dawarnoba Baeka	Deputy Project Director	NBSSI HQ	Deputy Executive Director	Apr. 2014 to Mar. 2014 ¹
Mr. Saeed Owusu-Brobbe	Project Manager	NBSSI HQ/ NBSSI Ashanti	Deputy Executive Director/ Regional Manager	Apr. 2014 to Mar. 2015

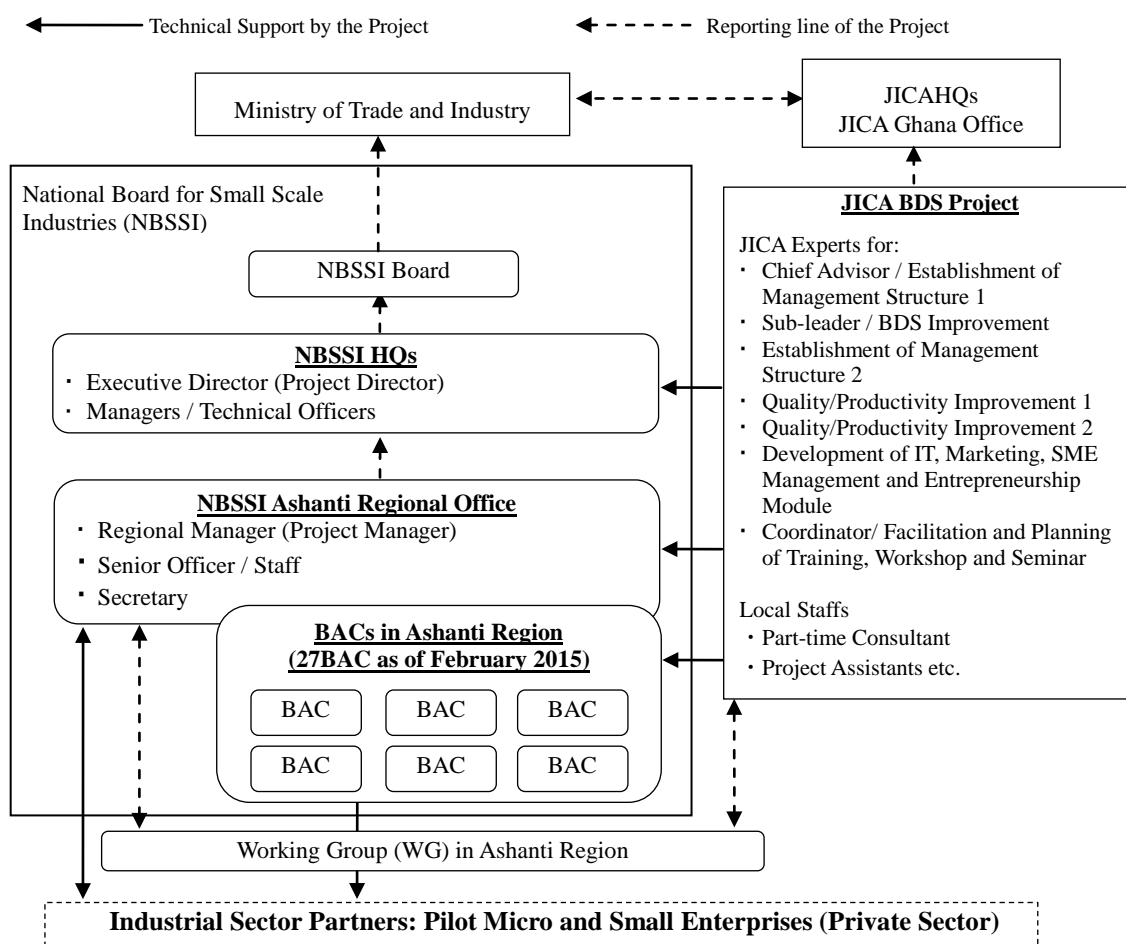


Figure 1-2: Implementing Structure

¹ Mr. Baeka, is no longer with the Project because of his new posting in MOTI as Chief Director. Mr. Saeed Owusu-Brobbe is both Deputy Executive Director and Ashanti Regional Manager from April 2014.

2. Inputs of the Project

This chapter shows the inputs of human resources from both Japan and Ghana, financial resources and equipments provided by JICA utilised for implementation of the activities.

2.1 Japanese Experts

The Japanese experts consisting eight consultants in total were dispatched during the Project period. The Man-Month (M/M) of each expert are listed in the Table 2-1 including the original and revised plan. The assignment schedule is shown in the Figure 2-1.

Table 2-1: Assignment of Japanese Experts

No	Name	Field	Original M/M	Revised M/M	Actual Inputs	Remarks
1	Ryoichi Ozawa	Chief Advisor / Establishment of Management Structure 1	7.20	9.67	9.67	Increase of M/M
2	Tamon Nagai	Sub-leader / BDS Improvement	25.33	24.17	24.17	Decrease of M/M
3	Yojiro Fujiwara	Establishment of Management Structure 2	4.20	4.00	4.00	Decrease of M/M
4	Takaharu Seki	Quality / Productivity Improvement 1	12.67	13.07	13.07	Increase of M/M
5	Satoru Tajima	Quality / Productivity Improvement 2	13.67	13.27	13.27	Decrease of M/M
6	Yuji Ozaki	Development of IT, Marketing, SME Managements, Entrepreneurship Module	5.00	1.80	1.80	Decrease of M/M
7	Kyoko Yoshikawa/ Risa Yokoyama	Coordinator / Facilitation and Planning of Training, Workshop, and Seminar	17.00	18.77	4.80 13.97	Replacement Increase of M/M
Sub-Total			85.07	84.75	84.75	Decrease of M/M
In Japan						
1	Ryoichi Ozawa	Chief Advisor / Establishment of Management Structure 1	0.20	0.27	0.27	Increase of M/M
2	Tamon Nagai	Sub-leader / BDS Improvement	0.07	0.07	0.07	-
3	Yojiro Fujiwara	Establishment of Management Structure 2	0.03	0.03	0.03	-
4	Takaharu Seki	Quality / Productivity Improvement 1	0.03	0.03	0.03	-
5	Satoru Tajima	Quality / Productivity Improvement 2	0.03	0.03	0.03	-
6	Yuji Ozaki	Development of IT, Marketing, SME Managements, Entrepreneurship Module	0.03	0.03	0.03	-
7	Kyoko Yoshikawa	Coordinator / Facilitation and Planning of Training, Workshop, and Seminar	0.03	0.03	0.03	-
Sub-Total			0.42	0.49	0.49	Increase of M/M
Total			85.49	85.24	85.24	Decrease of M/M

2.2 Local Staff

Table 2-2 shows the list of national staff working with the Project Team. Several local consultants were hired as needed during the mentioned periods of assignment.

Table 2-2: List of National Staff and Consultants

No	Name	Content of Assignment	Period of Assignment
1	Ms. Gifty Afi Cudjoe	Project Assistant 1	Jun. 2012 to Mar. 2015
2	Ms. Juliet Arkoh Dadson	Project Assistant 2	Jun. 2012 to Mar. 2015
3	Ms. Gloria Comodor	Project Assistant (temporary)	Nov. 2012, May and Nov. 2013, and May 2014
4	Ms. Yuko Sakaguchi	Project Assistant (during 2 week Training and 9 week OJT)	May to Jun, Oct. to Nov. 2013, Jan. to Mar. 2014, and May to Jul. 2014
5	Ms. Debora Andoh	Project Assistant (temporary)	Oct. to Dec. 2014 and Jan. to Feb. 2015
6	Mr. Charles Manu (Challen Consultant Ltd.)	Preparation of Textbook and Assigned Lecture Subject (5S in Ghana, and KAIZEN in Ghana)	May 2012 to Jun. 2012
7	Mr. Barnabas Sefa-Boakye	Preparation of Textbook and Assigned Lecture Subject (MSM Enterprise Management, Entrepreneurship, and Seminar Method for Enterprise) Note taker for the meetings held in Kumasi	May 2012 to Dec. 2014
8	Vincent B. Torgbor	Web Designer	Nov. 2012 to Mar. 2015
9	Kwaku Temeng	PR Consultant	Nov. 2014 to Feb. 2015

2.3 Counterpart

The BAC Heads, counterpart members assigned to the Project, were changed several times due to transfer, new recruitment and resignation. Table 2-3 shows the list of Technical Unit members and Table 2-4 indicates the list of the BAC Heads at the completion of the Project. The Project Officer of NBSSI Ashanti was replaced by Mr. Samuel Asiedu in March 2014, and he acted as the leader of Technical Unit and supported the Regional Manager.

Table 2-3: List of Technical Unit Members

No.	Name	Position	Organisation/BAC	Period
1	Samuel Asiedu	Senior Project Officer	NBSSI Ashanti	Mar. 2014 to Apr. 2015
2	Nana Sam-Himbson	BAC Head	Kuntenase/Foase	Apr. 2012 to Apr. 2015
3	Michael Odartey Golightly	BAC Head	Kumasi	Apr. 2012 to Apr. 2015
4	Ibrahim Tchedre	BAC Head	Kumawu	Mar 2014 to Apr. 2015
5	Mohammed Maahi	BAC Head	Mamponteng	Mar 2014 to Apr. 2015
6	Marina Kusi	BAC Head	Kodie	Mar 2014 to Apr. 2015
7	Evans Anyane	Senior Project Officer	NBSSI Ashanti	Apr. 2012 to Jan. 2014
8	Benson Adjei	BAC Head	Nkawie	Apr. 2012 to Jun. 2014

Table 2-4: List of BAC Heads

No	BAC	Name	Position in the Project	Remarks
1	Agona	Ms. Patience Asamoah Aidoo	Pilot BAC	
2	Akomadan	Mr. Kipo Dari		
3	Bekwai	Mr. Kwasi Boateng		
4	Bosome Freho	Mr. Alexander Nyame		
5	Effiduase	Mr. Kwasi Owusu	Pilot BAC	
6	Ejisu	Mr. Eric Oti Nyarko	Pilot BAC	
7	Ejura	Mr. Abraham Kanbontaa		Transferred to the other regions in Jan. 2015
8	Foase	Nana Himbson-Sam	Pilot BAC	
9	Fomena	Mr. David Oduro		
10	Jacobu	Nana Antiri		Assigned in Aug. 2013
11	Juaso	Mr. Aikins Agyepong	Pilot BAC	
12	Kodie	Ms. Marina Kusi	Technical Unit	Assigned in Jul. 2013
13	Konongo	Ms. Priscilla Kwakye Fosu	Pilot BAC	
14	Kumasi	Michael Odartey Golightly	Pilot BAC/ Technical Unit	
15	Kumawu	Ibrahim Tchedre	Technical Unit	
16	Mampong	Thomas Fofie	Pilot BAC	
17	Mamponteng	Mohammed Maahi	Pilot BAC/ Technical Unit	
18	Manso Nkwanta	Agyenim Boateng		
19	Nkawie	Benson Adjei	Pilot BAC/ Technical Unit	Resigned in Jun. 2014
		Priscilla Opoku Mensah		Assigned in Nov. 2014
20	Nynahin	Benjamin Marfo		Assigned in Jun. 2014
21	Obuasi	Kelvin Ofori-Atta	Pilot BAC	
22	Offinso	Theodore Bayeldeng		
23	Tepa	Thomas Opoku	Pilot BAC	

2.4 Local Expense

Both JICA and GoG provided funds for the implementation of the Project. The summary of the amount provided from JICA is shown in Table 2-5.

Table 2-5: Breakdown of the Local Expenses

Item	Amount (JPY)
Labour (National Staff, Consultant, etc.)	6,900,000
Maintenance of Office Equipment and Car	2,030,000
Consumables (paper, toner, fuel etc.)	4,970,000
Travel (Airfare, bus)	1,530,000
Communication (Mobile, Internet)	600,000
Photocopy and Print	1,130,000
Rental Car, Taxi	740,000
Maintenance of Office Facilities	140,000
Training, meetings, workshops etc.	24,500,000
PR (Radio, newspaper etc)	700,000
Meetings	1,000,000
Equipment granted to C/P	2,640,000
Equipment for the Project	1,250,000
Documentary Production	170,000
Total	48,300,000

2.5 Procurement of Equipment

The equipment which was agreed to be granted to C/P in Record of Discussion (R/D) was procured accordingly. Two Project Offices were originally to be set up in the NBSSI Regional Office and Kumasi BAC and a photocopier and a colour printer were scheduled to be installed in each office, but the purchase of these items was suspended as only the Regional Office was utilized as the Project Office. At the request of C/P, laptops and digital cameras were additionally procured for all BAC Heads to prepare reports and record BDS and activities. The list of equipment is shown in the Table 2-6.

Table 2-6: List of Equipment (to be granted to C/P)

Item	Product Name	QTY	Location	Delivery/ Inspection Date	Status
Laptop	HP Pavilion g6	3	NBSSI Ashanti Regional Office, Kumasi, Nkawie, BAC	6 July 2012	
	DELL INSPIRON N5040	2	Foase and Juaso BAC	17 May 2012	
	TOSHIBA Satellite L755-S5112	10	Agona, Bekwai, Bosome Freho, Effiduase, Ejisu, Konongo, Mampong, Manso Nkwanta and Obuasi BAC and Ashanti Regional Office	19 November 2012	Due to transfer of Ejura BAC Head, the laptop for Ejura BAC is stored in NBSSI Ashanti Regional Office
	TOSHIBA Satellite C850-F21H	6	Akomadan, Fomena, Kumawu, Mampong, Offinso and Tewa BAC	19 November 2012	
	HP 15-d053cl Touch Smart Notebook PC	3	Jacobu, Kodie and Nynahin BAC	5 September 2014	
	Total	24			
Photocopy	Canon photocopier 2320	1	NBSSI Ashanti Regional Office	17 May 2012	
	-	1	Kumasi BAC	Cancel	
	Total	2			
Digital Camera	Olympus FE-5020	6	Kumasi, Nkawie and Juaso BAC	5 June 2012	
			Mampong, Konongo and Obuasi BAC	7 March 2013	
	SAMSUNG ES95	3	Agona, Bekwai and Tewa BAC	14 November 2013	
			Akomadan, Bosome Freho, Effiduase, Ejura, Fomena, Jacobu, Kodie, Kumawu, Mankraso, Nynahin and Offinso BAC	10 September 2014	
	SAMSUNG ST72	2	Ejisu and Foase BAC	27 March 2014	
	SAMSUNG ST150F	1	Mampong BAC	27 March 2014	
	Total	23			
Colour Printer	HP LaserJet Pro CP1025	1	NBSSI Ashanti Regional Office	11 September 2013	
	-	1	Kumasi BAC	Cancel	
	Total	2			

Item	Product Name	QTY	Location	Delivery/ Inspection Date	Status
Projector	ACER DSV 0008	1	NBSSI Ashanti Regional Office	24 September 2012	
	Total	1			
Screen	I-view Projection Screen	1	NBSSI Ashanti	24 September 2012	
	Total	1			

The necessary equipment for implementation of the Project activities was procured as listed below. The video camera was additionally purchased for developing public relations (PR) material.

Table 2-7: List of Equipment (to be Used by Project Team)

Item	Product Name	QTY	Location	Delivery/ Inspection Date	Status
Laptop	HP Pavilion g6	2	NBSSI Ashanti Regional Office	4 June 2012	For Project Assistant
	DELL INSPIRON 3520 DC	2	NBSSI Ashanti Regional Office	4 February 2012	For Project Officer, NBSSI Ashanti
	Total	4			
Photocopy	Canon photocopier 2320	1	NBSSI Ashanti Regional Office	17 May 2012	
	Total	1			
Digital Camera	Olympus FE4020	1	NBSSI Ashanti Regional Office	24 April 2012	
	Total	1			
B/W Printer	HP Laserjet P2055dn	1	NBSSI Ashanti Regional Office	16 April 2012	
	Total	1			
Generator	Kipor Diesel Engine KM2V80	1	NBSSI Ashanti Regional Office	10 July 2013	
	Suzuki Generator 1000W	(1)	NBSSI Ashanti Regional Office	20 September 2012	Stolen
	Suzuki Gasoline Generator SV 12000 E2	1	NBSSI Ashanti Regional Office	10 July 2014	Repurchased
	Total	2			
Projector	ACER DSV 0008	1	NBSSI Ashanti Regional Office	4 June 2012	
	Total	1			
Video Camera	Sony HDR - CX220E	1	NBSSI Ashanti Regional Office	1 May 2014	With Tripod
	Total	1			

3. Project Achievement

3.1 Achievements Measured by Indicators of PDM

The Project indicators of PDM and the achievement are summarized in Table 3-1.

Table 3-1: Project Achievement

Project Purpose	Indicators	Achievement
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 country of Ghana are in place.	<ol style="list-style-type: none"> 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”. 	<ol style="list-style-type: none"> 1. The written request to MOTI Minister was issued in February 2014 where the implementation of National Expansion activities was indicted and it was approved by MOTI in June 2014. 2. (1) The Study Tour for the Regional Managers in the other regions organized by the NBSSI HQ and Ashanti Regional Office took place in October 2013, willingness and interests to adopt the Strategic Model were expressed. (2) Interest in National Expansion of the Strategic Model was shown by NBSSI officials of other regions at the Kaizen Forum in Central and Brong Ahafo in June 2014 and those in Ashanti and Northern in January 2015. (3) The readiness to replicate the Strategic Model in each region was confirmed in the Strategic Model Transfer Workshop for Regional Managers in November 2014.
Outputs	Indicators	Achievement
Output 1: Capacity and mechanism for NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/facilitate BDS are developed.	<ol style="list-style-type: none"> 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 experts (Only on OJT). 3. 8 BAC staff members are qualified as the trainers to disseminate the “Strategic Model.” 	<ol style="list-style-type: none"> 1. The Workflow of the Ashanti Regional Office was developed and the Workflow items were incorporated in the 2014 and 2015 NBSSI Annual Plan. 2. (1) Based on the questionnaire survey, 100% of the BACs who participated in all four group training sessions (2-week Training and 3-week TOT) and all four 9-week OJTs expressed high satisfaction and highly evaluated these activities. (2) Japanese experts evaluated high on all 9-week OJTs. 3. 11 BAC Heads² in total were qualified as the trainers through Training of Trainers (TOT) from September to October 2014.

² Due to the resignation of Mr. Benson Adjete, former Nkwawie BAC Head, who participated in the first 9-week OJT, the number of Pilot BAC Heads are 11 at the completion of the Project.

Outputs	Indicators	Achievement
Output 1: Capacity and mechanism for NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/ facilitate BDS are developed.	4. A draft plan on management/ implementation structure of the Strategic Model within Ashanti Region is submitted to NBSSI Headquarters.	4. The draft plan on management/ implementation structure of the Strategic Model within Ashanti Region was submitted by the Ashanti Regional Office to the NBSSI HQ in March 2014.
Output 2: Capacity of BAC staff in Ashanti Region to provide /facilitate BDS, including KAIZEN related BDS, is enhanced.	<ol style="list-style-type: none"> 1. Evaluation results on capacity of BAC staff 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. 	<ol style="list-style-type: none"> 1. Based on the result of self-evaluation by BAC Heads in the End-line Survey, the capacity of BAC staff on provision/ facilitation of BDS was increased by 77 %. 2. All 36 Pilot MSEs which participated in 9-week OJT could conduct the quality/ productivity improvement activities. 3. A total of 25 good practices have been recognised by NBSSI Ashanti and were uploaded in the homepage of NBSSI Ashanti Regional Office. 4. Based on the questionnaire survey, 100% of the BACs who participated in all four group training sessions (2-week Training and 3-week TOT) and of four 9-week OJTs expressed high satisfaction and highly evaluated these activities.
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.	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 1. Based on each Module of Strategic Model, manuals, lecturing materials, format and etc. were prepared as Reference Materials. 2. (1) The schematic drawing of Strategic Model was submitted by NBSSI Ashanti to NBSSI HQ, and it was formally approved at the 5th JCC Meeting in May 2014. (2) The National Expansion Plan of Strategic Model was discussed and formulated by National Expansion WG, and the proposal for National Expansion to Export, Trade, Agriculture and Industrial Development Fund (EDAIF) was submitted in July 2014. 3. A total of 9 times events were conducted to mainstream the Strategic Model. Through these activities, the understanding and interest of cooperation to National Expansion of Strategic Model was expressed by participants.

Outputs	Indicators	Achievement
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.	4. A draft plan on management/ implementation structure of the Strategic Model at national level is prepared and circulated to NBSSI Regional Offices.	4. (1) The situation analysis of all NBSSI Regional Office was made, and the draft plan on management/implementation of the Strategic Model at national level was formulated. The detailed National Expansion Plan was made in January 2015. (2) The action plan of each region to replicate Strategic Model was made in the Strategic Model Transfer Workshop for Regional Managers conducted in November 2014.

3.2 Achievement Related to Workflow and BDS Provision/Facilitation

3.2.1 The Changes Brought by Workflow

The Workflow brought changes to the mindset of NBSSI Ashanti Regional Office.

- 1) The Regional Office in the past played mainly an intermediary role, for instance coordinating BAC’s activity based on the NBSSI HQ’s instruction and reporting the results to HQ. Through the development and implementation of Workflow, the Regional Office has become proactive in capacity development with efforts such as identifying the required roles and skills to BAC and Regional Office staff members and planning and conducting trainings
- 2) The work cycle, i.e. plan, implementation and evaluation, was introduced to the management of the BACs through the discussion in the Annual Review Meeting. The opportunities to learn from the other cases and good practices were increased and collaboration activities among BACs could be seen.

3.2.2 BDS Provision/Facilitation by BAC

(1) BDS Provision

The skills and knowledge to enhance BAC’s BDS provision capacity were transferred through Japanese model of Corporate Diagnosis and Kaizen. In doing so the target was established adapted to Ghanaian context.

Corporate Diagnosis

The standards of Corporate Diagnosis for BACs were developed by referring to the contents of Corporate Diagnosis required for practical supplementary sessions of the examination for Japanese SME Management Consultant. The achievement target was to prepare the simplified Corporate Diagnosis reports. It is noted that some topics, such as financial management, were not included because they were not applicable to most MSEs in Ghana.

BACs had provided BDS based on needs assessments without visits to client MSEs. This resulted in not recognizing some issues. Through the Project, BAC Heads could acquire new skills to analyze current conditions by visiting enterprises, identifying issues and recommending Kaizen activities to address the issues.

Kaizen

The learning objective was to obtain the skills and methods to guide owners and production managers of MSEs in Ghana in using Kaizen activities. The achievement target was determined

as the level which enabled the BACs to recommend five kinds of Kaizen activities in the production sites, such as Improvement of Production Process, Layout Optimization, Visualization, Delivery Control, and Quality Control.

Before the implementation of the Project, the BDS facilitation was mainly made based on needs assessments, however, the Project has enabled BAC Heads to advise on Kaizen activities and instruct on their implementation. This result indicated the target could be achieved. At the same time, it is pointed out that the menu of Kaizen recommendations should be broad and comprehensive, even though the small-scale of client MSEs might limit implementation.

(2) BDS Facilitation

BAC Heads were already experienced with BDS facilitation, i.e. coordination of training, so that further collaboration with the other BDS providers and academia were intended. BAC Heads could identify the potential issues of MSEs through new BDS related to Kaizen, and there were cases that their Kaizen recommendations required specific technical improvements or loan provisions, which resulted in the increase of opportunities to facilitate and collaborate with the other service providers. BAC Heads are now able to provide overall consultation and improve BDS facilitation capacity.

(3) The Changes Brought by Improvement of BDS Provision/Facilitation

The new BDS provision to MSEs in the districts should improve the quality of operations, broaden the range of service provision, and increase business opportunities through further collaboration with the other projects and BDS facilitation. The development of PR activities and tools and sharing good practices also lead to enhanced motivation. BAC Heads improved themselves in order to contribute to the growth of MSEs in their districts and to implement National Expansion as trainers.

3.3 Reference Materials Related to BDS

Reference Materials were developed for acquaintance of required skills and knowledge for implementation of the above activities. The materials which were prepared by Japanese experts in 2-week Training, OJTs and Training in Japan were elaborated and adjusted to the cases in Ghana by the Technical Unit and pilot BAC Heads to make them more applicable to their duties and local MSEs. Some of the advanced contents, e.g. Industrial Engineering, Quality Control, etc., were simplified.

4. Project Activities

This chapter details each activity to achieve the project objectives during the Project period. The table below shows the schedule of main activities of the Project.

Table 4-1: Schedule of Main Activities

2012	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
				←	■ 1st JCC	→					■ 2nd JCC	
				← Base-line Survey →								
				Project Start		● 1st 2-week Training				← ● 1st 9-week OJT →		
2013	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			● 1st Training in Japan		■ 3rd JCC						■ 4th JCC	
		● 2nd 2-week Training			← ● 2nd 9-week OJT →					● Mid-term Review		
										● 3rd 2-week Training		
2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
					■ 5th JCC		● 2nd Training in Japan					■ 6th JCC
							←	End-line Survey →				● Terminal Evaluation
				← 3rd 9-week OJT →			← 4th 9-week OJT →			● 3-week TOT		
2015	Jan	Feb	Mar									
		■ 7th JCC										
			Project End									

4.1 Project Tasks

The project activities were conducted based on the tasks in PDM. Table 4-2 summarises each task and the schedule of the activities is shown in Figure 4-1.

Table 4-2: Actual Project Activities

Tasks at Preparation Stage		
No.	Task	Actual Project Activities
0-1	Preparation of Project Work Plan	Project Work Plan was drafted in Japan.
0-2	Reviewing Existing Project Information	The documents and information collected in Ghana, and the results of the interview of C/P and concerned parties were analysed and incorporated to the Project Work Plan.
0-3	Briefing and Discussion of Project Work Plan	The Project Work Plan was explained and discussed with C/P, concerned parties, JICA HQ and JICA Ghana Office, and it was approved at the first JCC Meeting on 24 th April 2012. The content of the Project Work Plan was also presented at Induction Workshop for all the Ashanti Region BACs which was held in April 2012. The final version of the Project Work Plan was submitted and distributed at the beginning of May 2012.
Tasks for Output 1: Capacity and mechanism of NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/facilitate BDS are developed.		
No.	Task	Actual Project Activities
1-1	Design the Workflow of NBSSI Ashanti Regional Office to implement activities for BAC's capacity development (Activities 2-1 to 3-3).	From April to September 2012, 1) Situation Analysis, 2) Formulation of Workflow Components, and 3) Planning of the Execution Schedule of Workflow was conducted in close coordination and discussion with NBSSI Ashanti Regional Office. The Workflow together with report of Situation Analysis was presented and consented in the second JCC meeting in November 2012. The Workflow was reviewed and revised accordingly based on the result of Task 1-3 and 1-4.

1-2	Prepare the necessary arrangements to start the implementation of the Workflow (e.g. securing the sources of budget, and assignment of the personnel, etc.).	The Preparation activities including 1) Securing the funds and assignment of personnel and 2) Formulating necessary deliverables were made to implement the Workflow. The necessary budget and assignment of personnel were applied to NBSSI HQ, and the status of each activity was reviewed. The manuals and formats for Workflow were developed by C/P with the Project Team's support from November 2012 to 2013. They were also revised and expanded based on the review of Workflow in the Task 1-1.
1-3	Review the Workflow and the arrangements during the implementation process of the Project and find out necessary modifications of the Workflow and/or additional arrangements needed.	The problems that occur in the implementation of the Workflow were identified and analyzed with C/P from January to March 2013, January to March 2014, and October to December 2014.
1-4	Based on the findings of Task 1-3, take necessary actions to prepare the future operation.	The countermeasures to cope with issues of Workflow and its implementation identified in the Task 1-3 were discussed and required actions were conducted with C/P, and necessary modification of Workflow and its materials were made.
Tasks for Output 2: Capacity of BAC staff in Ashanti Region to Provide/Facilitate BDS including KAIZEN related BDS is enhanced.		
No.	Task	Actual Project Activities
2-1	Conduct baseline survey on the capacity of BACs in the Ashanti Region as BDS providers/ facilitators.	The baseline survey targeting BACs, client MSEs and BDS providers in Ashanti Region was conducted with NBSSI Ashanti Regional Office from May to August 2012.
2-2	Select pilot BACs to participate in On-the-Job Training (OJT)	As 3 pilot BACs for the first OJT were determined before the Project, 3 BACs each OJT, in total 9 BACs, were selected for the 2nd to 4th OJT with NBSSI Ashanti Regional Manager according to selection criteria and visiting BAC. The selection was made per the following schedule. The 2nd OJT: February to March 2013 The 3rd OJT and 4th OJT: September to November 2013 All together 12 BACs participated in the 4 OJTs.
2-3	Select pilot MSEs to conduct OJTs for the pilot BACs	Each Pilot BAC identified 10 candidate enterprises before the OJT, and then a total of 5 enterprises out of 10 were selected as pre-selection with Japanese experts at the first week of OJT. Then in the second week of the OJT program, pilot MSEs were finalized to 3 enterprises per BAC based on the results of visits to the MSEs. Each BAC selected 3 enterprises in a total of the 4 OJTs, resulting in 36 enterprises participating.
2-4	Plan and prepare the content of workshops/seminars/training based on the results of the baseline survey of Task 2-1 and selection process of Task 2-3.	The structure and contents of the workshops/seminars/ training and OJT were approved at the first JCC meeting. The workshop/seminar consisted of four 2-week training sessions targeting all BACs in Ashanti and four 9-week OJTs for 3 BACs each time. The original plan in terms of the implementation schedule and the contents was modified in line with progress and the situation, i.e. the 4th 2-week training was changed into 3-week TOT.
2-5	Conduct workshops and seminars concerning BDS and basics of KAIZEN to all BACs in the Ashanti Region	The 1st 2-week training was conducted in June 2012 to strengthen the BDS provision/facilitation and the basic knowledge of Kaizen, the 2nd 2-week training for group exercise of Corporate Diagnosis was provided in February 2013, the 3rd 2-week training for group exercise of Kaizen took place in October, and the 3-week TOT was conducted from September to October 2014. The series of workshops to develop the lecturing material was provided to the pilot BACs who would be trainers and Technical Unit.
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.	OJT were provided as follows. The 1st OJT from November to September, 2012 BACs: Kumasi (Mr. Seki) , Juaso (Mr. Nagai) and Nkawie (Mr. Tajima) The 2nd OJT from May to July, 2013 BACs: Konongo (Mr. Seki), Mampong (Mr. Nagai) and

		<p>Obuasi (Mr. Tajima) The 3rd OJT from January to March 2014 BACs: Bekwai (Mr. Seki), Agona (Mr. Nagai) and Tepa (Mr. Tajima) The 4th OJT from May to July, 2014 BACs: Mampong (Mr. Seki), Ejisu (Mr. Nagai) and Kuntense (Mr. Tajima) The follow-up was conducted after 2 to 3 months after each OJT. The Good Practices were selected and shared among BACs, and the Good Practice Sheet was developed by BACs to be utilised as PR tool.</p>
2-7	Conduct OJTs for the staff of the NBSSI Ashanti Region Office and BACs on implementation of the seminars/workshops for MSEs based on the good practices piloted.	The first Kaizen Forum for MSEs was held in February 2013 in Ashanti. Public Hearing was conducted by Pilot BACs in each district to introduce BDS related to Kaizen by presenting their good practices to their client MSEs and stakeholders. Needs assessment was made at these events.
No.	Task	Actual Project Activities
2-8	Conduct end-line survey on the capacity of BACs in the Ashanti Region as BDS providers/facilitators and compare with the results of the base-line survey.	The end-line survey to BACs, client MSEs and BDS providers in Ashanti was conducted from June to September by questionnaire in corporation with NBSSI Ashanti Regional Office. The comparative analysis of baseline and end-line survey was made in October.
Tasks for 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.		
No.	Task	Actual Project Activities
3-1	Prepare “Reference Materials” which include tools, good practices and lessons learned, to be utilized in the expansion of the “Strategic Model” to the whole of Ghana.	The Modules of the Strategic Model were determined with Module A related to Workflow and Module B to strengthen BACs’ capacity of BDS provision/facilitation. Manuals, lecturing materials, formats, good practices and so on applicable to Ghana were developed by C/P with the support of the Project Team.
3-2	Formulate a nationwide expansion model of “Strategic Model” consisting of replicable modules	The National Expansion WG was formulated with NBSSI HQ and NBSSI Ashanti Office, and the National Expansion Plan of the Strategic Model was developed by the National Expansion WG members. Eight WG meetings were held from February 2013 to November 2014 to draft and discuss the Plan, and follow up the progress.
3-3	Facilitate mainstreaming of “Strategic Model” into NBSSI’s activities and programmes. (conduct national seminars at mid- and final stages of the project, organize study tours for public and private sector representatives, PR on TV and Radio)	<p>A total of nine events to mainstream the Strategic Model were held from February 2013 to February 2015 as below.</p> <ol style="list-style-type: none"> 1) the first Kaizen Forum in Ashanti in February 2013, 2) Study Tour to the stakeholders in June 2013 3) Study Tour to NBSSI Regional Managers in October 2013 4) BDS Forum in February 2014 5) Kaizen Forum in Central in June 2014 6) Kaizen Forum in Brong Ahafo in June 2014 7) The Strategic Model Transfer Workshop for NBSSI Regional Managers in November 2014 8) the second Kaizen Forum in January 2015 9) Kaizen Forum in Northern in January 2015 <p>As PR activities, the homepage of NBSSI Ashanti Office was set up and operated and six radio talk shows by pilot BAC Heads were conducted. Three TV programmes and three newspaper articles were published to introduce the Project and NBSSI BDS. The press was invited to these forums (BDS Forum and Kaizen Forums), and the events were reported in the media: newspapers and TV and radio programmes. .</p>

Tasks for Project Management		
No.	Task	Actual Project Activities
4-1	Prepare Work Plan, Progress Reports (No. 1, 2, 3, 4 and 5), and Completion Report	Work Plan, Progress Report 1 to 5, Completion Report and technical deliverables were submitted.
4-2	Organize meetings of Project Joint Coordination Committee (JCC)	The change of the frequency of JCC meetings into twice a year from once a year was agreed at the first JCC meeting. The JCC meetings were held seven times; in April 2012, November 2012, May 2013, November 2013, May 2014, December 2014 and February 2015 to confirm the progress and discuss major topics.
4-3	Organize meeting in Ghana and in Japan	The plan and progress were reported before/after each field assignment to JICA HQ and JICA Ghana. The Monitoring WG meetings were held 11 times all together in May, September and November 2011, February, May and September 2013, January, May, August and November 2014, and January 2015. In addition, the Strategic Model Workshop for Monitoring WG members was conducted in March 2014.
4-4	Procurement of JICA requested equipment and needed equipment	The procurement of the equipment was made accordingly. Chapter 2 2.5 details these procurement.
4-5	Implementation of PR activities	As mentioned in Task 3-3, the PR activities were implemented through radio talk show, TV and newspaper.
No.	Task	Actual Project Activities
4-6	Plan and implement counterpart training in Japan	The trainings in Japan were held twice and a total of 15 trainees attended. The first training was conducted in March 2013 with 5 trainees and 10 C/Ps participated in the second training from July to August 2014.
4-7	Support to mid-term review and terminal evaluation conducted jointly by JICA and C/P	The mid-term review was conducted from October to November 2011 and the terminal evaluation was made from November to December 2014 with JICA and C/P with support by the Project Team.

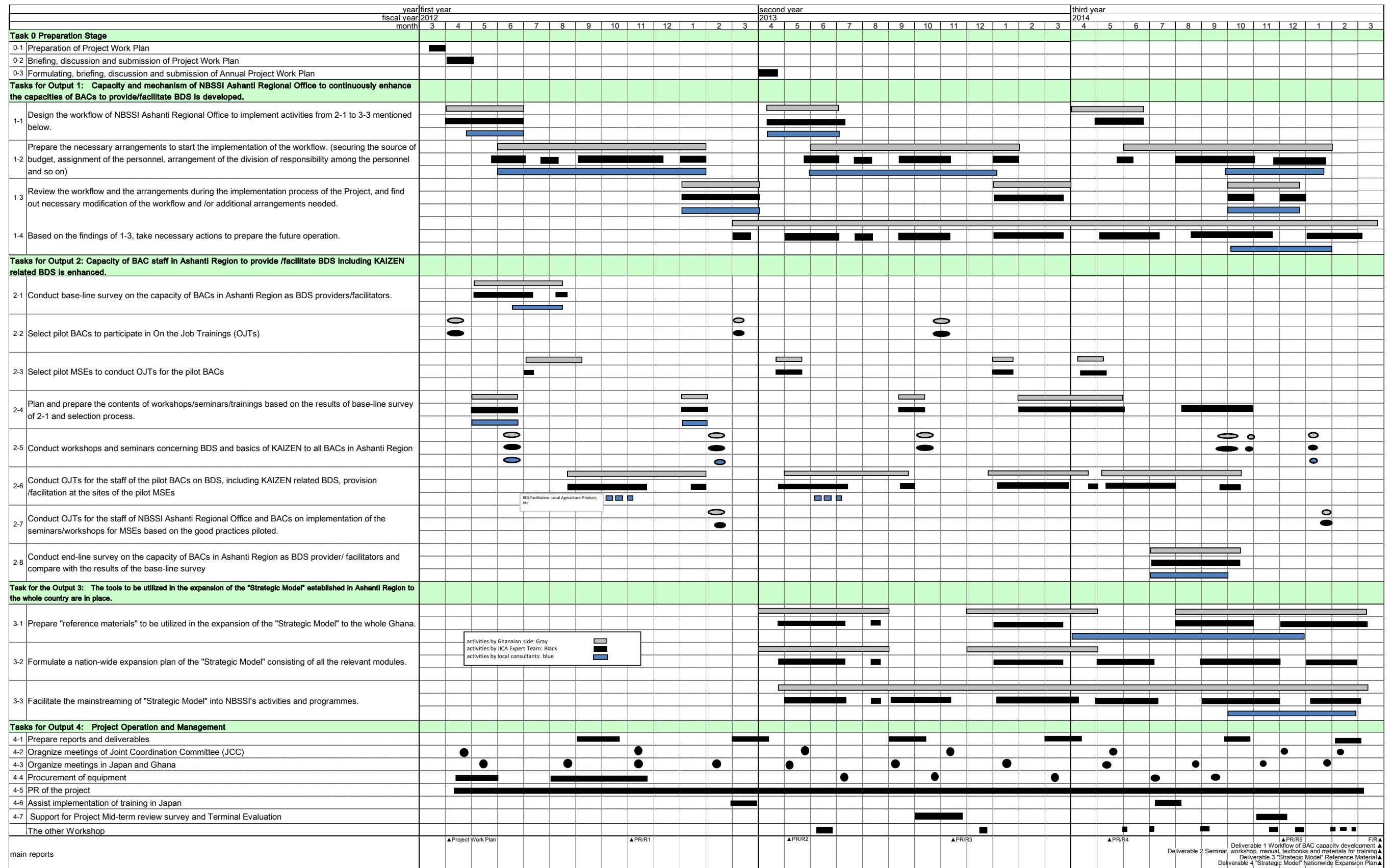


Figure 4-1: Schedule of the Activities

4.2 Workflow

The activities related to Workflow were implemented according to the Task 1 as below.

Tasks for Output 1: Capacity and mechanism of NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/facilitate BDS are developed.	
Task 1-1	Design the Workflow of NBSSI Ashanti Regional Office to implement activities for BAC's capacity development (Activities 2-1 to 3-3).
Task 1-2	Prepare the necessary arrangements to start the implementation of the Workflow (e.g. securing the sources of budget, and assignment of the personnel, etc.).
Task 1-3	Review the Workflow and the arrangements during the implementation process of the Project and find out necessary modifications of the Workflow and/or additional arrangements needed.
Task 1-4	Based on the findings of Task 1-3, take necessary actions to prepare the future operation.

4.2.1 Formulation and Implementation of Workflow

The Workflow Components were drafted in cooperation with NBSSI Ashanti Office based on the results of situation analysis including a baseline survey. The Workflow Components with the report of Situation Analysis were discussed and consented to at the second JCC meeting in November 2012.

For the preparation activities for securing the funds to implement the Workflow in NBSSI Ashanti, the necessary budget was requested to NBSSI HQ in the annual plan, and the monitoring to confirm the progress was supported by the Project Team. The Technical Unit was formulated in NBSSI Ashanti Office for necessary assignment of personnel to implement the Workflow.

The issues for the implementation of the Workflow were identified each year, i.e. January to March 2013, January to March 2014 and October to December 2012. Based on this analysis, the Workflow was reviewed and revised accordingly. The Reference Materials for the Workflow were drafted by the Technical Unit of NBSSI Ashanti with the Project Team's support. After replacement of the Project Officer, the materials were expanded by the Project Officer leading the Technical Unit and some pilot BAC Heads, and those materials were adopted by the Regional Manager. The materials were also reviewed and expanded through implementation of the Workflow over the Project. The Workflow and its Component are summarized in the Table 4-3.

Table 4-3: Summary of Workflow

Workflow Components					Reference Materials		
Item	Necessary Actions	Implemented Activities	Persons in charge	Status	Main Materials	Activities for Material Development	Persons in charge
Planning/ Budgeting	Authorize and incorporate BDS related to Kaizen and the targeted number by the pilot BACs in the subsequent annual plans.	Included in the following year annual plan. The fund for Kaizen related BDS has been released to 3 pilot BACs by REP from Apr. 2014.	Regional Manager, Project Officer and Secretary in NBSSI Ashanti	Planning was established but there remains the issue of securing the budget	<ul style="list-style-type: none"> Guidelines for Training Plan on BACs Template for Annual Review Meeting 	Developed in Dec.2012 and finalized in May 2013 by Ashanti Regional Manager, and explained to BAC Heads at the 2013 Year End Seminar in Dec.2013. Reviewed and revised in Jun. and Nov. 2014 by Project Officer of NBSSI Ashanti.	Regional Manager and Project Officer
	Incorporate the structured HRD plan whereby a number of training seminars are in the annual plans.	Incorporated.	Regional Manager and Project Officer				
	Annual Review Meeting at the beginning of the year.	The Year End Seminar was conducted in Dec. 2013, and Annual Review Meeting was held in Jan. 2015.		It has been regularly implemented and the budget can be provided by REP.			
Implementation and Evaluation	Quarterly monitoring	Included in the annual plan and implemented.	Regional Manager and Project Officer	Despite of the measures taken for standardization, there still remain issues for regular implementation weekly reporting by documents. Verbal reports custom still prevail from BAC to Regional Manager because of power shortage and internet accessibility.	<ul style="list-style-type: none"> BAC Monitoring Sheet Good Practice Sheet 	Developed with the Regional Manager in Dec.2012, finalized in May 2013 and explained to BAC Heads in the 2013 Year End Seminar in Dec.2013. Reviewed and revised in Jun. and Nov. 2014 by Project Officer.	Regional Manager and Project Officer
	Weekly logging system	The system was developed, and it is in operation and being monitored.					

Workflow Components					Reference Materials		
Item	Necessary Actions	Implemented Activities	Persons in charge	Status	Main Materials	Activities for Material Development	Persons in charge
HRD	Planning of the Reference Materials Development	Technical Unit planned and implemented BDO Training and Study Group Meeting to improve capacity of pilot BACs. The manuals and materials on each module of Strategic Model were developed by pilot BAC Heads and Technical Unit.	Regional Manager, Technical Unit and pilot BAC Heads	The planning and implementation of training could be managed, but there is an issue of securing the budget.	<ul style="list-style-type: none"> HRD Plan Procedure BAC Head Capacity Check Sheet 	The workshop on Reference Materials Development was conducted in Feb. and May 2013. HRD Plan procedure was developed by Technical Unit and explained at the 2013 Year End Seminar in Dec.2013.	Regional Manager and Project Officer
					<ul style="list-style-type: none"> Fundamentals for BACs, e.g. MC Training 	Regional Manager and Technical Unit developed in Sep.2013 and finalized in Feb. 2015. .MC skills were explained at BDO Training in May 2014.	
PR	Development of Website, PR manual and PR Materials	Website and PR materials, i.e. poster, documentary, brochure, were developed and distributed. The archive which only NBSSI can access is established in the website to share the reports, PR tools, Reference Materials.	Regional Manager and Technical Unit	Regularly updated by Technical Unit, in particular Project Officer and Mampongeng BAC Head	<ul style="list-style-type: none"> Website 	Website was developed with the Regional Manager in Dec.2012 and launched in May 2013. Technical Unit has been operating the site from Feb. 2014.	Regional Manager and Mampongeng BAC Head
	Trade fair participation	Included in the annual plan. REP conducted Trade Fair in Dec. 2014 and some of BAC Heads participated with client MSEs.		Cooperation with the other funds, such as REP, is needed.	<ul style="list-style-type: none"> Poster (5S and Kaizen) Documentary BDS brochure 	5S Poster was made in Jan. 2013 and local language version was also issued. Kaizen Poster and documentary were developed in March 2014. BDS brochure was finalised by Project Officer and distributed in Feb. 2015.	
						<ul style="list-style-type: none"> PR Implementation Manual 	The PR implementation manuals, i.e. Radio Talk Show, Public Hearing, and Stakeholder Meeting, were made in Sep. 2014.

Workflow Components					Reference Materials		
Item	Necessary Actions	Implemented Activities	Persons in charge	Status	Main Materials	Activities for Material Development	Persons in charge
Support to BACs	New product development	Included in the annual plan. Proposals for training to develop BDS have been approved by REP, EDAIF etc. and implementation of the training has started.	Regional Manager and Project Officer	Planning was established but there remains the issue of securing the budget.	<ul style="list-style-type: none"> Conference Procedures 	Developed by Regional Office. Workshops were held in Feb., May and Sep. 2013, and explained to BAC Heads at the 2013 Year End Seminar in Dec. 2013.	Regional Manager
	ICT infrastructure	The laptop computer and digital cameras were procured for all BAC Heads.	Regional Manager and Project Officer	Equipment Management was instructed by the Project.			
	Organizing stakeholder conferences ³	Stakeholder conferences have been conducted supported by REP from Sep.2014. BACs are to take part in the SME Committee in their districts on a quarterly basis.	BAC Heads	Cooperation with the other funds is needed.			
Support to BACs	Implementation of OJTs to the non-pilot BACs	OJT was implemented as part of TOT session from Sep. to Oct. 2014.	Regional Manager, Technical Unit and Pilot BAC Heads	-			
Administration	Database for client MSEs	The integration of database with NBSSI HQ, but could not realised due to the budget constraint.	Regional Manager and Foase BAC Head	-	<ul style="list-style-type: none"> Office Management Manual Database 	Developed in Feb. 2013, finalized in Sep. 2013 and explained at the 2013 Year End Seminar in Dec.2013 and BDO Training in May 2014. Database was developed in Feb. 2013 and updated.	Regional Manager and Technical Unit
	Office Management	Implemented	Regional Manager and Secretary	Established			

³ BACs are formulated for every DA (District Assembly) and several committees for DA are organized. For the SME committee, the secretariat of stakeholder meeting, which consists of the relevant divisions of DA, local branches of the concerned Ministries, and private sector participants is formulated in order to discuss SME development issues regularly.

4.2.2 The Issues in Implementation and the Measures Taken

The problems found in the implementation of the Workflow were analysed with NBSSI Ashanti Office every year, and measures to deal with identified issues were taken. Main issues and countermeasures are demonstrated as below.

(1) Funds

Securing funds was the most crucial component in the Workflow. The budget request to the NBSSI HQ according to the annual plan was made and the progress was monitored, however it was difficult to secure the budget due to unclear budget approval and disbursement by the Government. Therefore, the proposal to the other institutions, i.e. REP, RTIMP, EDAIF and so on, to obtain funds for implementation was supported. The necessary equipment and materials have been approved and procured, and the funds for have started to be released.

(2) Resources

The Technical Unit was formulated among BAC Heads of NBSSI Ashanti to implement action plans, but at times BAC Heads could not be engaged due to their other activities in their districts, resulting in overloading of the Regional Manager. With the request to NBSSI HQ regarding the strengthening of the management structure of NBSSI Ashanti Office, which was also recommended by the Mid-term Review, the Project Officer of NBSSI Ashanti was replaced in March 2014. Towards the well-establishment of the Workflow and to support capacity development of the Project Officer of NBSSI Ashanti, the Project Team addressed 1) the planning, implementation and management of trainings/meetings, 2) the collection, analysis and documentation of information, 3) monitoring of BAC activities, 4) management of the Technical Unit, 5) deliverable control, and 6) support to the Regional Manager.

Regarding the strengthening of the management structure, when BAC Heads conduct the training in other Regions in the National Expansion period, it was confirmed that such a management structure of BACs has already been established and was in operation, that is, Business Development Officers (BDOs) and BAC staffs manage the BACs during the absence of BAC Heads. The BDO Training was conducted in May 2014 focusing on the components to enhance the capacities to provide Kaizen related BDS. The results of the questionnaire survey demonstrated that all BDOs showed confidence to manage BACs during BAC Heads' absence. The participants are listed in Appendix 4.

(3) Follow up and Monitoring

Delays were found in regularizing the monitoring to ensure good implementation of some of the activities stipulated in the Workflow, especially for information sharing and exchange like good practices and new initiatives, weekly logging, and some regular inputs to the website i.e. "What's New." The procedure was incorporated in the manuals and formats as Reference Materials of Workflow when they were reviewed, and the Regional Office was encouraged to standardize through advocating and enforcement to the BACs.

4.3 Trainings for Capacity Improvement of BACs

The training for capacity development of NBSSI Ashanti and BAC was implemented mainly in line with Task 2 as below.

Tasks for Output 2: Capacity of BAC staff in Ashanti Region to Provide/Facilitate BDS including KAIZEN related BDS is enhanced.	
Task 2-1	Conduct baseline survey on the capacity of BACs in the Ashanti Region as BDS providers/facilitators
Task 2-2	Select pilot BACs to participate in On-the-Job Training (OJT)
Task 2-3	Select pilot MSEs to conduct OJTs for the pilot BACs
Task 2-4	Plan and prepare the content of workshops/seminars/training based on the results of the baseline survey of Task 2-1 and selection process of Task 2-3.
Task 2-5	Conduct workshops and seminars concerning BDS and basics of KAIZEN to all BACs in the Ashanti Region
Task 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.
Task 2-7	Conduct OJTs for the staff of the NBSSI Ashanti Region Office and BACs on implementation of the seminars/workshops for MSEs based on the good practices piloted.
Task 2-8	Conduct end-line survey on the capacity of BACs in the Ashanti Region as BDS providers/facilitators and compare with the results of the base-line survey.

In the Project, there were two primary methods used for training the BAC staffs located in the Ashanti Region.

- 1) 2 week Training Courses (For all BACs in Ashanti Region)
Contents: Participants learn through both class lecture (theory) and practical training (actual skill) as a group training exercise. (Total 4 times)
- 2) 9 week OJT (For Selected Pilot BACs in Ashanti Region)
Contents: OJT which is one-on-one training methods was conducted by Japanese experts and pilot BAC Heads. Throughout the 9 weeks, the Corporate Diagnosis method and Kaizen activities, in addition to knowledge and skills needed for site activities were taught. (Total 4 times and 3 BACs each, 12 BACs in all)

4.3.1 2 week Training

For the Ashanti Region's BAC staff members, 2 week training sessions were conducted at Kumasi through both theoretical and practical training methods aimed at strengthening facilitation skills and BDS provisions and acquiring basic knowledge of Kaizen. The fourth training course combining group OJT exercise and TOT took place for a total period of 3 weeks. The outline of each training session is shown in Table 4-4.

Table 4-4: Outline of Group Training

No.	Period	Theme	Objectives	Method	Participants
1st	11–23 Jun. 2012	Basic BDS Provision /Facilitation	To widen the required knowledge and skills for BDS provision and facilitation by providing lectures on 30 subjects, i.e. economy, accounting, regulation, manufacturing, commerce, Kaizen methods, etc.	Lecture	BAC Heads and Selected BDOs in Ashanti, and MOTI official
2 nd	4–16 Feb. 2013	Corporate Diagnosis	To acquire the ability to implement Corporate Diagnosis as a group exercise, i.e. writing Corporate Diagnosis reports, presentation of the results to the owner of the enterprises.	Lecture and Group Exercise for one week each	
3 rd	21 Oct.– 2 Nov. 2013	Kaizen	To acquire further skills on implementing Corporate Diagnosis, to study several Kaizen methods and to present the Kaizen recommendation and results to the owner of the pilot enterprises.	Lecture and Group Exercise for one week each	
4 th	23 Sep. – 15 Oct. 2014	TOT	To develop Trainer competences and skills for the pilot BAC Heads as trainers, improve the capacity of non-pilot BAC Heads for conducting Corporate Diagnosis and Kaizen, and increase NBSSI Ashanti's ability to plan and manage training. In addition, the workability of the Strategic Model was covered.	Lecture for one week and Group OJT for two weeks	BAC Heads in Ashanti, NBSSI Ashanti Regional Office

(1) The First 2 week Training

The first 2 week training, which was theory-based, was conducted to widen the basic knowledge for BDS provision and facilitation. The lecturers consisted of 6 local consultants and 4 Japanese experts, in total 10. The participants are listed in Appendix 4, and the curriculum of the first 2 week training course, and lecture contents and lecturers are shown in the following tables.

Table 4-5: The Curriculum of the First 2 week Training

	Mon.	Tue.	Wed.	Thu.	Fri.	Sat.
AM	11 Jun. Orientation 1) Ghana Economy & Economic Policies	12 Jun. 4) Accounting/ Account Book 5) Corporate Tax and Taxation	13 Jun. 8) Corporate Management and Strategies	14 Jun. 10) Manufacturing / Process Control	15 Jun. 12) Kaizen Principle	16 Jun. 15) 5S
PM	2) Ghana SME Policy 3) SME Policies in Japan (as Reference)	6) Enterprise Law 7) Finance	9) SME Management	11) Quality Control	13) Case Study of Kaizen Activities in Ghana 14) Small Group Kaizen Activities (QC Circle)	16) Case Study of 5S Activities in Ghana 17) Maintenance & Equipment Management
AM	18 Jun. 18) Marketing	19 Jun. 21) IT System /Software & Application	20 Jun. 24) Entrepreneur -ship	21 Jun 26) Principle of BDS Facilitation and Provision	22 Jun 29) Corporate Seminar	23 Jun 31) Diagnosis Methods 32) SWOT Analysis
PM	19) Shop Layout & Management 20) Inventory Management	22) Principle of Visualization 23) Method of Visualization Diagram Preparation	25) Support to Entrepreneurship (Japanese Example as Reference)	27) Linking with RTF, DA, Local Resources 28) IT/Spread Sheet (Excel) Application	30) Social Survey Method and Data Collection	Content of 9Week OJT and Implementation Scheme Closing Ceremony /Certificate Provision

Table 4-6: Lecture Contents and Lecturer in the First 2 Week Training

No	Lecture Content	Lecturers	No	Lecture Content	Lecturers
1	Ghana Economy & Economic Policies	Dr. Hadrat	17	Maintenance & Equipment Management	Mr. Nagai
2	Ghana SME Policies	Mr. Saeed	18	Marketing	Mr. Ozaki
3	SME Policies in Japan (as Reference)	Mr. Fujiwara	19	Shop Layout & Management	Mr. Nagai
4	Accounting/Accounting Book	Mr. Agyemang	20	Inventory Management	Mr. Tajima
5	Corporate Tax and Taxation	Mr. Agyemang	21	IT System /Soft / Application (1)	Mr. Ozaki
6	Enterprise Law	Mr. Patrick	22	Principle of Visualization	Mr. Tajima
7	Finance (including Micro Finance)	Mr. Patrick	23	Visualization Diagram Preparation	Mr. Nagai
8	Corporate Management and Strategies	Mr. Nagai	24	Entrepreneurship	Mr. Barnabas
9	SME Management	Mr. Barnabas	25	Support to Entrepreneurship	Mr. Tajima
10	Manufacturing / Process Control	Mr. Tajima	26	BDS Facilitation/Provision	Mr. Nagai
11	Quality Control	Mr. Tajima	27	Linking w/ RTF, DA, Local Res.	Mr. Saeed
12	KAIZEN Principle	Mr. Tajima	28	IT (2) Spread Sheet Application	Mr. Ozaki
13	KAIZEN Activities at Ghana (Example)	Mr. Charles	29	Corporate Seminar	Mr. Barnabas
14	Small Group KAIZEN Act. (QC Circle)	Mr. Nagai	30	Social Survey Method and Date	Mr. Nagai
15	5S and Its Principle	Mr. Tajima	31	Diagnosis Methods	Mr. Nagai
16	5S Activities at Ghana (Example)	Mr. Charles	32	SWOT Analysis	Mr. Nagai

Evaluation

The questionnaire survey to the participants showed that the lecture contents, lecturers, materials and allocated time were evaluated more than 3.5 out of 4-scale, and all participants answered that the purpose of the training was achieved.

(2) The Second 2-week Training

The second 2 week training consisted of one-week of classroom lecture and one week of practical group training. Four Japanese experts delivered the lecture, and computer skill training was incorporated, since most BAC Heads faced difficulties to write a technical report and to prepare power point documents. The participants' list is shown in Appendix 4. The curriculum of the second 2 week training course is shown in Table 4-7, and the lecture topics and lecturers are listed in Table 4-8.

Table 4-7: The Curriculum of the Second 2 week Training

	Mon.	Tue.	Wed.	Thu.	Fri.	Sat.
AM	4 Feb. Orientation, and Purpose of the Workshop	5 Feb. 2) MS Excel	6 Feb. 3)MS Word	7 Feb. 4) MS Power Point	8 Feb. 5) Corporate Diagnosis Methods, 6) SWOT Analysis	9 Feb. Schedule of second week, 7) Consultancy Rules and Procedure
PM	1) Basics of Computer Usage	2) Practice (Excel)	3) Practice (Word)	4) Practice (Power Point)	Pre-study by each Group	(Preparation for Next Week by Each Group)
AM	11 Feb. Corporate Diagnosis Explanation to Enterprise Owner and Managers	12 Feb. Corporate Diagnosis Hearing using Questionnaire Survey Sheets to Managers	13 Feb. Corporate Diagnosis Hearing at Enterprise and/ or Write Note/ Report at Office	14 Feb. Corporate Diagnosis Hearing and Confirmation at the Enterprise	15 Feb. Corporate Diagnosis Write Diagnosis Report and Prepare Presentation Document	16 Feb. Corporate Diagnosis Presentation by Each Group to the Enterprise Owner and Managers
PM	Fact finding of enterprise's current status	SWOT Analysis at the Enterprise and Hearing	Write Note/ Report at Office, etc	Preparation of Report, and Group Discussion	Finalization of Diagnosis Report and Presentation Document	1. Group A 2. Group C 3. Group B

Table 4-8: Lecture Contents and Lecturer in the Second 2-Week Training

No	Lecture Content	Lecturer	No	Lecture Content	Lecturer
1	Basics of Computer Usage	Mr. Ozaki	5	Corporate Diagnosis Methods	Mr. Nagai
2	MS Excel and Practice	Mr. Ozaki	6	SWOT Analysis	Mr. Tajima
3	MS Word and Practice	Mr. Ozaki	7	Consultancy Rules and Procedure (Moral, Confidentiality, Clothing, Security and Correspond to Owner)	Mr. Seki, Mr. Tajima and Mr. Nagai
4	MS Power Point and Practice	Mr. Ozaki			

For the second week of the training, the Corporate Diagnosis group exercise was conducted. The pilot enterprises were selected by Regional Manager and Japanese experts. In addition to the selection criteria of pilot MSEs for 9 week OJT, the size of candidate enterprise (with more than 10 employees) so as to learn various methods as well as its work place location (in or the neighborhood Kumasi) were considered. At the end of the training, the diagnosis results including radar chart for 5 fields, SWOT analysis and recommendation for each field were presented to pilot enterprises. The grouping and pilot enterprises are listed below. The members of each group are detailed in Appendix 4.

Table 4-9: The Grouping and Pilot Enterprises in the Second 2-Week Training

Group Name	Japanese Expert	Number of Group Participants (Name of Leader)	Pilot Enterprises
A	Mr. Nagai	11 Participants (Mr. Michael Odartei Golightly/ Kumasi BAC Head)	Tommy Adjei Enterprise (Wood Work and Plywood Manufacture)
B	Mr. Tajima	10 Participants (Mr. Akins Agyepong/ Juaso BAC Head)	George New Year Construction Works (Concrete Blocks Manufacture)
C	Mr. Seki	11 Participants (Mr. Benson Adjei/ Nkawie BAC Head)	AA Agyei Enterprise (Sandal Manufacture)

Evaluation

From the results of the questionnaire survey and through the Corporate Diagnosis reports prepared and presentations conducted, it was evident that computing skills and understanding of Corporate Diagnosis method could be improved.

(3) The Third 2 week Training

The third 2 week training consisted of one-week of classroom lecture and one week of Kaizen practical training. The programme of the training and lecture theme and lecturer are listed below.

Table 4-10: The Curriculum of the Third 2 Week Training

	Mon.	Tue.	Wed.	Thu.	Fri.	Sat.
AM	21 Oct. Orientation and Purpose of the Workshop	22 Oct. Lecture 2 QC circle activities	23 Oct. Lecture 4 Industrial Engineering	24 Oct. Lecture 6 Diagnosis and KAIZEN activities	25 Oct. Visit Enterprise Explanation to Enterprise Owner and Managers about the purpose Conduct interviews with enterprise managers, etc.	26 Oct. Discuss next week's schedule and issues to be considered (Preparation for next week)
PM	Lecture 1 5S activities	Lecture 3 Waste (Muda) Reduction	Lecture 5 Machine Maintenance	Lecture 7 Group Exercise (by each team)		
AM	28 Oct. Visit Enterprise Fact finding of the factory floor, and movement study	29 Oct. Visit Enterprise Consideration of factory improvement (KAIZEN) activities	30 Oct. Visit Enterprise Hearing at enterprise and/or write note/ report at office	31 Oct. Enterprise Diagnosis Hearing and confirmation at the enterprise	1 Nov. Enterprise Diagnosis Write diagnosis report and prepare presentation document	2 Nov. Reporting to Owner Presentation by each group to the enterprise owner and managers
PM	SWOT Analysis at the Enterprise and Hearing	Consideration of improvement and further hearing	Write note/ report at office and group discussion	Preparation of report, and group discussion		

Table 4-11: Lecture Contents and Lecturer in the Third 2 Week Training

No	Lecture Content	Lecturer	No	Lecture Content	Lecturer
1	5S Activities	Mr. Tajima	4	Industrial Engineering	Mr. Tajima
2	QC Circle	Mr. Seki	5	Machine Maintenance	Mr. Seki
3	Waste (Muda) Reduction	Mr. Tajima	6	Corporate Diagnosis and Kaizen	Mr. Nagai

For the second week of the training, the practical training using group exercise was conducted. The participants were divided into 3 groups and each group took responsibility of one enterprise for diagnosis and provided Kaizen activities. The candidates for pilot MSEs were listed based on the advice of Monitoring WG members, i.e. AGI and ASSI, and Regional Manager, Project Officer and Japanese experts confirmed the final selection in line with the same selection criteria of the second 2 week Training. Members of each grouping are listed in Appendix 4.

Table 4-12: Pilot MSEs and Three Groups for Third 2-Week Workshop

Group Name	Japanese Expert	Number of Group Participants (Name of Leader)	Pilot Enterprises
A	Mr. Nagai	10 Participants (Mr. Kelvin Ofori-Atta/ Obuasi BAC Head)	Kumi & Company Ltd (Saw Mill)
B	Mr. Tajima	10 Participants (Nana Sam-Himbson/Foase BAC Head)	Naachiaa Estates Ltd. (Concrete Block Manufacture)
C	Mr. Seki	10 Participants (Mr. Thomas Fofie / Mampong BAC Head)	First New Age Ltd. (Beverage Manufacture)

At the end of the 2-week training, the results of Corporate Diagnosis and Kaizen were presented to the pilot enterprises.

Evaluation

From the results of questionnaire survey, all participants answered they were very satisfied or satisfied with the training, and it was found the ability to make reports and the understanding of the method and implementation of Corporate Diagnosis and Kaizen were improved. The participants expressed the confidence to implement Corporate Diagnosis and Kaizen by themselves.

(4) The Fourth Training (The 3 week TOT)

This training consisted of 1-week lecture training and 2 week OJT session for Corporate Diagnosis and KAIZEN practices. The pilot BAC Heads performed as trainers by delivering lectures to non-pilot BAC Heads and conducting OJT. A total of eleven pilot BAC Heads⁴ and a total of eleven non-pilot BAC Heads were divided into six groups with one or two pilot BAC Heads being assigned to one group as trainers of OJT, and two non-pilot BAC Heads as trainees. Each group did exercises on one pilot enterprise. Japanese experts routinely supervised the OJT. The lecture materials as Reference Materials were developed by pilot BAC Heads. The outline of 3-week TOT is described in Table 4-13.

Table 4-13: Outline of 3-Week TOT

Targets	Pilot BAC Heads	Remaining BAC Heads	NBSSI Ashanti Regional Office
Roles	Trainer	Trainee	Management of group training
Objectives	To improve the lecture skill and teaching methodology through practical training	To reinforce the capacities to provide Kaizen related BDS through OJT	<ul style="list-style-type: none"> To develop the implementation plan of the Strategic Model with lessons learned from TOT To improve the coordination capacity to conduct the group training and share the knowledge among BACs

The curriculum, lecture contents, the member list of BAC of the lecturers and grouping of TOT are shown below. Prior to TOT, the selected pilot BAC Heads and Technical Unit conducted basic Microsoft Office training to the remaining BAC Heads to improve the skills required for making Corporate Diagnosis and Kaizen reports and presentation materials, i.e. drawing layout, creating graphs, charts and organization charts.

The curriculum of the TOT and contents and lecturers are shown below. The selection of the targeted pilot MSEs were conducted by Regional Manager, Project Officer and Japanese experts with the same criteria as the previous trainings (the second and the third 2 week Training).

Table 4-14: The Curriculum of 3 week TOT

Mon.	Tue.	Wed.	Thu.	Fri.	Sat.
22 Sep. National Holiday	23 Sep. <ul style="list-style-type: none"> Orientation Lecture 1 Lecture 2 Lecture 3 Lecture 4 	24 Sep. <ul style="list-style-type: none"> Lecture 5 Lecture 6 Lecture 7 	25 Sep. <ul style="list-style-type: none"> Lecture 8 Lecture 9 OJT Orientation Implementation Planning of Corporate Diagnosis/Kaizen 	26 Sep. <ul style="list-style-type: none"> Lecture by Mr. Seki Study visit of pilot enterprises of 4th 9 week OJT 	27 Sep. <ul style="list-style-type: none"> Lecture by Mr. Nagai
29 Sep. <ul style="list-style-type: none"> Lecture by Mr. Tajima Study visit of pilot enterprises of 4th 9 week OJT Submit implementation plan of Corporate Diagnosis/ Kaizen 	30 Sep. <u>Corporate Diagnosis</u> <ul style="list-style-type: none"> Collect information Conduct interview 	1 Oct. <u>Corporate Diagnosis</u> <ul style="list-style-type: none"> Collect information Conduct interview at enterprise Analyze the information 	2 Oct. <u>Corporate Diagnosis</u> <ul style="list-style-type: none"> Collect information Conduct interviews at enterprise Analyze the information 	3 Oct. <u>Corporate Diagnosis</u> <ul style="list-style-type: none"> Confirm information with enterprise Conduct group discussion on recommendation Make Corporate Diagnosis Report 	4 Oct. <u>Corporate Diagnosis</u> <ul style="list-style-type: none"> Conduct group discussion Make Corporate Diagnosis Report Prepare for presentation

⁴ 12 pilot BAC Heads were selected, but due to resignation of Mr. Benson Adjei, Nkawie BAC Head, the remaining pilot BAC Heads were 11 from September 2014.

Mon.	Tue.	Wed.	Thu.	Fri.	Sat.
6 Oct. National Holiday Corporate Diagnosis <ul style="list-style-type: none"> Complete and bind Corporate Diagnosis Report Preparation for presentation 	7 Oct. Presentation on Corporate Diagnosis <ul style="list-style-type: none"> Confirm the result and Kaizen activists to be implemented with enterprises Kaizen Activities <ul style="list-style-type: none"> Revise plan Prepare for Kaizen activities 	8 Oct. Kaizen Activities Implementation of Kaizen activities	9 Oct. Kaizen Activities Implement Kaizen activities	10 Oct. Kaizen Activities Implementation of Kaizen activities	11 Oct. Kaizen Activities <ul style="list-style-type: none"> Implementation of Kaizen activities Make Kaizen Report
13 Oct. Kaizen Activities <ul style="list-style-type: none"> Implementation of Kaizen activities Make Kaizen Report Prepare for the presentation 	14 Oct. Kaizen Activities <ul style="list-style-type: none"> Implementation of Kaizen activities Complete and bind Kaizen Report Prepare for the presentation 	15 Oct. KAIZEN Presentation Presentation by each group TOT Review	\	\	\

Table 4-15: Lecture Contents and Lecturers in the TOT

No	Lecture Content	BAC of lecturers
1	Consultation Rules and Procedures	Agona/ Ejisu
2	Corporate Diagnosis and Reporting	Mampong
3	SWOT Analysis	Kumasi
4	Recommendation Development	Foase ⁵
5	Industrial Engineering for Kaizen	Tepa /Foase

No	Lecture Content	BAC of lecturers
6	Kaizen Implementation and Reporting	Konongo
7	QC Implementation	Juaso
8	5S Implementation	Obuasi / Ejisu
9	Occupational Safety, Health and Environmental Management (OSHEM)	Bekwai/ Manponteng

⁵ Nana Sam-Himbson, Pilot BAC of Kuntense, has been transferred to Foase BAC

Table 4-16: Grouping of 3-Week TOT and Pilot Enterprises

Group	Trainer (BAC)	Trainees (BAC)	Japanese Expert	Pilot Enterprise
1	Mr. Kelvin Ofori-Atta (Obuasi) Ms. Patience Asamoah Aidoo (Agona)	Mr. David Oduro (Fomena) Nana Antiri (Jacobu)	Mr. Tajima	Century Drinking Water (Sachet Water)
2	Mr. Aikins Agyepong (Juaso) Mr. Kwasi Boateng (Bekwai)	Ms. Marina Kusi (Kodie) Mr. Kwasi Owusu (Effiduase)	Mr. Nagai	Jussak Com Ltd. (Wood Work)
3	Ms. Priscilla Kwakye Fosu (Konongo) Mr. Eric Oti Nyarko (Ejisu)	Mr. Abraham Kanbontaa (Ejura), Mr. Theodore Bayeldeng (Offinso)	Mr. Seki	Gyamfua Ababio Investments (Plywood and Metal Pan Manufacture)
4	Mr. Thomas Fofie (Mampong) Mr. Michael Golightly (Kumasi)	Mr. Alexander Nyame (Bosome Freho), Mr. Benjamin (Nynahin)	Mr. Nagai	Adeyhe Nsuo Drinking Water (Sachet Water)
5	Mr. Thomas Opoku (Tepa) Mr. Mohammed Maahi (Mamponteng)	Mr. Kipo Dari (Akomaden), Mr. Agyenim Boateng (Manso-Nkwanta)	Mr. Seki	Tradewinds Chemist (Drug Manufacture)
6	Nana Sam-Himbson (Foase)	Mr. Ibrahim Tchedre (Kumau)	Mr. Tajima	Pokupharma Chemist (Drug Manufacture)
Total	11 Trainers	11 Trainees		

The Corporate Diagnosis report and Kaizen report were made by each group and the results were presented to the owner or management.

Evaluation

The evaluation of the trainers was conducted by the Japanese experts in charge based on the following assessment questions whether:

- 1) Orientation was conducted properly;
- 2) Planning of Corporate Diagnosis and KAIZEN was well instructed to trainees;
- 3) PDCA management was well considered during implementation;
- 4) Proper answers to the questions were made to the trainees;
- 5) Overall OJT was done well;
- 6) OJT for corporate diagnosis was done well;
- 7) Ideas of Kaizen were developed well;
- 8) OJT for Kaizen was done well;
- 9) Management of the report making was done well; and,
- 10) Assessment of trainees were made properly.

In addition to the trainers, the assessment of the trainees was done with the items: understanding level of Corporate Diagnosis and Kaizen, the planning of the activities, execution of the planned activities, and the ability to prepare reports. These evaluation results were jointly discussed in the assessment session with the NBSSI Ashanti Regional Office, which confirmed the trainers' abilities.

Furthermore, the workshop for trainer was conducted in February 2015 including an interview with each trainer BAC Heads and discussion of further development of capacity as trainers.

4.3.2 9 week OJT

Four 9 week OJTs were conducted. For each OJT three Japanese experts taught three pilot BAC Heads, i.e. one Japanese expert to one Pilot BAC Head, through conducting Corporate Diagnosis and Kaizen activities to three pilot enterprises for each BAC. The three pilot BAC Heads of the first OJT were selected during the project formulation phases by related parties. Pilot BAC Heads for the second to fourth OJTs were selected based on the following criteria.

Criteria for Pilot BAC Selection

- (1) Willingness and Commitment of BAC
- (2) Capacity of BAC
- (3) Population of the District/Municipal/Metropolitan Area
- (4) Number of Micro and Small Enterprises
- (5) Number of Growth Oriented Enterprises
- (6) Possible Linkage with Medium/Large Enterprises
- (7) Performance of Associations of MSEs
- (8) Market Access to Kumasi/Accra/Exportation
- (9) Availability of BDS Providers
- (10) Availability of Financial Institutions
- (11) Cooperation from District/Municipal/Metropolitan Assembly

Regarding the pilot MSEs for OJT, each pilot BAC Head made preliminary identification of 10 enterprises from their client enterprises in line with the following criteria. Out of 10 candidate enterprises for each pilot BAC, a total of 5 to 6 enterprises were selected as pre-selection in the first week of OJT, then finally narrowed down to the 3 enterprises by visiting the enterprises in the second week.

Criteria for the Selection of Pilot MSEs

- 1) Willingness and Commitment to the Project
- 2) Active Client of BAC
- 3) Number of Employees
- 4) Growth Stage of the Enterprise Based on NBSSI Ranking System
- 5) Registration with Register General Department
- 6) Book and Record Keeping
- 7) Willingness to Disclose or Share Business Information
- 8) Motivation to Support Quality Products
- 9) Demand for Products
- 10) Active Membership of Association
- 11) Literacy Level

The following list presents the period, pilot BACs, Japanese experts and pilot enterprises of each OJT.

Table 4-17: Pilot BACs and Pilot Enterprises

OJT	No	Name of Pilot BAC/ BAC Heads	Japanese Experts	Pilot Enterprises	Industry
1st OJT (4 Sep.– 3 Nov. 2012)	1	Juaso BAC/ Mr. Aikins Agyepong	Mr. Nagai	Tornado Woodworks Enterprise	Wood Work
				Atesem Carpentry Works	Wood Work
				Gye Nyame Sawmill	Wood Work
	2	Kumasi BAC/ Mr. Michael Odartei Golighty	Mr. Seki	Cita Printing Press	Printing
				Ernies Classic Jewelry Enterprise	Jewellery Making and Sales
				ISS Hi-Tech Enterprise	Screen Printing
	3	Nkawie BAC/ Mr. Benson Adjei	Mr. Tajima	Vicalex Brick & Tile Co. Ltd.	Brick Production
				Adutwnwaa Herbal Ind. Ltd.	Herbal Medicine Production
				Kad Boarene Enterprise	Bread Making

OJT	No	Name of Pilot BAC/ BAC Heads	Japanese Experts	Pilot Enterprises	Industry
2 nd OJT (7 May– 5 Jul. 2013)	4	Konongo BAC/ Ms. Priscilla Kwakye-Fosu	Mr. Seki	Mogya Bi Akasa Ent.	Wood Work
				Sober Design	Garment
				Ahwenepa Venture	Drinking Water
	5	Mampong BAC/ Mr. Thomas Fofie	Mr. Nagai	Josma Agro Industry Ltd.	Cassava
				Daddy Gam Co. Ltd.	Wood Work
				Asikon Product Ent.	Soap Making
	6	Obuasi BAC/ Mr. Kelvin Oforti-Atta	Mr. Tajima	Artic Company Ltd.	Drinking Water
				Mark & B'face Company Ltd.	Wood Work
				Awurade Na Bakery	Bread Production
3 rd OJT (21 Jan.– 21 Mar. 2014)	7	Agona BAC/ Ms. Patience Asamoah	Mr. Nagai	George Appiah Carpentry Workshop	Wood Work
				Jojem Industry Ltd.	Cassava Processing
				Rosa Drinking Water	Drinking Water
	8	Bekwai BAC/ Mr. Kwasi Boateng	Mr. Seki	Alpha Water	Drinking Water
				King David Sawmill	Wood work
				Armstrong Engineering	Metal work and automobile repair
	9	Tepa BAC/ Mr. Thomas Opoku	Mr. Tajima	Harii Farms	Cassava Processing
				Akwansosem Enterprise	Brick Production
				K. Fosu Carpentry Works	Wood Work
4 th OJT (6 May– 3 Jul. 2014)	10	Ejisu BAC/ Mr. Eric Oti Nyarko	Mr. Nagai	Alma Bakery Enterprise	Bread and Cookie Production
				DBS Industries Ltd.	Roofing and Plastic Sheet Production
				Wiafe Furniture Company Ltd.	Furniture Production
	11	Kuntenase BAC/ Nana Sam-Himbson	Mr. Tajima	Owusu Afriyie Group of Companies	Garment
				Taabea Company Limited	Herbal Medicine Production
				Vester Oil Mills Limited	Soya/Palm Kernel Oil Production
	12	Mamponteng BAC/ Mr. Mohammed Maahi	Mr. Seki	Animounyame Nka Nyame Filtered Water	Drinking Water
				Erinor Ventures	Printing, Stationery Production
				Stephen Metal Works	Welding and Metal Work

Schedule

As indicated in the following schedule, the orientation and selection of pilot MSEs were conducted in the first week, Corporate Diagnosis was conducted from the second to fourth week, and Kaizen activities took place from the fifth to ninth week.

Table 4-18: Schedule of 9-Week OJT

Content of Activities		Weeks								
		1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th	9 th
1	Pre-selection of Pilot MSEs (Simple Diagnosis)	←→								
		After the orientation, the pre-selection of Pilot MSEs was done. At the beginning of the 2 nd week pilot MSEs were finalised.								
2	“Visualize” Workflow and Manufacturing Process	←→								
		Made implementation schedule								
3	Overall / Detailed Corporate Diagnosis		←→							
		Each BAC implemented 3 Corporate Diagnosis and made report.								
4	KAIZEN Workshop				←→					
		1~2days Presentation								
5	OJT at Site (Circular Guidance)					←→				
		Circularly visited MSEs and guided Kaizen activities and Kaizen report to Pilot BACs								
6	Achievement Check and Final Workshop (Including Reporting)									←→
		Presentation of the result of Kaizen activities were made at each MSE								

The 1st Week: Orientation and Preparation before Enterprise Visit

For the first week of OJT activities, all three Pilot BAC Heads gathered in Kumasi for orientation including consultation rules when visiting pilot MSEs, pre-selection of pilot MSEs and making implementation schedule.

The 2nd Week: Implementation of Corporate Diagnosis (at each BAC district)

For the overall Corporate Diagnosis, the team visited three pilot enterprises simultaneously, surveyed five areas of corporate activities (i.e., Management, Production, Market, Human Resource Management and Finance/Accounting) and did SWOT analysis.

The 3rd Week: Manufacturing Sector Diagnosis (At each BAC district)

The detailed diagnosis specifically focusing on the manufacturing sector was conducted by the visiting three pilot enterprises in each BAC.

The 4th Week: Report Preparation and KAIZEN Workshop for Pilot MSE

By using the results obtained during the 2nd and 3rd week, the Corporate Diagnosis report was prepared at each BAC for three pilot MSEs. Corporate Diagnosis reports were presented and Kaizen activities and implementation plan were agreed with enterprise owners or management through discussion.

From the 5th Week to 9th Week: Kaizen implementation (at each BAC district)

During the latter half of the 9-week OJT, Kaizen activities agreed with owners or management of pilot MSEs were implemented by intensive circular visiting of one to three pilot MSEs per day to ensure the Kaizen instructions and other advices were administered appropriately. The examples of Kaizen activities implemented are; 5S, QC, machine maintenance, repair and improvement of factory, account book record keeping, improvement of product quality and delivery management, improvement of production process and layout optimization.

The pilot enterprises were encouraged to conduct or continue Kaizen activities after OJT, and pilot BAC Heads were instructed by Japanese experts to continue monitoring and following-up on the enterprises to sustain the activities.

Evaluation

Through the questionnaire survey, all pilot BAC Heads expressed that the capacity to implement Corporate Diagnosis, Kaizen activities, and report preparation was improved. Moreover, the OJT was highly evaluated. Also, from the evaluation results prepared by the Japanese experts after the 9 week OJT to assess the obtained capacity such as the understanding of Corporate Diagnosis and KAIZEN concept, and the ability of planning, implementation of planned activities and preparation of reports, pilot BAC Heads' capacity of giving advice and support including BDS provision and facilitation towards MSEs improved significantly. The results of the questionnaire survey indicated that the Corporate Diagnosis, Kaizen activities, advice by Japanese experts and pilot BACs were valued by pilot MSEs. It was also confirmed that productivity or quality could be improved in all 36 pilot MSEs.

4.3.3 Training in Japan

A total of three C/P training sessions in Japan were initially planned, however it was changed to two due to efficiency of training and learning effectiveness. The outline of the training is illustrated below.

Table 4-19: Outline of Training in Japan

	1st Training	2nd Training
Title	Japanese Management Improvement Method of SME and the role of SME development supporting institution	
Period	11–23 March 2013	21 July–2 August 2014
Participants	A total of 5 participants: Executive Director of NBSSI, NBSSI Ashanti Regional Manager and 3 Pilot BAC Heads of the first 9-week OJT	A total of 10 participants: 9 Pilot BAC Heads from the second to fourth 9-week OJT and NBSSI Northern Regional Manager
Place	JICA Tokyo and surrounding Tokyo area	
Objectives	To enhance BACs' capacities of Kaizen consultation for improvement of MSEs	
Learning targets	<ul style="list-style-type: none"> • To be able to explain the management improvement method for MSEs in Japan which can be applicable to BDS for MSMEs in Ghana • To be able to explain the role, policy and good practices of BDS providers in Japan • To be able to provide BDS in Ghana with utilizing Japanese production control and KAIZEN activities • To be able to explain how to apply the Japanese experience to Ghana and formulate an action plan 	

The participant list is attached in Appendix 4, and the details of the programme are stated in the report for training in Japan submitted to JICA.

Evaluation

It was indicated by the results of the questionnaire survey that both program and materials were highly evaluated by participants and learning targets could be achieved. It was also showed by participants that the knowledge and skills learned in the training would be applied to their activities. Based on the knowledge and experience obtained through the training, the action plan was developed and some of plans were taken into practice.

4.3.4 Study Group Meeting

The Study Group in NBSSI Ashanti was formed in December 2014 aiming at sharing the experience and information among BACs and improving the instruction ability of pilot BAC Heads. The annual activity plan was developed by NBSSI Ashanti and the Technical Unit will take responsibility for implementation. A total of three voluntary Study Group activities were supported by the Project Team during the Project period. The Technical Transfer Workshop was conducted on 2nd February 2015 as a part of the Study Group Meeting to summarize the Kaizen methods applied to 9-week OJT, present the analysis of common issues and possible recommendations for each sector, and the results of follow up which were shared by Japanese experts. The second Study Group Meeting was conducted on 11th February 2015 to obtain the updated technology created for the MSEs provided by RTF and academia, Kumasi Polytechnic, and discuss collaboration with the MSEs. At the third meeting, the practical exercise of Time Study and Line Balancing was conducted on 18th February 2015.

4.4 Base-line Survey and End-line Survey

4.4.1 Base-line Survey

In the period from May 2012 to August 2012, the base-line survey was conducted together with NBSSI Ashanti Regional Office. The outline of the base-line survey is shown below.

Table 4-20: Outline of the Base-line Survey

Objectives		
1) To compare the situation before and after the Project.		
2) To identify the needs for business development service by BACs.		
Target	Survey topics	Method
20 BACs in Ashanti Region	Self evaluation on ability to provide and facilitate BDS, the recognition of Kaizen	Questionnaire
Client MSEs in Ashanti Region 479 MSEs in total (20 to 25 from each BAC)	Need for BDS, evaluation on BAC, recognition of Kaizen	Questionnaire, Interview
BDS providers other than BACs 30 in total (Public institutions, business consultants, universities, associations, NGO, foundations, etc)	Service content, evaluation on BAC, recognition of Kaizen	Questionnaire, Interview

The main findings are detailed below. Please refer the summary of Base-line Survey attached in Appendix 6.

MSEs' expectations from BDS

The survey found that for MSEs in the Ashanti Region the most needed BDS was financial service followed by training for enhancing management and production skill.

Other BDS providers

There is a wide range and large number of BDS providers other than BACs, i.e. private company, governmental institution, foundation, academia etc. The content of services, means of provision, price, target MSEs, and portion of client MSE's cost sharing financial burden covered by the providers varies. This suggests that BDS is a relatively competitive sector. NBSSI should explore further cooperation to provide/facilitate effective services to MSEs.

Recognition of Kaizen

The survey found that most of the MSEs do not know Kaizen, that is 87.5% of respondent MSEs “never heard of Kaizen”. As for the BAC Heads, five BAC Heads responded that they “know Kaizen very well”.

Evaluation on BAC

The survey showed that BAC Heads in the Ashanti Region self-evaluation of their ability to provide/facilitate BDS as an office, on a scale of 1 to 5, was 3.8 on average, while the average of BAC Heads’ self-evaluation of their own capacity was 4.35. According to the results of the survey, 68.2% of MSEs answered that they appreciate or highly appreciate activities by BACs. The average was 3.97 from 479 MSEs.

The survey also indicated that BAC Heads’ confidence to promote the Strategic Model for its nationwide expansion was 3.975 on average, meaning that BAC Heads were motivated to spread the Strategic Model.

Relevance to the PDM indicators

The results of the Base-line survey are used to assess progress as indicated by the results of the End-line survey.

4.4.2 End-line Survey

From July 2014 to September 2014, the end-line survey was conducted by the NBSSI Ashanti Regional Office with the support of JICA experts. The outline is illustrated in the following table.

Table 4-21: Outline of the End-line Survey

Objectives		
1) To confirm the Project Achievement, especially the progress of enhancement of ability to provide and facilitate BDS in comparison to the results of base-line survey.		
2) To identify the further actions to achieve the Project Objectives.		
Target	Survey topics	Method
BACs in Ashanti Region	Self evaluation on ability to provide and facilitate BDS, the satisfaction level of the Project	Questionnaire
Client MSEs in Ashanti Region 405 MSEs in total (16 to 25 from each BAC)	Need for BDS, evaluation on BAC, recognition of Kaizen	Questionnaire, Interview
BDS providers other than BACs 30 in total (Public institutions, business consultants, universities, associations, NGOs, foundations, etc)	Service content, evaluation on BAC, recognition of Kaizen	Questionnaire, Interview

The following table compares the results of the base-line and end-line survey. The summary of the end-line survey is attached in Appendix 7.

Table 4-22: The Comparison of Base-line and End-line Survey

Item		Base-line	End-line
Recognition of Kaizen (3-point scale)	BDS Providers	1.6	2.3
	MSEs	1.12	1.90
Evaluation on BAC (5-point scale)	BDS Providers	4.09	4.16
	MSEs	3.97	4.01
Self-evaluation on BAC Head (5-point scale)	Frequency of BDS Provision	2.7	3.8
	Frequency of BDS Facilitation	2.6	3.3
	Ability of BDS Provision / Facilitation	4.35	4.50
	Understanding of Kaizen/ Capacity to implement BDS including Kaizen	1.8	4.45
Self-evaluation on BAC (5-point scale)	Frequency of BDS Provision	3.1	3.8
	Frequency of BDS Facilitation	2.3	2.9
	Ability of BDS Provision / Facilitation	3.80	4.40
PDM Indicators	Output 2 (1): Evaluation results on capacity of BAC increase by 30%.	<p>The average of BACs self-evaluation of their capacity to implement 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.</p> <p>The formula = 25 % x (Self scores on the business trainings) + 25 % x (company assessment) + 50 % x (Self Score on the MSE Consultation includes Kaizen)</p> <p>The increasing ratio is calculated based on the above formula, resulting in 67% increase compared with the Base-line survey.</p> <p>Base-line Amount = 25% x 4.3 + 25% x 4.0 + 50% x 1=2.6 End-line Amount = 25% x 4.5 + 25% x 4.0 + 50% x 4.45=4.35 4.35(End-line Amount) ÷ 2.6 (Base-line Amount) = 1.67</p>	
	Output 1(2) and Output 2 (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 both participating BACs and Japanese experts.	100% BAC Heads were satisfied with the activities. (64% of BAC Heads rated “Very satisfied” and 36% of them scored “Satisfied”.)	

4.5 Strategic Model

The Strategic Model was mainly developed according to Tasks for Output 3 below.

Tasks for 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.
Task 3-1 Prepare “Reference Materials” which include tools, good practices and lessons learned, to be utilized in the expansion of the “Strategic Model” to the whole of Ghana.
Task 3-2 Formulate a nationwide expansion model of “Strategic Model” consisting of relevant modules
Task 3-3 Facilitate mainstreaming of “Strategic Model” into NBSSI’s activities and programmes. (conduct national seminars at mid and final stages of the project, organize study tours for public and private sector representatives, PR on TV and Radio)

4.5.1 Module of Strategic Model

The Module of Strategic Model was developed with NBSSI Ashanti thorough activities of Task 1 and Task 2. It consists of two modules, i.e. Module A related to Workflow developed in Task 1 and Module B concerning the BACs' capacity development regarding BDS provision and facilitation prepared in Task 2. The Reference Materials for these Modules were prepared in each Task with necessary revisions. The components of Module A are described in section 4.2.1 Formulation and Implementation Workflow, and those of Module B are shown below.

Table 4-23: List of Module B

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

BDS Fundamentals (Self-Study)

No.	Title
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 Reference Materials of Strategic Model

The Reference Materials were prepared in line with Module A related to Workflow and Module B for capacity development on BDS provision/facilitation. Each material is listed in Appendix 5. The materials which were made by Japanese experts were revised and localised by C/P through a series of material making workshops to make them more applicable to their duties and local MSEs. They were elaborated through the implementation of Workflow and feedback from participants of TOT and Strategic Model Transfer Workshop for Regional Managers, and finalised with confirmation by Ashanti Regional Manager.

Based on the recommendation by the Mid-term Review Mission, visual image of Strategic Model was designed to give concerned parties a common understanding of the model. It was shared and discussed in the eighth Monitoring WG meeting on 20th May 2014, and it was approved in the fifth JCC meeting on 27th May 2014. Moreover, the explanatory note for the

Strategic Model was made to promote the further understanding of the Strategic Model. The visual image is attached in Appendix 8 and the explanatory note is referred to in Appendix 9.

4.6 National Expansion Plan

The activities related to National Expansion Plan of the Strategic Model were implemented based on Task 3-2 and 3-3.

4.6.1 Formulation of National Expansion Plan

The National Expansion WG was formed with mainly directors of NBSSI HQ. A total of eight meetings and two sub-committee meetings were held to achieve mainstreaming of the Strategic Model in NBSSI and formulate the National Expansion Plan through the comparative review of various options. The members are listed in the Table 4-24 and the main agenda and discussion points are shown in the Table 4-25.

Table 4-24: List of National Expansion WG Members

No.	Name	Organisation	Title
1	Mr. Lukman Abdul-Rahim	NBSSI HQ	Executive Director
2	Mr. Dawarnoba Baeka	NBSSI HQ	Deputy Executive Director
3	Mr. Saeed Owusu-Brobbe	NBSSI HQ /NBSSI Ashanti	Deputy Executive Director/ Ashanti Regional Manager
4	Ms. Anna Armo-Himbson	Entrepreneurship Development Department (EDD), NBSSI HQ	Director
5	Mr. Kwaku Adarkwah Pepra	Policy Planning, Monitoring and Evaluation Department (PPME), NBSSI HQ	Director
6	Mr. Kwame Siame	Finance, NBSSI HQ	Director
7	Ms. Habiba Sumani	Women Entrepreneurship Development Department (WEDD), NBSSI HQ	Director
8	Mr. Ahmed Jamal Iddrisu	Investment and Credit Department (I&C), NBSSI HQ	Director
9	Ms. Judith Ayeh-Datey	EDD, NBSSIbHQ	Assistant Business Advisor

Table 4-25: Outline of National Expansion WG Meetings

WG	Main Agenda	Tasks
1 st Meeting (February 2013)	Readiness of other regions	- Report on the survey of the two regions - Discussion on the priority regions in National Expansion
2 nd Meeting (May 2013)	Expansion scenario	Drafting of concept papers for projects like PSDS-II and EDAIF
3 rd Meeting (September 2013)	Expansion scenario - 2	- Identification of the supporting funds - Confirmation of the request for extension of the Project - Planning of the first National Seminar in February 2014
4 th Meeting (November 2013)	Expansion scenario -3	- Report on the result of the Study Tour to Regional Managers in the other regions - Discussion on the extension of the Project - Confirmation of concept paper (PSDS-II) - Planning of NBSSI BDS Forum
Sub-WG Meeting (November 2011)	Drafting of concept paper to the funds	Draft concept paper for funds other than PSDS II

WG	Main Agenda	Tasks
5 th Meeting (February 2014)	Drafting of the National Expansion Plan	<ul style="list-style-type: none"> - Draft National Expansion Plan - Study on proposals to the funding agencies - Study on the explanatory notes for National Expansion Plan to MOTI
6 th Meeting June 2014)	Implementation structure for the national expansion	<ul style="list-style-type: none"> - Confirmation of progress on the proposals - Discussion on the implementation structure for national expansion - Review on the National Expansion Plan
Sub-WG Meeting (July 2014)	Drafting of the National Expansion Plan to EDAIF	Incorporate the National Expansion Plan of the Strategic Model in 5 year plan of EDAIF
7 th Meeting (October 2014)	Confirmation of the implementation structure for the National Expansion	<ul style="list-style-type: none"> - Confirmation of the progress on the proposals to EDAIF - Confirmation of the implementation structure in the other Regional Offices - Discussion on the contents of the workshop for Regional Managers - Review on the draft plan on management/implementation structure of the Strategic Model
8 th Meeting (November 2014)	Roadmap and Recommendations on the National Expansion	<ul style="list-style-type: none"> - Confirmation of the action plans by the other Regional Offices - Finalization of the plan on management/implementation structure of the Strategic Model - Recommendations by the Project

National Expansion period is divided into three phases and nine regions in Ghana are allocated to these three phases. It is also proposed that BAC Heads trained in the first phase would take part in the implementation of the Strategic Model to the neighbouring regions.

- Phase 1: Northern, Brong Ahafo and Central Region
- Phase 2: Greater Accra, Eastern and Upper East Region
- Phase 3: Western, Upper West and Volta Region

Approval of the National Expansion Plan

“Framework for National Expansion on Strategic Model” attached in Appendix 10 was prepared through a series of discussions in National Expansion WG meeting to devise the overall roadmap of national expansion in which existing information from concept paper such as PSDS II, technical assistance request to JICA and a proposal for development partners were placed in a coherent way. This request letter to seek the official consent of the framework paper together with the individual proposal to MOTI was issued by NBSSI HQ in March 2014 and was officially approved by MOTI in June 2014.

The Proposal to EDAIF

NBSSI submits to EDAIF the annual work plan in line with a five year plan from 2013 to 2018 which was agreed on between EDAIF and NBSSI. EDAIF provides the funds after approval of the plan. The revised five year plan incorporating the National Expansion Plan was submitted to EDAIF in July 2014 and is currently under consideration as of February 2015.

Draft plan on management/implementation structure of the Strategic Model

Base on the situation analysis of the Regional Offices which was conducted in June 2014, the draft plan on management/implementation structure of the Strategic Model was made. Through discussion of this structure in the Strategic Model Transfer Workshop for Regional Managers,

the plan was revised and finalised. Based on this plan, action plans in each region towards National Expansion were developed by Regional Managers, and submitted to NBSSI HQ.

Detailed National Expansion Plan

In January 2015, the Detailed National Expansion Plan for the first year was formulated in the workshop which the three Regional Managers of the phase 1 of National Expansion and Project Management Unit (PMU) members in NBSSI HQ and NBSSI Ashanti Regional Office participated. The plan was submitted to NBSSI HQ.

4.6.2 Mainstreaming Activities

This Task is to get NBSSI HQ and Ashanti Regional Office to mainstream the “Strategic Model” in their activities and programs. From the second year, a total of nine PR activities were implemented. The outline of the events is as follows. The questionnaire survey showed the objectives of each of the events could be achieved.

Table 4-26: Activities of Mainstreaming of National Expansion

No.	Event	Period	Target	Objective	Programme
1	Kaizen Forum in Ashanti	February 2013	Ministry, Regional and District Government, Governmental institutions, Industrial Partners, Trade and Economic Association, NBSSI, Donor, NGO, Media	<ul style="list-style-type: none"> - Introduce the Project and report the achievement for one year after of the Project. - Promote and advocate Kaizen Concept. 	Introduce the Project, Corporate Diagnosis, Kaizen, and good practices in pilot MSEs
2	Study Tour to Stakeholders	June 2013	Related Institutions, i.e. EDAIF, PSDS II, Ministry, Monitoring WG members, NBSSI HQ	<ul style="list-style-type: none"> - Introduce the Project and its Strategic Model as outcome. - Promote the collaboration with NBSSI for MSE development 	<ul style="list-style-type: none"> - Visit pilot MSEs of Mampong BAC and Nkawie BAC. - Discuss possible collaborations, issues and measures, and PR activities for national expansion
3	Study Tour to the Regional Office	October 2013	NBSSI Regional Managers and BAC Heads of the regional capital in the other regions	<ul style="list-style-type: none"> - Advocate and introduce the Project and its Strategic Model to the other regions and co-study the issues of the nationwide expansion. - Receive consent on the national expansion of the Strategic Model in their regions. 	<ul style="list-style-type: none"> - Visit pilot MSEs of Obuasi BAC and observe 2-week Training. - Discuss the issues and measures for National Expansion and receive comments on the National Expansion Plan
4	NSSI BDS Forum in Accra	February 2014	Concerned Ministry, Greater Accra and district Government, Funding Agencies, Private Sector, Donor, NGO, Academic, BDS providers, Media, NBSSI Greater Accra, MSEs	<ul style="list-style-type: none"> - Achieve understanding and consent for nationwide expansion from the stakeholders through introduction of the Strategic Model and KAIZEN related BDS to MSMEs - Advocate the Project and the Strategic Model through media. 	<ul style="list-style-type: none"> - Introduce the Project, Corporate Diagnosis, Kaizen and good practices in pilot MSEs. - Explain National Expansion Plan and exchange the opinions for MSE development

No.	Event	Period	Target	Objective	Programme
5	Kaizen Forum in Central Region	June 2014	Central/Brong Ahafo and district Government, Concerned Ministry, Industrial Partners, Trade and Economic Association, MSEs, Private Sector, Donor, NGOs, Academics, Media, NBSSI Central/Brong Ahafo	<ul style="list-style-type: none"> - Introduce and advocate the Project and Kaizen concept - Collect issues to be tackled for National Expansion and study solutions in the regions 	<ul style="list-style-type: none"> - Introduce the Project, Corporate Diagnosis, Kaizen, good practices in pilot MSEs and National Expansion Plan - Discuss the issues and measures for nationwide expansion.
6	Kaizen Forum in Borng Ahafo	June 2014			
7	Strategic Model Technical Transfer Workshop for Regional Managers	November 2014	NBSSI Regional Managers, the Project Officers in the other regions, NBSSI HQ officers	<ul style="list-style-type: none"> - Improve the understanding of the Regional Office regarding components, implementation and management structure of the Strategic Model - Improve the capacity of the Regional Office required for the national expansion of the Strategic Model 	<ul style="list-style-type: none"> - Introduce the Strategic Model and modules; Workflow Components and BDS Components (Corporate Diagnosis/Kaizen), and plan of management/ implementation structure of the Strategic Model. - Develop Action Plan in each region for national expansion.
8	Kaizen Forum in Ashanti	January 2015	Ashanti Regional and district Government, Concerned Ministry, Industrial partners, Trade and Economic Association, MSEs, Monitoring WG members, Donors, Academic, Media, NBSSI HQ, Ashanti, Western, Volta and Eastern Regions	<ul style="list-style-type: none"> - Report on the achievement of the Project to stakeholders - Introduce the action plans of NBSSI Ashanti and exchange opinions 	<ul style="list-style-type: none"> - Present the achievement of the Project - Hold ceremony for certificate of appreciation to Pilot MSEs - Introduce and discuss National Expansion Plan and action plan in Ashanti
9	Kaizen Forum in Northern Region	January 2015	Northern Regional and district Government, Concerned Ministry, Industrial partners, Trade and Economic Association, MSEs, Monitoring WG members, Donors, Academics, Media, NBSSI HQ, Northern, Upper East and Upper West Region	<ul style="list-style-type: none"> - Achieve the understanding of the Project and Kaizen related BDS - Obtain consent and the willing cooperation for nationwide expansion - Collect issues to be tackled for national expansion and study solutions in the region. 	<ul style="list-style-type: none"> - Introduce the Project, Corporate Diagnosis, Kaizen and good practices in pilot MSEs. - Introduce and discuss National Expansion Plan and action plan in Northern Region.

The Minutes of all Kaizen Forum and BDS Forum are attached in Appendix 11.

4.7 Meeting

4.7.1 JCC

It was agreed that the frequency of JCC meetings would be increased from once a year to twice a year, resulting in seven JCC meetings in total. The members of JCC are listed as below.

- 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)
- Japan Embassy in Ghana
- JICA Ghana Office

The following table summarises the main topics and the decisions made in each JCC.

Table 4-27: Main Topics and Decisions in JCC

JCC	Date	Location	Main Topics and Decisions
1 st JCC	24 April 2012	Miklin Hotel, Kumasi	- Approval of the Work Plan - Change of the frequency of JCC meeting and Monitoring WG meeting
2 nd JCC	7 November 2012	Noguchi Memorial Institute for Medical Research, Accra	- Approval of the Project Progress Report No.1 - Decision on the PDM indicators - Decision on the participants of the first batch of C/P training in Japan
3 rd JCC	29 May 2013	Noguchi Memorial Institute for Medical Research, Accra	- Approval of the Project Progress Report No.2 - Report on the C/P training in Japan
4 th JCC	13 th November 2013	Noguchi Memorial Institute for Medical Research, Accra	- Approval of the Project Progress Report No.3 - Presentation on the results and recommendations of the Midterm Review
5 th JCC	27 May 2014	Noguchi Memorial Institute for Medical Research, Accra	- Approval of the Project Progress Report No.4 - Confirmation on the progress on recommendations from the Midterm Review - Approval of the visual image of the Strategic Model - Discussion on the forthcoming project activities
6 th JCC	3 December 2014	Noguchi Memorial Institute for Medical Research, Accra	- Approval of the Project Progress Report No.5 - Presentation on the results and recommendations of the Terminal Evaluation - Discussion on the forthcoming project activities
7 th JCC	4 February 2015	Royal Lamerta Hotel, Kumasi	- Presentation on the progress on recommendations from the Terminal Evaluation, Project Achievements and recommendations by the Project - Confirmation on the progress on the National Expansion Plan - Ceremony for Trainer Certificate - Study Tour for JCC members (on 5 February 2015)

The minutes of all JCC meetings are attached in Appendix 12.

4.7.2 Monitoring WG

Monitoring WG consisted of stakeholders in Ashanti Region. The frequency of meetings was agreed to be increased from once a half-year to once a quarter, and a total of 11 meetings took place. The members are listed as below.

- 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, GCCI, Ashanti
- Representative of Regional Coordination Council, Ashanti
- The Regional Director, Ghana Employers Association, Ashanti

The main topics of reporting and discussions of each Monitoring WG meeting are provided in the following table.

Table 4-28: Main Topics of Reporting and Discussions of Monitoring WG

No.	Date	Main Topics of Reporting and Discussion
1 st	10 May 2012	<ul style="list-style-type: none"> - Explain the outline of the Project activities - Nominate the WG members - Hold the induction workshop for the District Assemblies in the Ashanti
2 nd	4 September 2012	<ul style="list-style-type: none"> - Report on the results of the 1st 2-week Training and base-line survey - Explain the 9-week OJT and hold kick-off meeting of the 1st OJT
3 rd	13 November 2012	<ul style="list-style-type: none"> - Report on the results of the 1st 9-week OJT - Call on the members for participation in the Kaizen Forum in Ashanti
4 th	26 February 2013	<ul style="list-style-type: none"> - Report on the results of the 2nd 2-week Training - Report on the Kaizen Forum in Ashanti
5 th	7 May 2013	<ul style="list-style-type: none"> - Report on the outline of PR 2 - Hold kick-off meeting of the 2nd 9-week OJT - Designate the members for participation of the Study Tour
6 th	3 September 2013	<ul style="list-style-type: none"> - Report on the progress of the Project - Report on the results of the Study Tour and the 2nd 9-week OJT - Discuss the concrete measures to collaborate for the regional and nationwide expansion and measures to promote this Project to MSEs
7 th	21 January 2014	<ul style="list-style-type: none"> - Report on the outline of PR 3, the result of the 4th JCC meeting, especially recommendations of the Midterm Review, and the 3rd 9-week OJT - Explain the Strategic Model - Confirm the progress on the collaborating activities for the regional and nationwide expansion and the action plan for advocating to enterprises
Strategic Model WS	18 March 2014	<ul style="list-style-type: none"> - Explain the Strategic Model to improve understanding and foster a common view on the Strategic Model - Conduct SWOT Analysis for implementation of national expansion - Discuss the countermeasures to issues - Develop the action plan
8 th	20 May 2014	<ul style="list-style-type: none"> - Report on the results of the 3rd 9-week OJT, BDS Forum in Accra, and BDO Training. - Confirm the progress on the collaborating activities for the regional and nationwide expansion - Discuss and confirm the contents of the visual image of the Strategic
9 th	20 th August 2014	<ul style="list-style-type: none"> - Report on the results of the 4th 9-week OJT, the 2nd C/P Training in Japan and its action plan - Report on the end-line survey and national expansion - Explain the outline of TOT
10 th	3 November 2014	<ul style="list-style-type: none"> - Report on the results of TOT and end-line survey - Confirm the progress of the national expansion - Explain the Terminal Evaluation and the 2nd Kaizen Forum in Ashanti
11 th	21 January 2015	<ul style="list-style-type: none"> - Share the lessons learned from Monitoring WG towards national expansion - Make Statement for collaboration towards national and regional expansion

The Minutes of all Monitoring WG meeting are referred to Appendix 12.

4.7.3 Other Meeting

Mr. Baeka, the former Deputy Executive Director of NBSSI and Dr. Ozawa Chief Advisor of this Project were dispatched to “KAIZEN Seminar” in Ethiopia, a side event of the preparatory meeting of the Fifth Tokyo International Conference on African Development (TICAD V) on 13th March 2014. They introduced Project activities and results to the participants from other parts of Africa.

4.8 Deliverables

Below is the list of reports submitted to JICA and C/P.

Table 4-29: The List of the Project Reports Submitted to JICA and C/P

No	Name of the Project Report	Submitted Period
1	Project Work Plan (W/P)	May 2012
2	Project Progress Report (No.1)	November 2012
3	Project Progress Report (No.2)	May 2013
4	Project Progress Report (No.3)	November 2013
5	Project Progress Report (No.4)	May 2014
6	Project Progress Report (No.5)	December 2014
7	Project Completion Report	March 2015

The Deliverables of Technical Cooperation

The deliverables of technical cooperation are as below.

- Reference Materials for the “Strategic Model”
 - 1) Visual image of Strategic Model and explanatory notes
 - 2) Module A on the Workflow of NBSSI Ashanti Regional Office for continuous capacity development of BACs
 - 3) Module B on BDS provision and facilitation (manual, textbooks and training materials for lectures, OJT and implementation of BDS, good practices and lessons learned)
- Nationwide Expansion Plan of the “Strategic Model”
 - 1) National Expansion Plan
 - 2) Draft plan on management/implementation structure of the Strategic Model

The detailed lists of Module A and Module B are referred to Appendix 5.

4.9 Public Relations

As stated in Task 1, the NBSSI Ashanti Regional Office website (<http://www.nbssiashanti.org/nbssi/>) has been developed to introduce the Project and BACs. To advocate NBSSI activities and Kaizen related BDS, a public hearing was conducted by pilot BAC Heads in their districts and in total 60 to 100 representatives of associations and MSEs participated. The PR tools 5S and Kaizen posters, documentary for introduction of the Project, and BDS brochure were prepared and distributed. PR through the broadcast of radio shows was done by Juaso, Mampong, Obuasi Konongo, Kumasi and Nkawie BAC Heads with pilot MSEs using the local or Kumasi radio station to advocate the Project and BDS related to Kaizen. News of Forums appeared in newspaper, radio and TV news. Furthermore, the owners of pilot MSEs and Executive Director of NBSSI appeared on TV programmes.

The production on the introductory documentary was outsourced to a local production company.

The outline of the subcontract is stated below.

Name of Subcontract	DVD Production
Name of Subcontractor	Mr. Benjamin Aidoo
Period	28 October 2013 to 28 February 2014
Contact Amount	GHS 4,000.00 (JPY 182,120 based on the JICA rate in October 2014)
Outline	As a part of PR activities to introduce the Project and National Expansion of the Strategic Model, the 15-minute documentary was developed to show the change of beneficiary MSEs after the provision of BDS by the Project and interviews with the owners of the pilot MSEs.
Selection process	The candidate producers of the documentary recommended by C/P were examined in terms of the quality of their work and their experience. Two producers were requested to submit quotations. Mr. Benjamin Aidoo was ranked first due to the lower estimate and selected as the party for the first negotiation.
Negotiation	The contents of the subcontract and Mr. Aidoo's ability to conduct the tasks required by the TOR were reviewed with C/P. After confirmation of all items, the subcontract was awarded.
Deliverables	5 copies of the final documentary DVD were delivered at the end of February, and they were confirmed with C/P after inspection.

5. Lessons Learned and Recommendations

5.1 Measures Taken

A significant factor for the successful implementation of the Project was the level of the commitment and ownership by the Project Manager, Project Officer of Ashanti Regional Office. The soundness of the selected pilot MSEs for OJT was also one of the significant factors attributed to the Project Completion. In addition, it is noted that selection of the BAC Heads among the CPs entails securing a targeted number of trainers who can lead the national expansion though it is also a fact that at the beginning the BAC Heads vary in terms of interests and level of capacity which stresses the need for training.

Under this condition, the common framework to address the respective issues associated with the Project always referred to the subsequent Project activities from Task 1 to 4.

- 1) The improvement of the Workflow for the Regional Office
- 2) The improvement on the training programs
- 3) Measure for the National Expansion
- 4) Regular meeting with C/P and effective project management.

The respective measures to be taken are described as below.

Task 1

The Workflow was structured base on the results of the situation analysis to identify problems to be addressed. There was significant delay in the training of the Technical Unit in Ashanti Regional Office due to the lack of capable human resources, i.e. the low commitment of the Project Officer and resignation of pilot BAC Head who was also a member of Technical Unit. However, the restructure of Technical Unit in conjunction with the replacement of the Project Officer led to intensive technical training for the Technical Unit to bring the Project back in line with the schedule.

Task 2

The Project Team made a focused and significant effort to revise its training plan based on this finding. It was found that basic skill level, i.e. creativity, recognition, logical thinking, presentation, concentration, team work, and organisation management were relatively weaker than expected. In particular lack of the IT literacy and numerical skills such as statistics, and tabulation, resulted in extended training on the MS Office and numerical skills. In light of the lessons learned from the first 2-week training a shift was made to more practical and skill oriented training which led to smoother execution of the subsequent OJTs as well as the TOT. The contents also were reviewed and elaborated to focus on the basic methods and practical skills targeting the visualisation of management ability in the Corporate Diagnosis and making certain Kaizen suggestions.

Task 3

The Strategic Model needed time to be firmly established among the concerned parties, since the interpretation of the Strategic Model was not well articulated until the middle of the Project. This was also pointed out by the Mid-term Review Mission. It was also a challenge for the Project Team stationed in Kumasi to communicate and meet with NBSSI HQ in Accra. Then, the Project took measures to promote the common understanding of the Strategic Model, such as holding a series of meetings and workshops, introducing the Strategic Model in all training and events and distributing the visual image of the Strategic Model.

Assignment of Japanese expert in charge of the National Expansion led to promoting the identification of funding sources and collaboration with other projects which the national expansion would serve. Main points to emphasize are;

- 1) Inclusion of the concerned departments and NBSSI HQ to ensure initiatives are accomplished with the intra departmental links being made, and to support consensus making in the national expansion working group meeting
- 2) Linkages to the other projects were sought after as funding sources in consideration of the policy implications and the Project's impact on the other projects
- 3) General framework to consolidate the different activities and actual situations to incorporate them in the formal decision making process
- 4) Accelerate the understanding of the Kaizen related BDS in the mainstream NBSSI activities and inclusion of the Kaizen related BDS in all the NBSSI activities.

5.2 Lessons Learned

For the future similar projects of this kind, the lessons learned are stated in terms of the organization, project management, counterpart relations and project design.

Organizational Aspect

Higher than expected proactiveness of the C/P was stimulated because of the necessity of funding for the other activities of C/P. However the provision of funds for national expansion, such as training cost for BACs in the other regions, are not yet confirmed so that further promotional activities to the funding agencies and donors should be initiated at an early stage and a common understanding of the follow up should be developed.

Involvement of the Directors in NBSSI HQ could be achieved, such as participation in the National Expansion WG and Forum and formulating the proposals to the other funds; on the other hand it was difficult to obtain the participation of young working-level individuals who will conduct the practical and operational tasks in the National Expansion. It is necessary to develop and implement the strategy to achieve consensus with C/P on the necessity of the involvement of young working-level individuals in NBSSI HQ to secure the sustainability of the streamlined implementation structure.

Project Management

Flexible adoption of the Work Plan, and the target based reverse planning method, i.e. to set the objectives, determine the activities, identify and analyse the issues and revise the activities, could be done for the effective operation of the Project with the same resources. On the one hand, the preparatory work was limited at the early stage of the Project, leading to confusion and delay in the formulation of the training package. The project could be more efficient and smoother if the situation analysis would be conducted at the very beginning of the Project. This would allow early and frequent monitoring and the flexible change of the Work Plan. At the early stage of the Project, other duties of C/P were limited so that the time could be spent for the Project activities. However, when the activities funded by the other projects restarted both the BAC and Regional Office could not manage to control all activities. This resulted in the modification of the items of the technical transfer and implementation period. Moreover, the increase and decrease of the number of C/P made it necessary to change the equipment and the structure of training. These issues indicate the importance of taking steps to predict the matters which possibly would affect the Project by timely monitoring the C/P personnel and activities apart from the Project, and take flexible measures as soon as possible to deal with the alteration and new condition.

Project Design

As for the Project design in the Project formulation, the following could be raised;

- 1) Project implementation through an intensive OJT on pilot MSEs is effective, for both capacity development of C/P and improvement of the pilot MSEs to enable the pilot MSEs to understand the concept and practicality of the Kaizen related BDS which is new to Ghana.
- 2) It is crucial to demonstrate the good practices of Kaizen, since it enables MSEs to better understand the impact of the Kaizen activities and motivate the MSEs to the implementation of Kaizen. Moreover, it can make the donors and funding agencies understand the effectiveness and usefulness of the Kaizen related BDS, which can lead to more collaboration among the partnership agencies.
- 3) There exists the mechanism in NBSSI for collaborating with the fund agencies, i.e. REP, to support MSE development, and NBSSI has been seeking the collaboration with EDAIF targeting the provision of services to MSEs for National Expansion of the Strategic Model. In the light of sustainability and efficiency, the possible fund agencies and their collaborative activities and conditions should be identified at an early stage, and necessary actions for the collaboration would be needed to be incorporated in the Project Design.
- 4) It is noted that the combination of OJT including the improvement of pilot MSEs and workshops to share the experiences and good practices among BACs are well made in the Strategic Model, however, limited time for follow up on the pilot MSEs was allocated in this Project. It is necessary to incorporate more time for the follow up in the Project Design to continuously monitor and measure the Kaizen impacts to MSEs.
- 5) The combination of group training and intense OJT were effective, but the interaction and compatibility between them should be considered for the formulation of the training programme.
- 6) For indicators like “evaluation on the capacity development of C/P,” an objective evaluation, such as by the pilot MSEs, could be added to the self-evaluation of C/P.

5.3 Recommendation

The recommendations are expressed for the future success of the National Expansion. In addition, the current situation and responses on the recommendations made by the Terminal Evaluation are shown.

The importance and significance of the NBSSI to the MSMES are now upgraded through the new introduction of the BDS. In line with this, upon the development of the National Expansion Plan, the framework for implementation of the mechanism to secure the funds through the related capacity development of NBSSI will be in place.

5.3.1 The Progress and Recommendation by Terminal Evaluation

The Terminal Evaluation Mission suggested the following to further improve the sustainability and impact of the Project; 1) the finalisation of the Strategic Model through implementation in Ashanti Region, 2) further capacity development of new BDS provision, and 3) strengthening of the management capacity of NBSSI Ashanti Regional Office. The current situation is shown as follows.

Table 5-1: The Current Situation on the Recommendation by the Terminal Evaluation Mission

Recommendations by the end of the Project		
Topics	Current situation	Actions post-Project
Finalise Strategic Model (including the Reference Materials) by Technical Unit	<ul style="list-style-type: none"> Reference Materials are completed and confirmed by NBSSI Ashanti Regional Office. An explanatory note of the visual image of the Strategic Model was added. 	
Implement Strategic Model (Implementation of Workflow and Kaizen activities) by Technical Unit and BACs in Ashanti Region	<ul style="list-style-type: none"> In the 2015 Annual Plan, Workflow was incorporated. In the Annual Review Meeting in January 2015, the regional expansion plan was announced; new BDS related to Kaizen were included in action plans of BACs. Kaizen action plans by pilot BAC Heads were submitted and 4 pilot BAC Heads completed the activities. NBSSI Ashanti Regional Office confirmed the results. The action plans of the Corporate Diagnosis and Kaizen activities were submitted by non-pilot BAC Heads to the Project, and they were implemented with mentoring by pilot BAC Heads. The issues of mentoring and capability of implementation were identified and the possible measures were discussed. The Technical Unit planned and implemented the Study Group Workshop, Training for BAC Heads and Kaizen Forum. The pilot BAC Heads conducted Public Hearing with reference to PR Implementation Manual. The Workflow was explained to all the Regional Managers at the Strategic Model Technical Transfer Workshop in November 2014. 	The measures for the issues, such as the betterment of communication between BAC and Regional Office, among BACs, and the high motivation for BACs' commitment, and development of of Kaizen recommendation, should be discussed in manual..
Continuous learning by Technical Unit and BACs in Ashanti Region	The Study Group by the pilot BAC Heads and Technical Unit were formulated, and have conducted regular meetings three times to share knowledge and information and overcome weaknesses, i.e. Industrial Engineering and recommendation to develop the initiative of the Technical Unit.	The attempt to secure the budget for Study Group is necessary.
Follow-up system by Technical Unit and BACs in Ashanti Region	By using the template in the Workflow, the follow up activities were conducted at the pilot MSEs.	
Preparation of National Expansion by PMU	The detailed National Expansion Plan including the budget for the first year was developed by the PMU and Regional Managers of the first phase and Ashanti, and submitted to NBSSI HQ.	
Additional assignment of staff member(s) at Ashanti Regional Office by NBSSI HQ	A new staff will be transferred to the Ashanti Regional Office in March 2015.	
Recommendations for mid-long term		
Topics	Current situation	Actions post-Project
Securing necessary budget for implementing activities by NBSSI HQ, Regional Offices and BACs	<ul style="list-style-type: none"> Requested in the annual plan of NBSSI Ashanti Submitted the action plans of Kaizen implementation by pilot BACs to REP Submitted the proposals for National Expansion to EDAIF Sought support from MOTI and related institutions to obtain the budget 	<ul style="list-style-type: none"> Monitor progress Further identification and approach to possible fund institutions

Recommendations by the end of the Project		
Topics	Current situation	Actions post-Project
Increase numbers of beneficiaries of BDS by BACs in Ashanti Region (BACs in Ashanti Region)	<ul style="list-style-type: none"> • Same as above, submitted the action plans of Kaizen implementation by pilot BACs to REP • Midterm policy of the Regional Office was developed together with the targeted number of the Kaizen related BDS. 	Monitor progress
Contribute to the policy making by MOTI and NBSSI HQ	<ul style="list-style-type: none"> • The funding for the MSE Policy development has been proposed to MOTI. • Increase of the number of good practices which could be used in National Expansion was included in the annual plan. 	Monitor progress

As stated above, measures recommended by the Terminal Evaluation were duly taken; in particular the preparation for National Expansion by NBSSI Ashanti has progressed. However, the securing of funds is still uncertain and monitoring of progress on the proposal and actions for identification of new funding sources are required since the absence of funding would hinder the implementation of the plans. Furthermore, development of measures to enhance the management/implementation structure for National Expansion still remains.

5.3.2 Recommendation towards National Expansion

For the national expansion of the Strategic Model, the main issues and recommendations both in the short as well as the medium-term run are stated below.

(1) Management Structure of the National Expansion

- 1) Focus should be made on the capacity development of Regional Office and BACs (BAC Head and BDO) by assessing the gap to the expected situation⁶.
- 2) Coordination of the NBSSI HQ should be enhanced to ensure the acquisition of the budget and smooth disbursement of the available funds as well as the solution of cross cutting issues among projects, such as 1) securing and managing the budget from multiple projects and 2) The selection of pilot BAC and pilot MSE.
- 3) Stakeholder meetings, like Monitoring WG of this Project, should be regularly conducted in each region for effective coordination/communication in the regions.
- 4) PMU should be established with capable personnel and necessary authority to ensure upgrading the implementation capacity of the Technical Unit in each region, i.e. Regional Manager, Project Officer and pilot BACs, for the National Expansion

(2) Operation

- 1) Continuous capacity development should be ensured for Ashanti Regional Office and Technical Unit to deliver the training to the other regions.
- 2) Operational skills of the PMU should be developed in the same manner.

(3) Consideration beyond the Introductory Phase

In the phase of the National Expansion, the training of pilot BAC Heads in each region and improvement of pilot MSEs would be targeted. In addition, the following actions are required to be taken in the expansion to all of Ghana.

- 1) MSE development tools and models should be developed for the national MSE policy formulation and further strengthening of the NBSSI as the implementation agency in

⁶ The expected situation was identified by the BAC Capacity Check List in the Workflow, and the Regional Manager, Project Officer and Trainers in Ashanti Region who were trained during the Project will be role models.

areas such as;

- Entrepreneur development (youth and school drop outs)
- Clustering of the local economic activities
- Industrial modernization and technology upgrading

- 2) Good practices of sector or product development should be explored for further optimal utilization of enhanced new BDS

(4) Supplemental Recommendations

Mechanism to ensure access to funds

In order to make more contribution to the MSE development, more consolidated mechanisms and actions to secure the funding should be developed due to unclear disbursement of the funds from GoG.

- 1) NBSSI is now the service provider to a range of projects. This has also inhibited NBSSI's contribution to MSE development due to lack of its own budget. The mechanism and actions to secure its own funding, through project, initiative and/or programme are needed. MOTI is supportive to the NBSSI initiatives and this backing should be the basis of a mechanism to secure funding.
- 2) There are some institutions, like REP, which directly receive proposals from BACs, but it is found that NBSS Regional Office cannot monitor and control the situation timely. The fund and project management system should be improved for efficient implementation.

Institutionalization of the Ghana Kaizen Dissemination

The policy backing to Ghana's original Kaizen development system is necessary to further contribute the growth of the MSEs. The institutionalization of Kaizen is to introduce Kaizen activities to all projects related MSE development. Kaizen experiences and accumulation of the Kaizen knowledge in a practical way in the different sectors are to be made to make some of the evidences for the policy development. In addition, approaches to the various sectors like the educational sectors are needed to disseminate the Kaizen policies to the wider audiences and public.

Expansion of the Target

To secure the impact for economic growth, the targeted approach of prioritizing medium and large companies in combination with export promotion, such as support to development of enterprises which export Ghanaian product by EDAIF, and promotion of import substitution countermeasures to a persistent adverse trade deficit, is now becoming a key driver for the Ghanaian economic revitalization. Youth employment is also to be considered in the application, such as Skill Development Fund (SDF) by COTVET as vocational training, and Youth Employment Support Strategy (YES) by MOTI. Effective mechanisms to widen the beneficiaries and benefits are to be developed and demonstrated to contribute to these projects and economic growth in Ghana.

Advancement of Kaizen BDS

The range of Kaizen application items is to be widened to many more companies. With the experiences and know how accumulation and the backstopping by the JICA experts best practices will be fostered by training in Kaizen related BDS. The application should be indefinite for the large and medium companies so that the application of the Kaizen could be more widely experienced.

Appendices

Appendix 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.

Appendix 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
<p>the status “before”</p> <p>2-7 Conduct OJTs for the staff of NBSSI Ashanti Regional Office and BACs on implementation of the seminars/ workshops for MSEs based on the good practices piloted</p> <p>2-8 Conduct end-line survey on the capacity of BACs in Ashanti Region as BDS providers/facilitators and compare with the results of the base-line survey</p> <p>3-1 Prepare “reference materials” to be utilised in the expansion of the “Strategic Model” to the whole 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 NBSSI's activities and programmes</p> <p>3-3-1 Conduct a mid-term national seminar for “Strategic Model”</p> <p>3-3-2 Organise study tours for high level governmental officials, private sector associations, and development partners</p> <p>3-3-3 Implement activities on public relations through multiple media (e.g., radio, TV, and website)</p> <p>3-3-4 Conduct a final national seminar for “Strategic Model”</p>			

<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.

Appendix 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)

Version: 2

Date: November 13, 2013

Target direct beneficiaries: 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”^{1 2 3} in the whole of Ghana are initiated by MOTI and NBSSI, which contribute to enhancing the development of MSEs.</p>	<ol style="list-style-type: none"> Activities to replicate the “Strategic Model” in the regions outside Ashanti, and contents of BDS implemented by BACs in those regions are improved. Statements of MOTI and/or NBSSI to replicate the “Strategic Model” in the whole of Ghana are issued. 	<ol style="list-style-type: none"> Monitoring report(s), NBSSI regular report(s), Meeting record(s) and results of questionnaire surveys Statements and results of questionnaire surveys 	<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>	<ol style="list-style-type: none"> NBSSI Headquarters recognises the “Strategic Model” as a nationwide applicable practice. NBSSI officials of regions other than Ashanti show interest(s) to replicate the “Strategic Model”. 	<ol style="list-style-type: none"> Meeting record(s) and NBSSI official document(s) (i.e., FY2014 annual plan, Strategic plan 2016-2020, Official letters) Questionnaire survey report(s), Approved National Expansion Action plan, by NBSSI HQ 	<p>Policy framework on strengthening of BDS for MSE is maintained.</p>
<p>Outputs⁷</p> <ol style="list-style-type: none"> Capacity of NBSSI Ashanti Regional Office to continuously enhance the capacities of BACs to provide/facilitate BDS is developed. Capacity of BAC staff in Ashanti Region to provide/facilitate BDS including KAIZEN related BDS is enhanced. 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Actions on the workflow in the “Strategic Model” are articulated in official documents. 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. 8 BAC staff members are qualified as the trainers to disseminate the “Strategic Model”. A draft plan on management/implementation structure of the Strategic Model within Ashanti Region is submitted to NBSSI Headquarters. <ol style="list-style-type: none"> Evaluation results on capacity of BAC increase by 30%. 70% of pilot MSEs perform activities to improve quality/productivity. 25 good practices are demonstrated. 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. 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Official document(s) (e.g., NBSSI work plan(s), quarterly report(s) and official letter(s)) Project record(s) Project record(s) A draft plan on management/ implementation structure of the Strategic Model within Ashanti Region <ol style="list-style-type: none"> Base-line and end-line survey report(s) Project record(s) Project record(s) Project record(s) 	<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</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 contents⁹ 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 Region¹⁰</p> <p>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</p> <p>2-6-1 Collect data on the quality and productivity of the pilot MSEs (the status “before”)</p>	<p>Inputs</p> <p><Japanese side></p> <p>(1) Dispatch of 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 expert(s) with specific fields of technical expertise as necessity arises. <p>(2) Counterpart training(s) 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) upon mutual agreement <p>(4) Base-line/end-line survey expenses</p> <p>(5) Training /workshop/ seminar expenses</p> <p>(6) Cost(s) for contracting local resource persons</p> <p>(7) Travel allowances for Japanese experts</p> <p>(8) Cost(s) for fuel and maintenance of the vehicle procured in the Project</p> <p>(9) Cost(s) 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: <ul style="list-style-type: none"> 1) Kumasi BAC Head 2) Senior Project Officer of NBSSI Ashanti Regional Office (iii) 12 BAC Heads participating in 9-week OJT <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 cost(s) for trainings/workshops/ seminars</p> <p>(5) Partial cost(s) for contracting local resource persons</p> <p>(6) Maintenance cost(s) for the equipment provided by JICA</p> <p>(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.</p> <p>b) Trained BAC staff member(s) do not leave their office(s) substantially.</p> <p><u>Preconditions</u></p> <p>a) Natural disaster, security disturbance, and any other man-made disaster do not badly affect the project activities.</p> <p>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 NBSSI’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>			
--	--	--	--

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.

Appendix 4: List of Training Participants

1. 2 week Training

(1) The 1st 2 week Training

Period: 11 to 23 June, 2012

Participants: 30 (Ashanti Regional Manager, 20 BAC Heads, 8 BDOs and 1 Officer of MOTI)

No.	Name	Position	District
1	Mr. Saeed Owusu-Brobbe	Regional Manager	NBSSI Ashanti
2	Mr. David K. Poku Oduro	BAC Head	Fomena
3	Mr. Afua Serwaa Agyei	BDO	Ejura
4	Mr. Patrick Asafo Agyei	BDO	Juaso
5	Mr. Andrews Amoako Dapaa	BDO	Formena
6	Mr. Stephen Addai	BDO	Nkawie
7	Mr. Thomas Opoku	BAC Head	Tepa
8	Ms. Patience Asamoah Aidoo	BAC Head	Agona
9	Mr. Kanbontaa Abraham	BAC Head	Ejura
10	Mr. Aikins Agyepong	BAC Head	Juaso
11	Mr. Kwasi Owusu	BAC Head	Effiduase
12	Mr. Kwasi Boateng	BAC Head	Bekwai
13	Mr. Ibrahim Tchedre	BAC Head	Kumawu
14	Mr. Alexander Nyame	BAC Head	Bosome Freho
15	Mr. Kelvin Ofori-Atta	BAC Head	Obuasi
16	Mr. Dari Kipo	BAC Head	Akumadan
17	Mr. Benson Adjei	BAC Head	Nkawie
18	Mr. Theodore Bayeldeng	BAC Head	Offinso
19	Mr. Agyenim Boateng Kwame	BAC Head	Manso Nkwanta
20	Mr. Mohammed Maahi	BAC Head	Mampong
21	Mr. Thomas Fofie	BAC Head	Mampong
22	Nana Sam-Himbson	BAC Head	Kuntenase
23	Mr. Louis Adjei Twum	BDO	Kuntenase
24	Mr. Eric Oti Nyarko	BAC Head	Ejisu
25	Mr. Michael O. Golightly	BAC Head	Kumasi
26	Mr. Fosu Darkwa	BDO	Kumasi
27	Mr. Mensah Abankwa Boateng	BDO	Akumadan
28	Mr. Mamuda Osman	Dep.Reg. Officer/MOTI	Kumasi
29	Ms. Priscilla Kwakye-Fosu	BAC Head	Konongo
30	Mr. Samuel Adjei	BDO	Konongo

(2) The 2nd 2 week Training

Period: 4 to 16 February, 2013

Participants: 32 (Ashanti Regional Manager, 20 BAC Heads, 9 BDOs, 1 Officer of NBSSI HQ and 1 Officer of MOTI)

Team	No.	Name	Position	District
A	1	Mr. Michael Odartey Golightyly	BAC Head	Kumasi
	2	Nana Sam-Himbson	BAC Head	Kuntenase
	3	Mr. Alexander Nyame	BAC Head	Bosome Freho
	4	Mr. Kanbontaa Abraham	BAC Head	Ejura
	5	Mr. Mohammed Maahi	BAC Head	Mamponteng
	6	Mr. Agyenin Boateng	BAC Head	Manso Nkwanta
	7	Mr. Kipo Dari	BAC Head	Akomadan
	8	Mr. Stephen Addai	BDO	Nkwaie
	9	Mr. Illiasu Abdul Rahman	BDO	Agona
	10	Mr. Stephen Fosu	BDO	Kumawu
	11	Mr. Saeed Owusu-Brobbery	Regional Manager	NBSSI Ashanti
B	1	Mr. Aikins Agyepong	BAC Head	Juaso
	2	Ms. Priscilla Kwakye-Fosu	BAC Head	Konongo
	3	Mr. Thomas Opoku	BAC Head	Tepa
	4	Mr. Theophulis Bayeldeng	BAC Head	Offinso
	5	Mr. Kwasi Boateng	BAC Head	Bekwai
	6	Mr. Eric Oti Nyarko	BAC Head	Ejisu
	7	Mr. Ibrahim Tchedre	BAC Head	Kumawu
	8	Mr. Andrew Dapaa Amoako	BDO	Fomena
	9	Mr. Louis Agyei	BDO	Kuntenase
	10	Mr. Osman Mamuda	Officer	MOTI
	11	Mr. Evans Anyane (As observer)	Senior Project Officer	NBSSI Ashanti
C	1	Mr. Adjei Benson	BAC Head	Nkawie
	2	Ms. Patience Asamoah-Aidoo	BAC Head	Agona
	3	Mr. Thomas Fofie	BAC Head	Mampong
	4	Mr. David Oduro	BAC Head	Fomena
	5	Mr. Kwasi Owusu	BAC Head	Effiduase
	6	Mr. Kelvin Ofori-Attah	BAC Head	Obuasi
	7	Mr. Isaac Agyenim-Boateng	Trainer at HQ	NBSSI HQ - Accra
	8	Mr. Patrick Asafo-Agyei	BDO	Juaso
	9	Mr. Vincent Abakah Woode	BDO	Manso Nkwanta
	10	Mr. Samuel Agyei	BDO	Konongo
	11	Ms. Efua Serwaa Agyei	BDO	Ejura

(3) The 3rd 2 week Training

Period: 21 October to 2 November, 2013

Participants: 30 (Ashanti Regional Manager, 23 BAC Heads, 5 BDOs and 1 Officer of NBSSI HQ)

Team	No.	Name	Position	District
A	★	Mr. Satoru Tajima	JICA Expert	
	1	Nana Himbson-Sam	BAC Head	Foase (Leader)
	2	Ms. Priscilla Kwakye-Fosu	BAC Head	Konongo (Sub-Leader)
	3	Ms. Patience Asamoah-Aidoo	BAC Head	Agona
	4	Mr. Michael Odartey Golightly	BAC Head	Kumasi
	5	Mr. Alexander Nyame	BAC Head	Bosome Freho
	6	Mr. Mohammed Maahi	BAC Head	Mampong
	7	Mr. Agyenin Boateng	BAC Head	Mankraso
	8	Ms. Marina Serwaa Kusi	BAC Head	Kodie
	9	Mr. Benjamin Marfo	BAC Head	Nyinahin
	10	Mr. Saeed Owusu-Brobby	Regional Manager	Kumasi
B	★	Mr. Takaharu Seki	JICA Expert	
	1	Mr. Thomas Fofie	BAC Head	Mampong (Leader)
	2	Mr. Aikins Agyepong	BAC Head	Juaso (Sub-Leader)
	3	Mr. Thomas Opoku	BAC Head	Tepa
	4	Mr. Theodore Bayeldeng	BAC Head	Offinso
	5	Mr. Kwasi Boateng	BAC Head	Bekwai
	6	Mr. Eric Oti Nyarko	BAC Head	Ejisu
	7	Mr. Ibrahim Tchedre	BAC Head	Kumawu
	8	Mr. Antiri Irenaeus Ahwireng	BAC Head	Jacobi
	9	Mr. Louis Agyei	BDO	Kuntense
	10	Mr. Osman Mamuda	Officer	MOTI
C	★	Mr. Tamon Nagai	JICA Expert	
	1	Mr. Kelvin Ofori-Atta	BAC Head	Obuasi (Leader)
	2	Mr. Adjei Benson	BAC Head	Nkawie (Sub-Leader)
	3	Mr. Kipo Dari	BAC Head	Akomadan
	4	Mr. David Oduro	BAC Head	Fomena
	5	Mr. Kwasi Owusu	BAC Head	Effiduase
	6	Mr. Kanbontaa Abraham	BAC Head	Ejura
	7	Mr. Joshua Addo	BDO	Mampong
	8	Mr. Patrick Asafo-Agyei	BDO	Juaso
	9	Mr. Vincent Abakah Woode	BDO	Manso Nkwanta
	10	Mr. Prince Anisem	BDO	Obuasi

Note: ★ indicates Japanese experts assigned to each team.

(4) 3 week TOT

Period: 23 September to 15 October, 2014

Participants: 22 BAC Heads

Group	Trainer (BAC)	Trainees (BAC)	Japanese Expert
1	Mr. Kelvin Ofori-Atta (Obuasi) Ms. Patience Asamoah Aidoo (Agona)	Mr. David Oduro (Fomena) Nana Antiri (Jacobu)	Mr. Satoru Tajima
2	Mr. Aikins Agyepong (Juaso) Mr. Kwasi Boateng (Bekwai)	Ms. Marina Kusi (Kodie) Mr. Kwasi Owusu (Effiduase)	Mr. Tamon Nagai
3	Ms. Priscilla Kwakye Fosu (Konongo) Mr. Eric Oti Nyarko (Ejisu)	Mr. Abraham Kanbontaa (Ejura) Mr. Theodore Bayeldeng (Offinso)	Mr. Takaharu Seki
4	Mr. Thomas Fofie (Mampong) Mr. Michael Golightly (Kumasi)	Mr. Alexender Nyame (Bosome Freho) Mr. Benjamin Marfo (Nynahin)	Mr. Tamon Nagai
5	Mr. Thomas Opoku (Tepa) Mr. Mohammed Maahi (Mampong)	Mr. Kipo Dari (Akomaden) Mr. Agyenim Boateng (Manso-Nkwanta)	Mr. Takaharu Seki
6	Nana Sam-Himbson (Foase)	Mr. Ibrahim Tchedre (Kumau)	Mr. Satoru Tajima

2. 9 week OJT

(1) The 1st 9 week OJT

Period: 4 September to 3 November, 2012

- 1) Mr. Micheal Odartey Golightly, Kumasi BAC Head
- 2) Mr. Aikins Agyepong, Juaso BAC Head
- 3) Mr. Adjei Benson, Nkawie BAC Head

(2) The 2nd 9 week OJT

Period: 7 May to 5 July, 2013

- 1) Ms. Priscilla Kwakye-Fosu, Konongo BAC Head
- 2) Mr. Thomas Fofie, Mampong BAC Head
- 3) Mr. Kelvin Ofori-Atta, Obuasi BAC Head

(3) The 3rd 9 week OJT

Period: 21 January to 21 March, 2014

- 1) Ms. Patience Asamoah-Aidoo, Agona BAC Head
- 2) Mr. Kwasi Boateng, Bekwai BAC Head
- 3) Mr. Thomas Opoku, Tepa BAC Head

(4) The 4th 9 week OJT

Period: 6 May to 3 July, 2014

- 1) Mr. Eric Oti Nyarko, Ejisu BAC Head
- 2) Nana Sam Himbson, Kuntense BAC Head
- 3) Mr. Mohammed Maahi, Mamponteng BAC Head

3. Training in Japan

(1) First Training

Period: 10 to 23 March 2013

Participants: 5 (Executive Director, NBSSI HQ, 1 Regional Manager, NBSSI Ashanti, 3 BAC Heads in Ashanti)

	Name	Position, Organization
1	Mr. ABDUL-RAHIM Lukman	Executive Director, NBSSI HQ
2	Mr. OWUSU-BROBBEY Saeed	Regional Manager, NBSSI Ashanti Regional Office
3	Mr. GOLIGHTLY Michael Odartei	Head of BAC (Kumasi), NBSSI Ashanti Region
4	Mr. AGYEPONG Aikins	Head of BAC (Juaso), NBSSI Ashanti Region
5	Mr. ADJEI Benson	Head of BAC (Nkawie), NBSSI Ashanti Region

(2) Second Training

Period: 20 July to 2 August 2014

Participants: 10 (1 Regional Manager, NBSSI Northern, 9 BAC Heads in Ashanti)

	Name	Position, Organization
1	Mr. AFFRAM Anthony Eric	Regional Manager, NBSSI Northern Regional Office
2	Ms. AIDOO Asamoah Patience	Head of BAC (Agona), NBSSI Ashanti Region
3	MR. OFORI-ATTA Kelvin	Head of BAC (Obuasi), NBSSI Ashanti Region
4	Mr. FOFIE Thomas	Head of BAC (Mampong), NBSSI Ashanti Region
5	Ms. KWAKYE-FOSE Priscilla	Head of BAC (Konongo), NBSSI Ashanti Region
6	Mr. MOHAMMED Maahi	Head of BAC (Manpoteng), NBSSI Ashanti Region
7	Mr. SAM-HIMBSON Nana	Head of BAC (Foase), NBSSI Ashanti Region
8	Mr. OTI Nyarko Eric	Head of BAC (Ejisu), NBSSI Ashanti Region
9	Mr. OPOKU Thomas	Head of BAC (Tepa), NBSSI Ashanti Region
10	Mr. BOATENG Kwasi	Head of BAC (Bekwai), NBSSI Ashanti Region

4. BDO Training

Period: 13 to 15 May, 2014

Participants: 24 BDO in Ashanti

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

5. Strategic Model Transfer Workshop for Regional Manager

Period: 10 to 14 November 2014

Participants: 20 (3 Officers of NBSSI HQ, 9 Regional Managers, 8 Project Officers¹)

No.	Name	Title	Region
1	Anthony Akolbire	Regional Manager	Brong Ahafo
2	Albert Boachie-Amofa	Regional Manager	Central
3	Rebecca Kodua	Regional Manager	Eastern
4	Eric Affram	Regional Manager	Northern
5	Bashir Manu	Regional Manager	Upper West
6	Daniel Boffour	Regional Manager	Upper East
7	Gershon Koomson	Regional Manager	Western
8	Emmanuel Yao Nyarko	Regional Manager	Volta
9	Kwaku Adarkwa Pepra	Director of PPME/Regional Manager	NBSSI HQ/Greater Accra
10	Godfred Boakye	Business Advisor	NBSSI HQ PPME
11	Jonas Amoako	Business Advisor	NBSSI HQ PPME
12	Isaac Agyenim-Boateng	Business Advisor	NBSSI HQ EDD
13	Collins Kwamena Korkor	Project Officer	Central
14	Abubakar Adnaan	Project Officer	Eastern
15	Ahmed Abdul Razak	Project Officer	Northern
16	Yunus Alhassan	Project Officer	Upper West
17	Nii Lante Lamptey	Project Officer	Upper East
18	Grace Honare	Project Officer	Western
19	Liman Narambah	Project Officer	Volta
20	Philomena Dsane	BAC Head	Greater Accra

¹ The Project Officer in Brong Ahafo was absent.

Appendix 5: List of Reference Materials for Strategic Model

List of Reference Materials for Module A (Workflow) on Strategic Model

Component	Title	
Planning and Budgeting	1.	Template for Annual Review Meeting
	2.	Guidelines and Template for Action Plan
	3.	Guidelines for Training Plan on BACs
Implementation and Evaluation	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 Regional Office
	9.	Guidelines for Group Training
	10.	Guidelines for Mentoring of Action Plan Implementation
	11.	Coaching Manual
HRD	12.	HRD Plan manual
	13.	Capacity Check Lists
	14.	Fundamentals for BACs
PR	15.	Web Development and update
	16.	PR Hard Materials (posters and brochure)
	17.	PR Implementation Manuals
Support to BAC	18.	Stakeholder Relations
	19.	Manual for Stakeholder Meeting
	20.	Business Idea Generation Training Manual
Administration	21.	Office Management Manual
	22.	Guidelines for Equipment Management

Detailed List of 14 Fundamentals for BAC

No.	Title
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

List of Reference Materials for Module B on Strategic Model

I. Training Material

No.	Title
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 Fundamentals

No.	Title
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

Appendix 6

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.

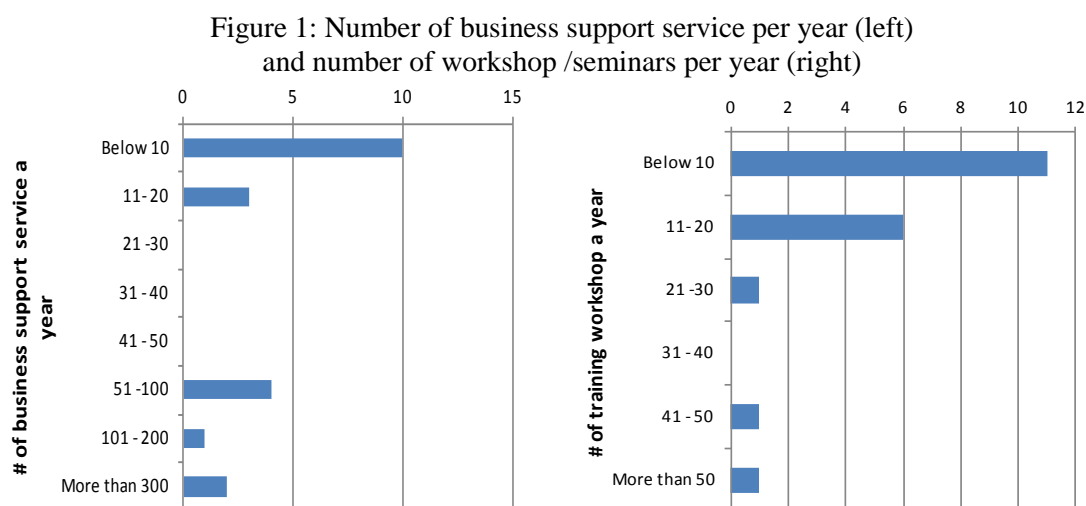
2. Findings of each component

(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.

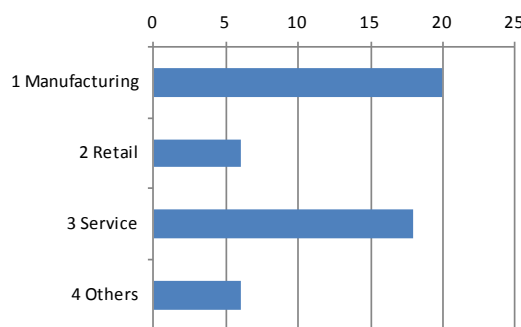


(1-2) Clients

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.

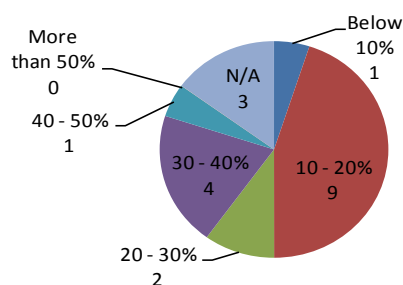
Figure 2: Sectors to which client MSEs dedicate



(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.

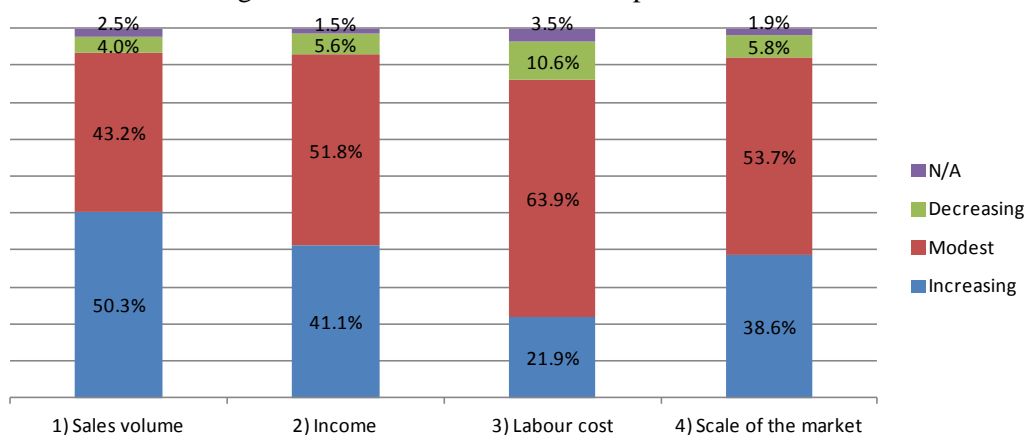
1 to 5 employees	358
more than 6 employees	121

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

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

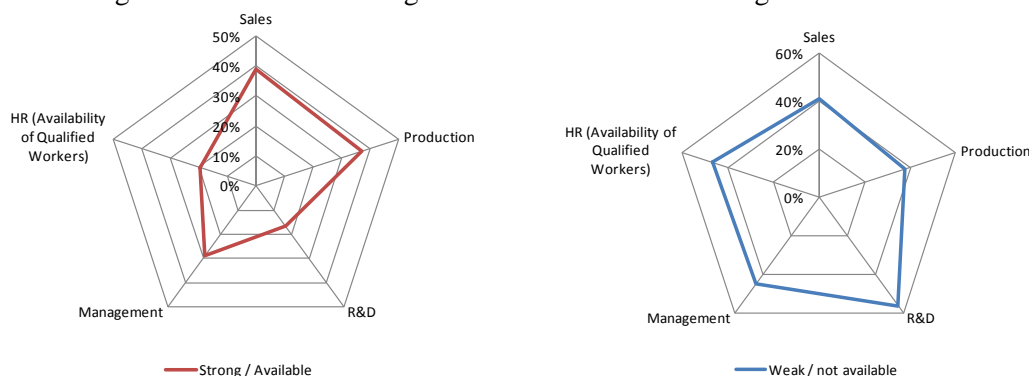
50.3% of respondents answered that they are currently increasing the sales volume. Most of the enterprises maintains or increases their income too.

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



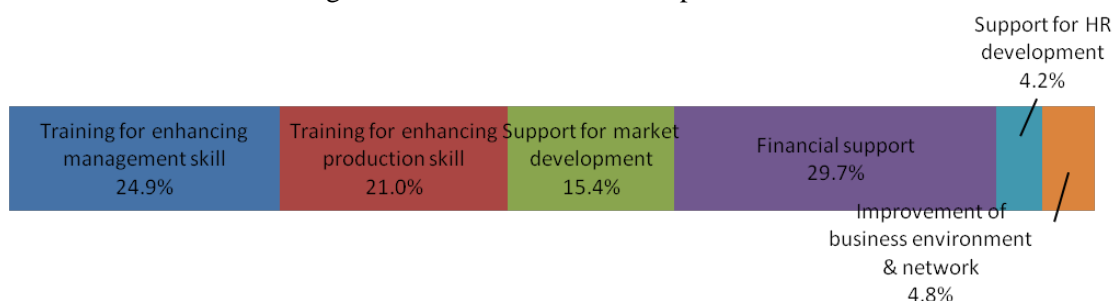
Looking at the breakdown of each area, it is noted that 53.2% of the respondents feel that they are weak at maintenance. On Management, almost 2-third of the respondents thinks their fund raising capacity is weak. Regarding Human Resource, they feel that it is difficult to employ qualified mid-level 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.

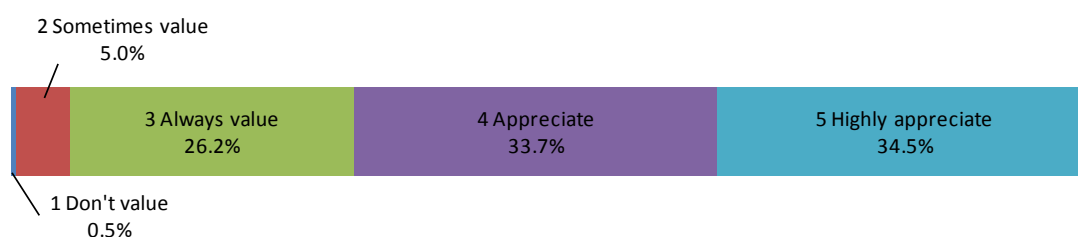
Support for market development is generally needed too. More than 90% of respondents needed BDS for product development and designing, capacity for market development and marketing information service. 80% of respondents are interested in getting support for exportation.

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 KAIEN 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.

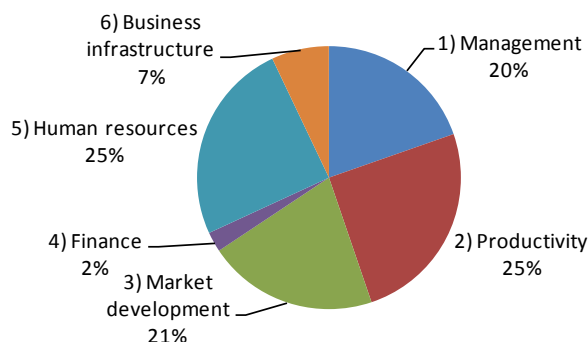
1. Public and semi-public institutions: e.g. COTVET, Rural Enterprises Programme (REP), Ministry of Women and Children (MOWAC), Integrated Community Centre for Employable Skills (ICCES)
2. Associations: e.g. Association of Ghana Industries (AGI), Association of Small Scale Industries (ASSI), Furniture 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

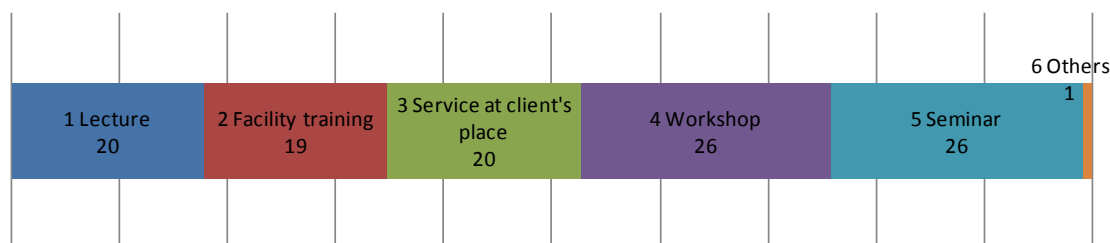


In the management, more than 20 out of 30 respondents provide training for managers and entrepreneurs and management consultation. On productivity improvement, they rather focus on technology improvement, since many providers offer training and consultation on technology and advice on modernization of 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.

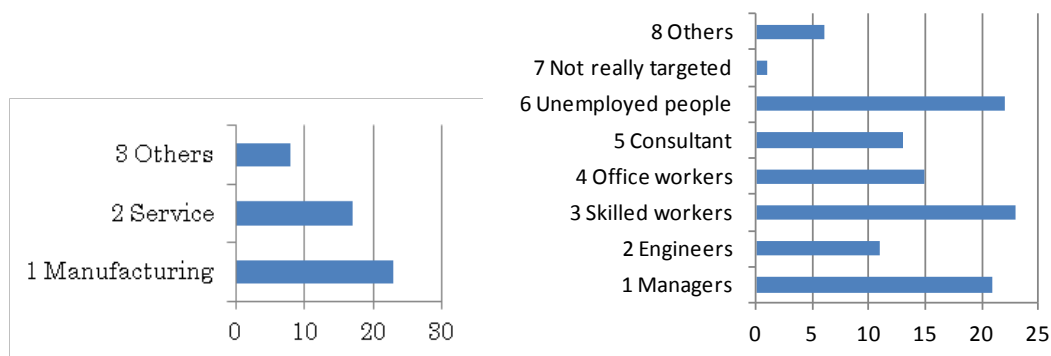
Figure 9: Means of service of BDS providers



(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.

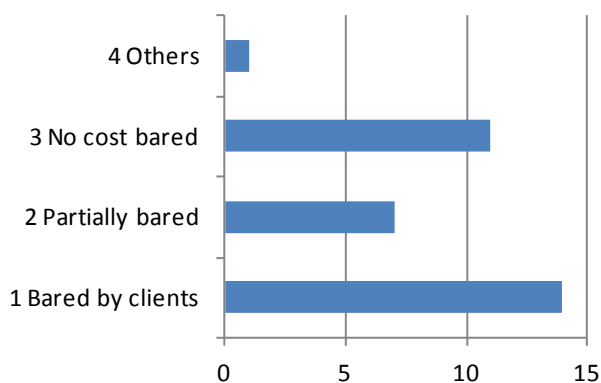
Figure 10: Business category and job category of clients of BDS providers



(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

Appendix 7: Summary Report of End-line Survey

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.

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

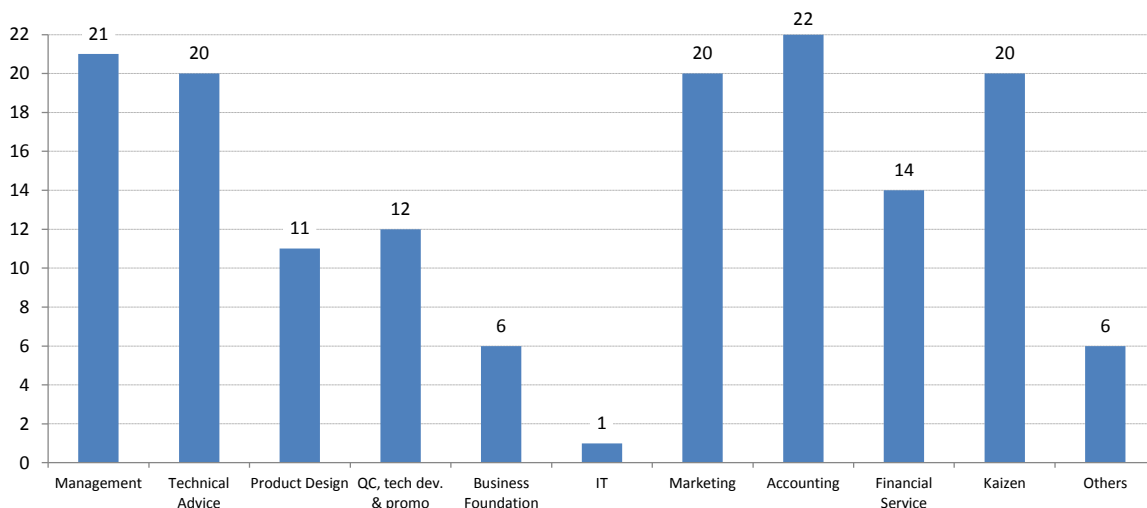
It results that the capacity of BAC increased by 67 % comparing with Base-line Survey.

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

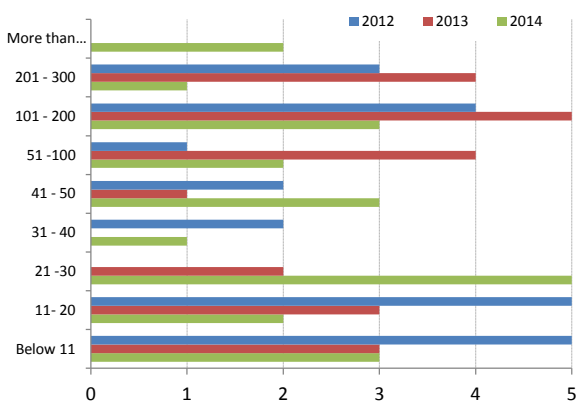
November, 2014

BDS Provision

Q.1 Contents of BDS Provision



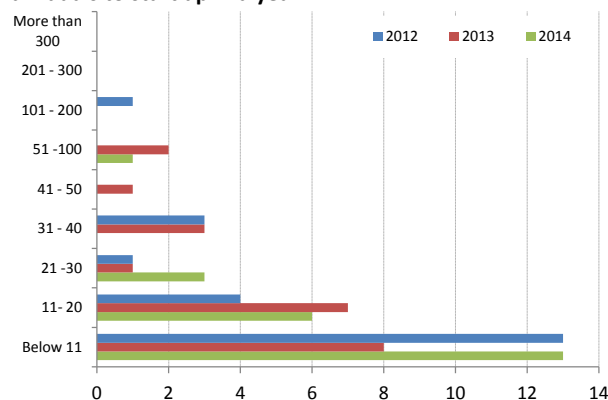
Q2.1 The Number of Consultation/Advice provided to MSEs in a year



Average 2012 : 69 2013: 102 2014: 84

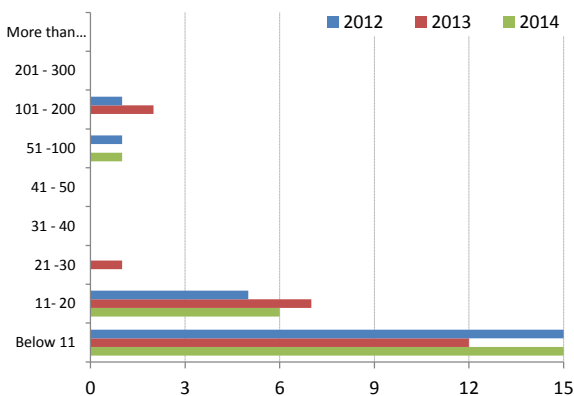
Note: The figure in 2014 was as of June 2014 so that it could cover for a half of year.

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



Average 2012:14 2013: 22 2014: 15

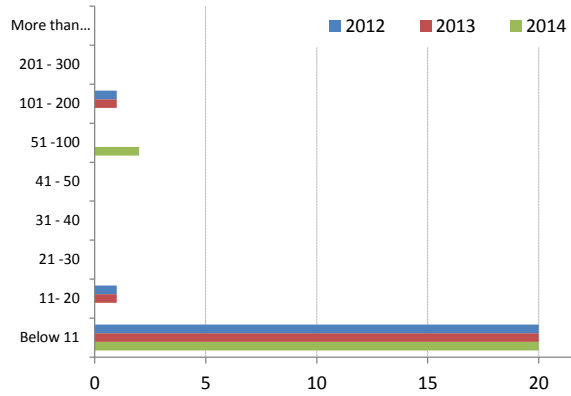
Q2.3 The Number of Training, Workshop/Seminar provided to MSEs in a year



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.

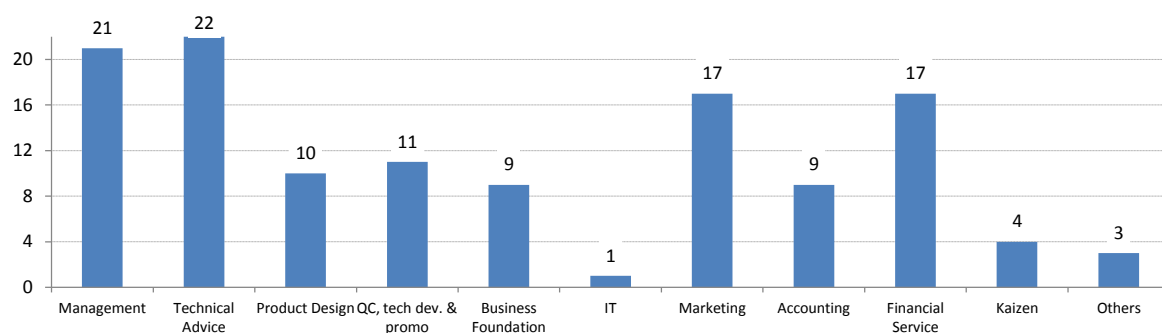
Q2.4 The Number of Training, Workshop/ Seminar provided to Individuals to Start up in a year



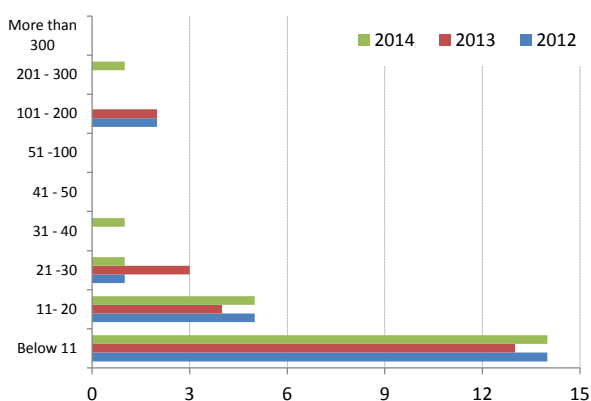
Average 2012:3 2013: 10 2014: 9

BDS Facilitation

Q.3 Contents of BDS Provision



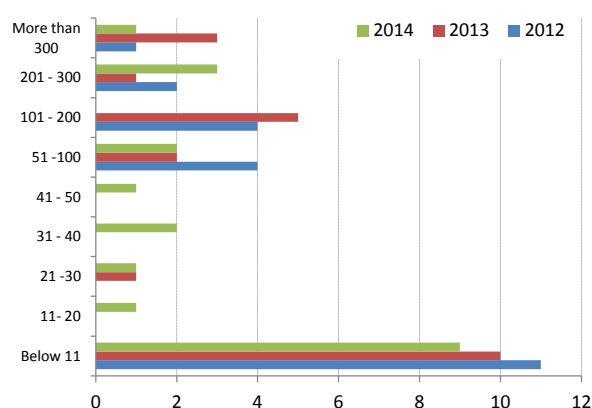
Q.4 Number of Facilitation of BDS in a year



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.

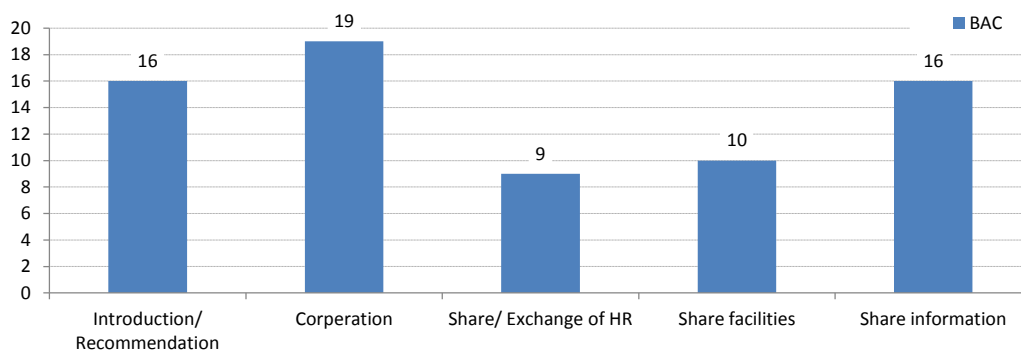
Q.5 Number of Enterprises to be facilitated BDS in a year



Average 2012:91 2013: 117 2014: 71

Alliance with Organisations

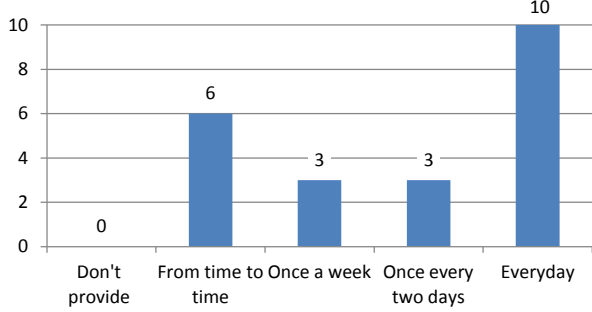
Q.6 Alliance with Organisation



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

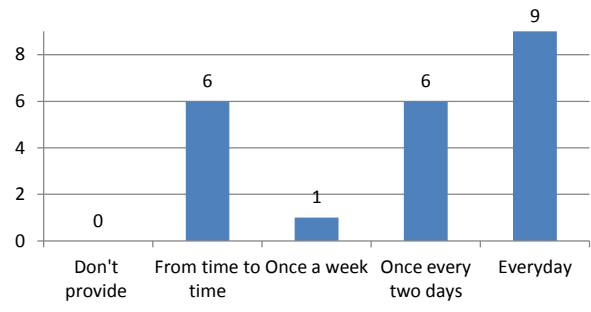
Self Evaluation

Q7. Frequency of BDS Provision by BAC office



Average: 3.77

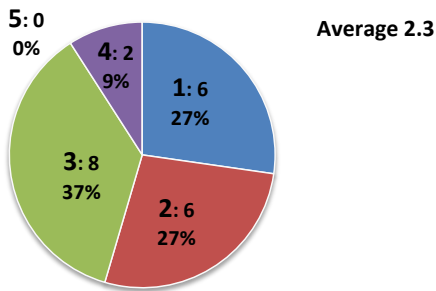
Q8. Frequency of BDS Provision by BAC Heads



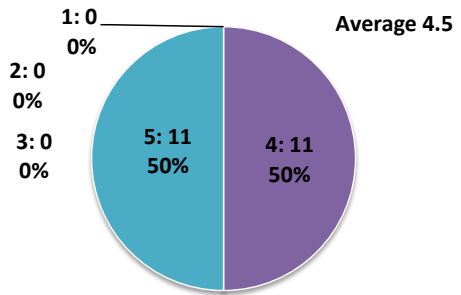
Average: 3.82

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

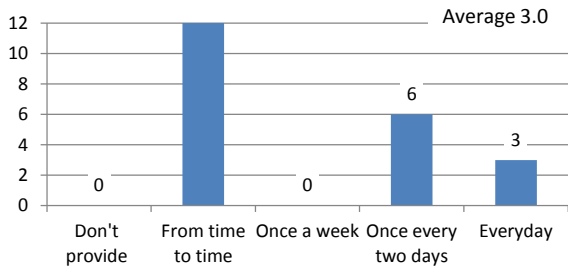
a) Before implementation of Project



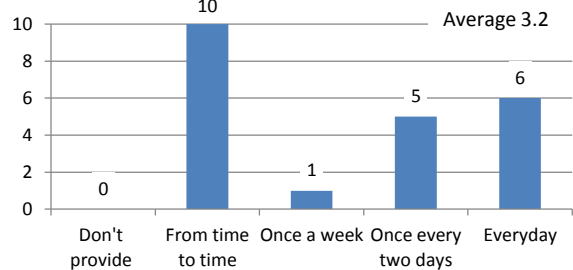
b) After implementation of Project



Q10. Frequency of BDS Facilitation by BAC office

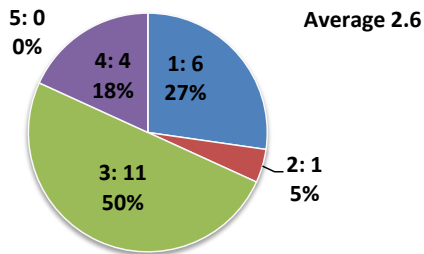


Q11. Frequency of of BDS Facilitation by BAC Heads

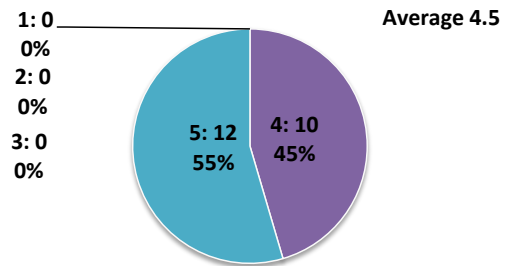


Q12. Score of BAC Head Capacity in the BDS facilitation including Corporate Diagnosis and Kaizen

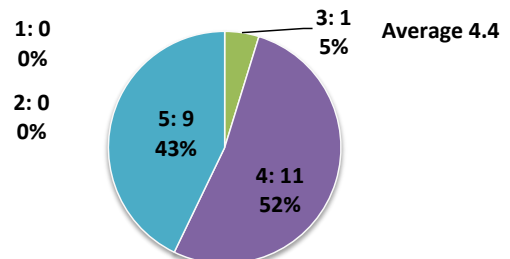
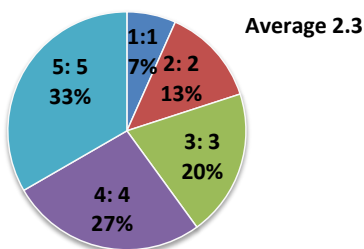
a).Before implementation of the Project



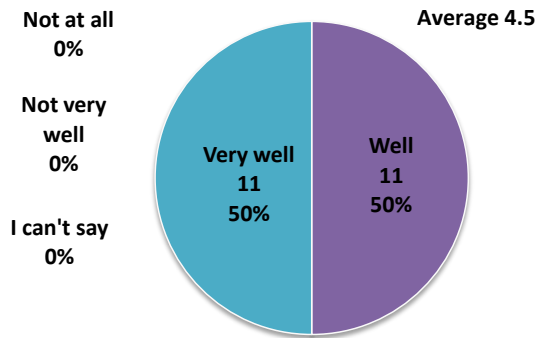
b).Present/After implementation of theProject



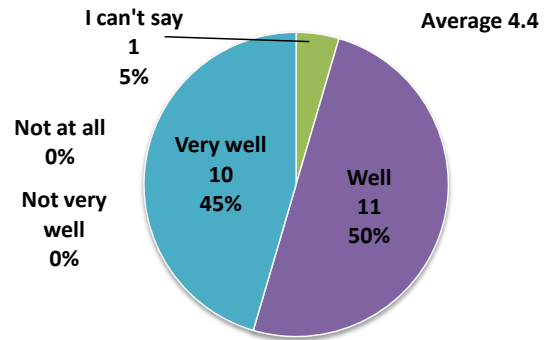
Score of BAC Capacity in the BDS Provision and facilitation including Corporate Diagnosis and Kaizen



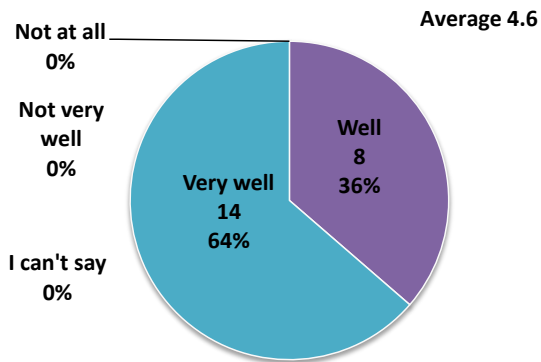
Q13. Understanding Corporat Diagnosis



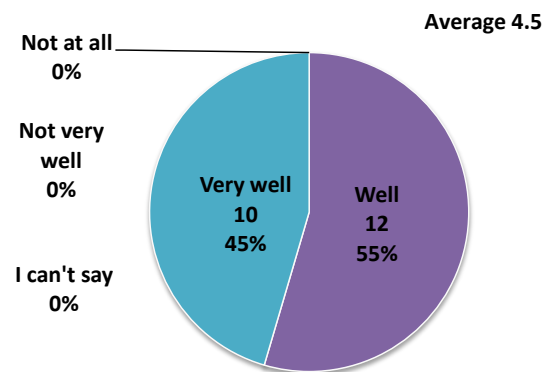
Q14. Confidence in conducting Corporate Diagnosis



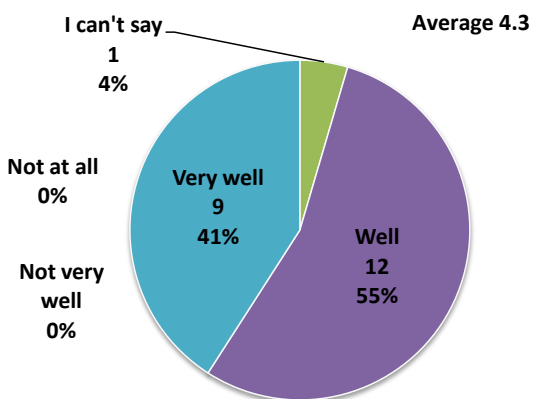
Q15. Understanding Kaizen concept



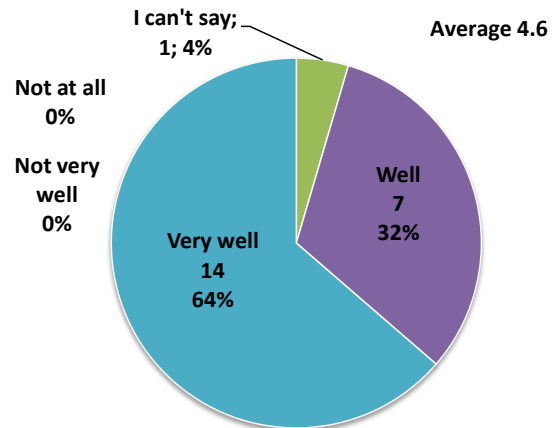
Q16. Confidence in conducting site instruction & follow-up



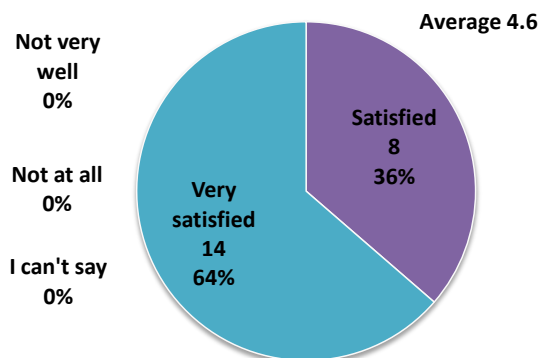
Q17. Understanding the Strategic Model



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

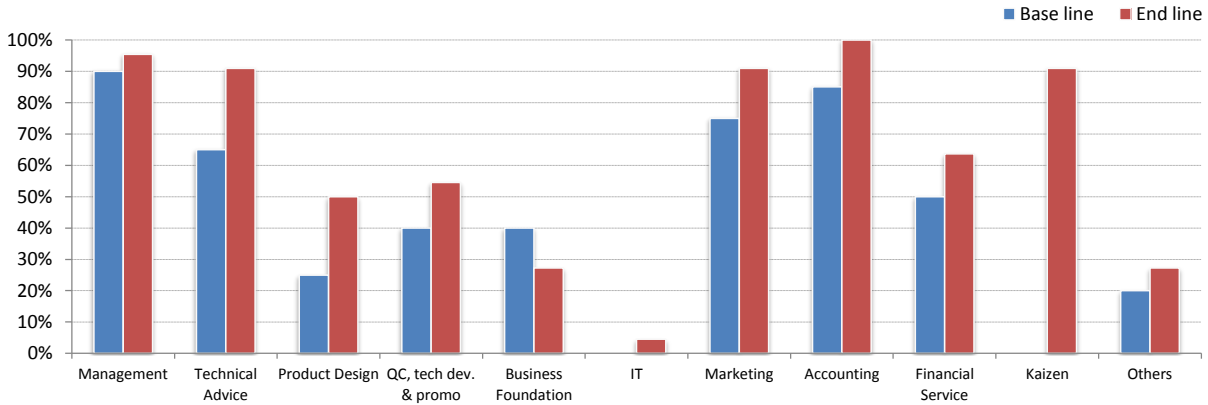
The number of BAC

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.

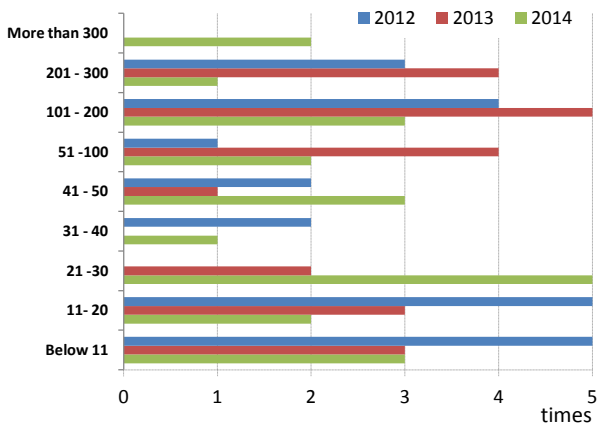
BDS Provision

1. Contents of BDS Provision



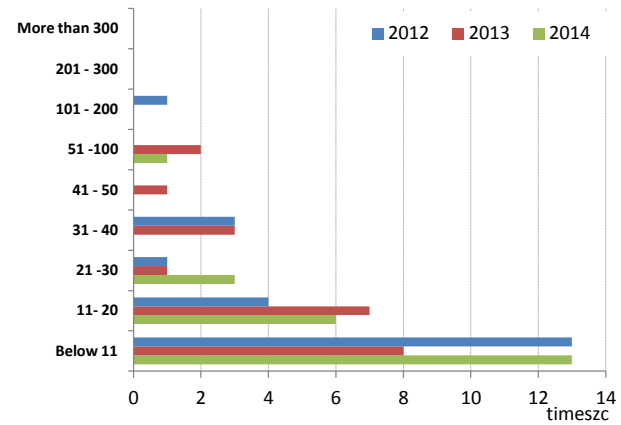
2-1. The Number of Consultation/Advice provided to MSEs in a year

Average 2012 : 69 2013: 102 2014: 84



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

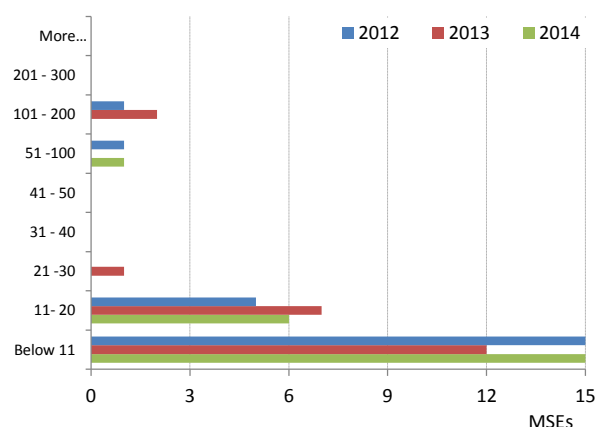
Average 2012:14 2013: 22 2014: 15



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

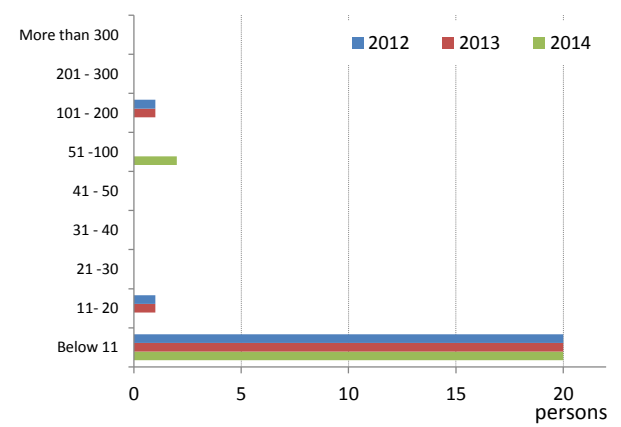
3-1. The Number of Training, Workshop/Seminar provided to MSEs in a year

Average 2012:10 2013: 22 2014: 12



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

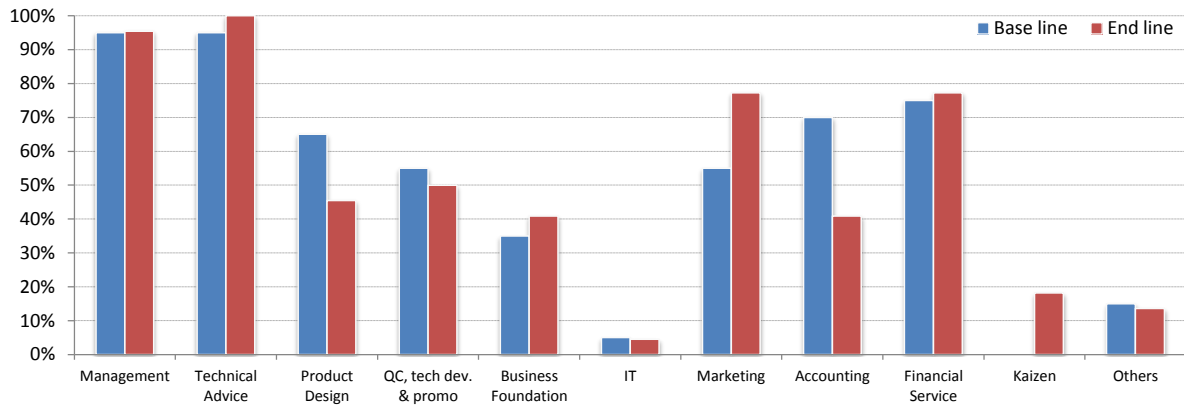
Average 2012:3 2013: 10 2014: 9



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

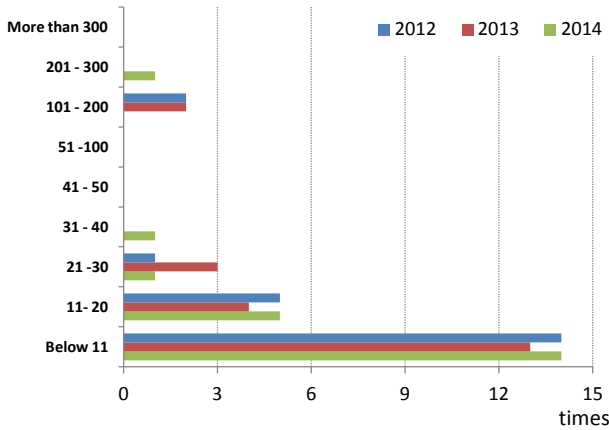
BDS Facilitation

4. Contents of BDS Provision



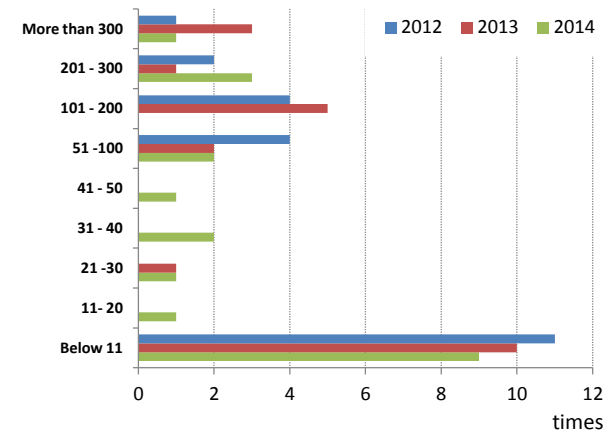
5-1. The Number of Facilitation of BDS in a year

Average 2012:20 2013: 25 2014: 19



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

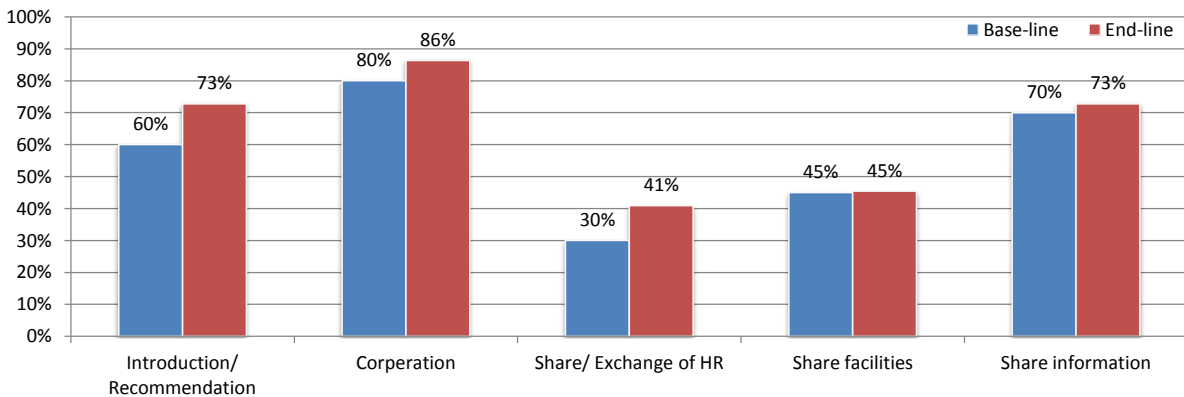
Average 2012:91 2013: 117 2014: 71



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

Alliance with Organisations

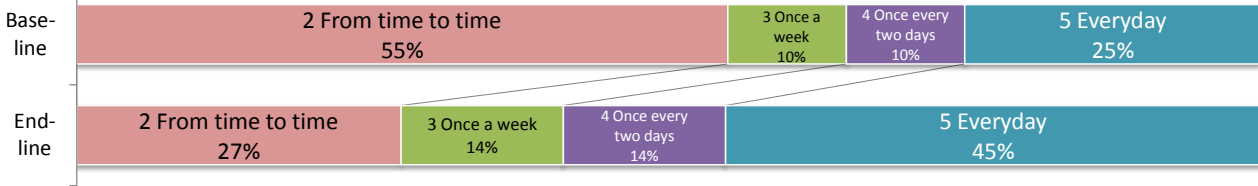
6. Alliance with Organisation



Self Evaluation

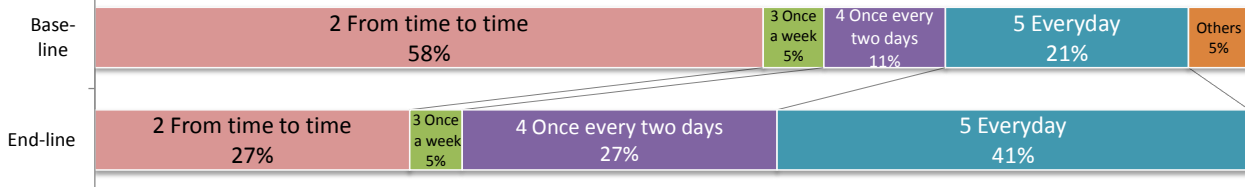
7-1. Frequency of BDS Provision by BAC Office

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



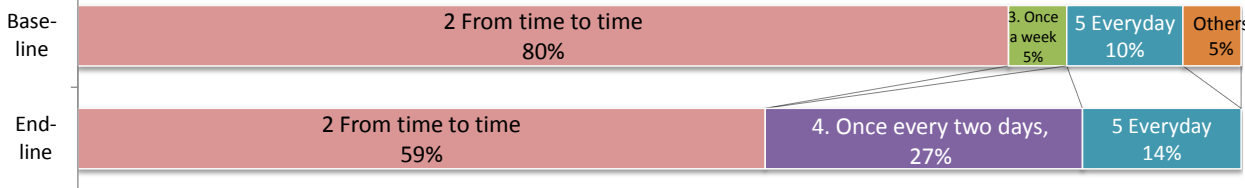
7-2. Frequency of BDS Provision by BAC Heads

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



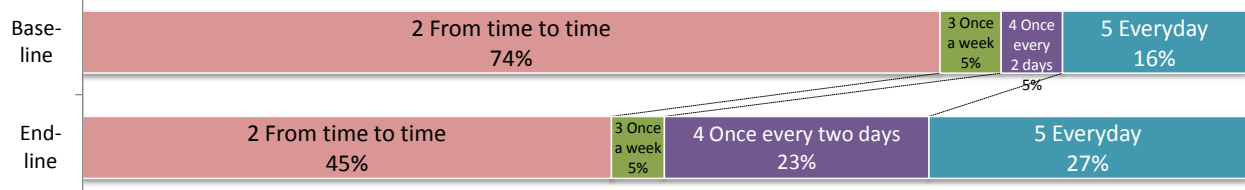
8-1. Frequency of BDS Facilitation by BAC Office

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



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

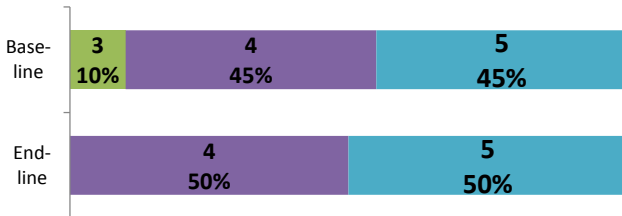
Average Score Base-line: 2.6 End-line: 3.3 **27% increase**



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

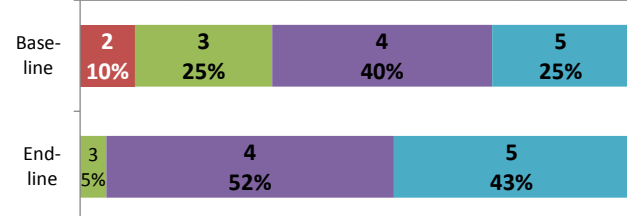
BAC Office

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



BAC Head

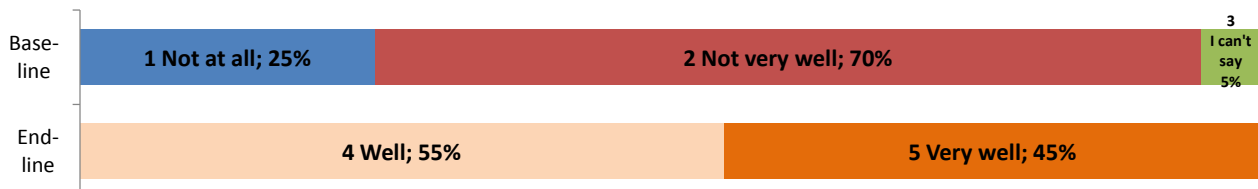
Average Score Base-line: 4.35 End-line: 4.50 **3% increase**



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**



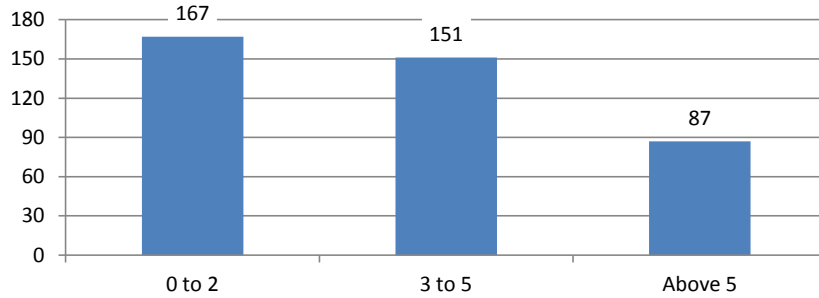
The Results the End-line Questionnaire Survey for MSEs

November, 2014

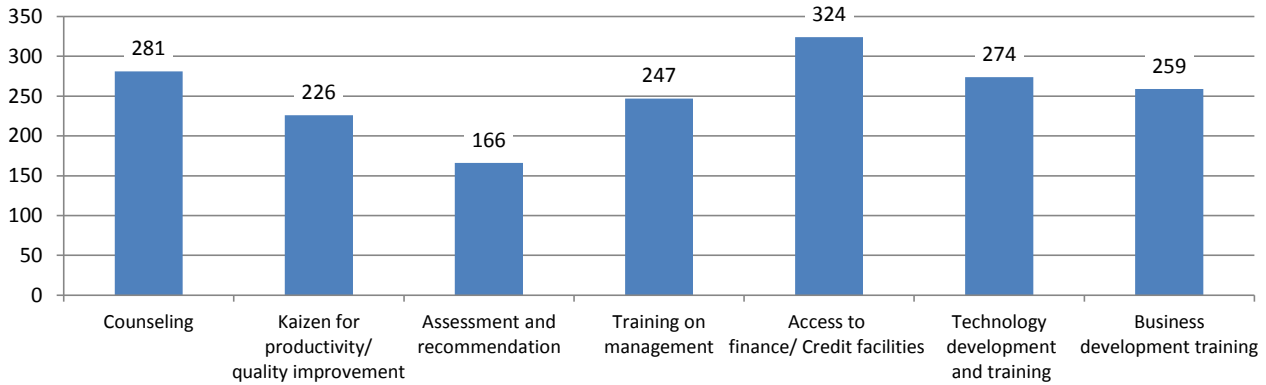
Number of the Enterprises surveyed: 480
(Valid: 405 Enterprises)

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

Number of effective advice or business

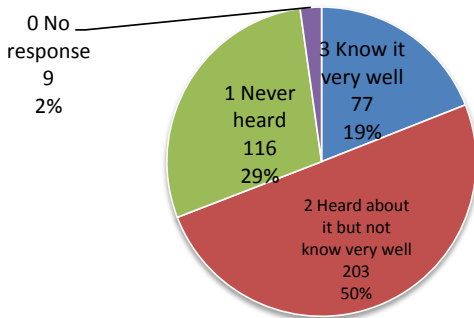


Expectations of BDS provision/facilitation



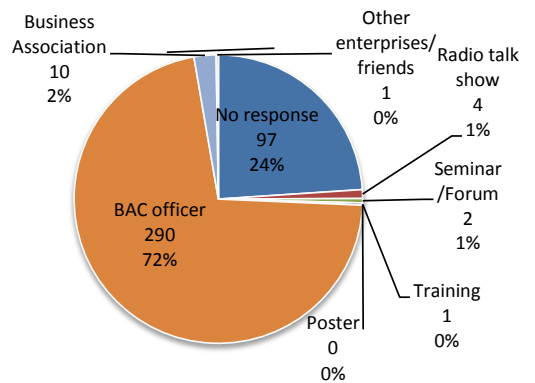
Recognition of new BDS

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



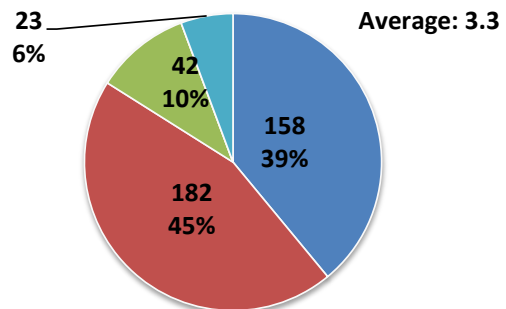
Average: 1.9

The Medium through which Enterprises knew the new BDS



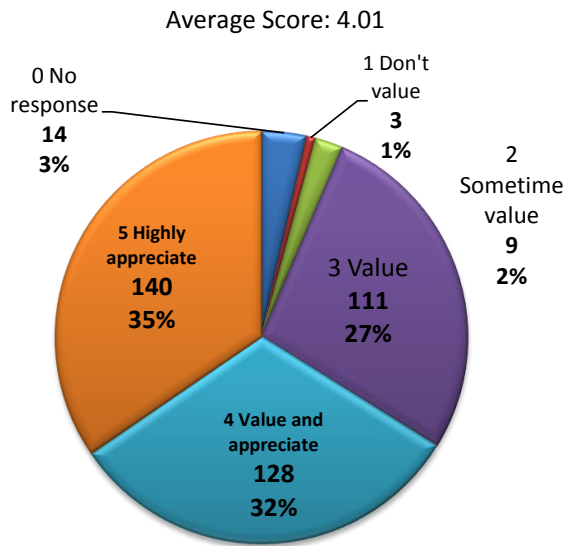
Willingness to receive new BDS

- 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



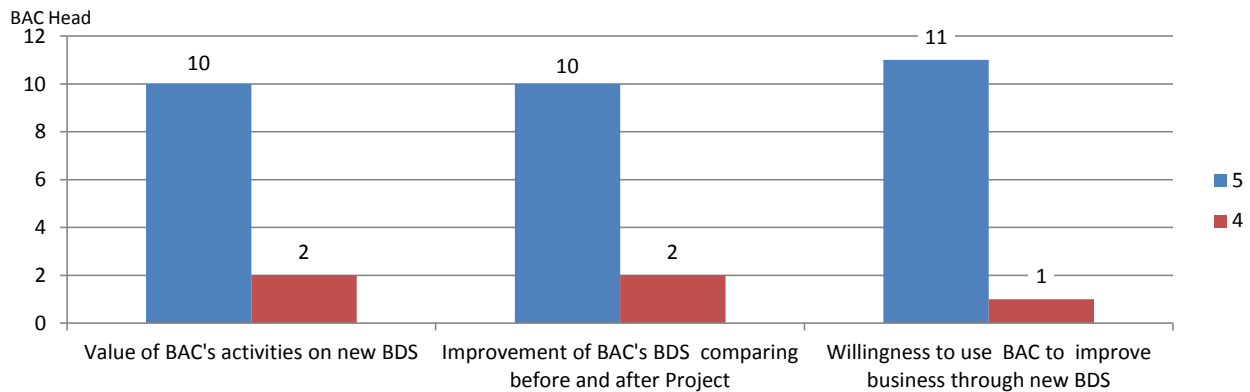
Average: 3.3

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

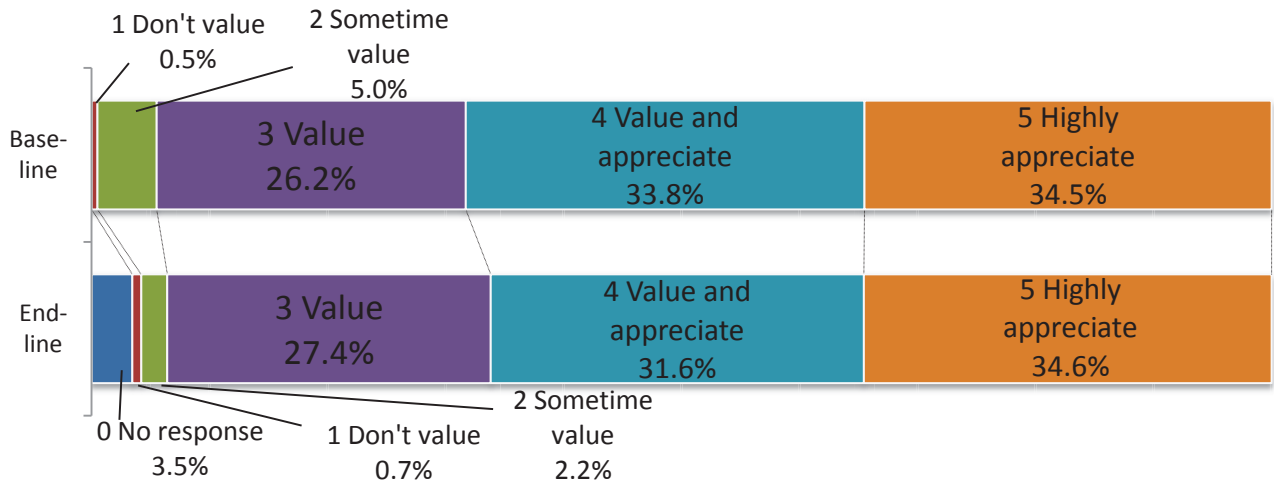
The Comparison of the results of Base-line Survey and End-line Survey for MSEs

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

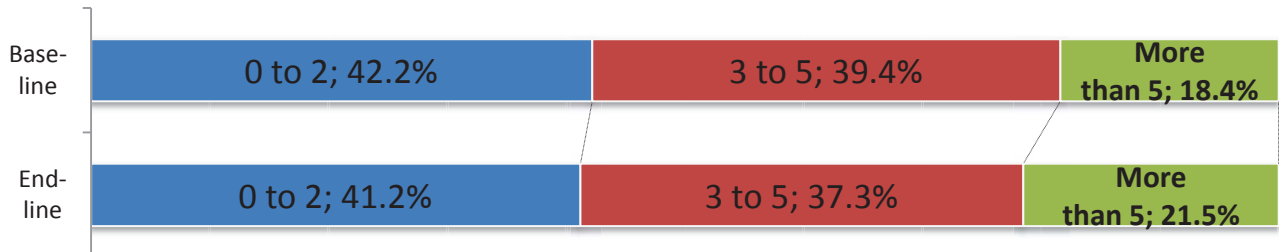
Evaluation of BAC's activities(BDS Provision and Facilitation)

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



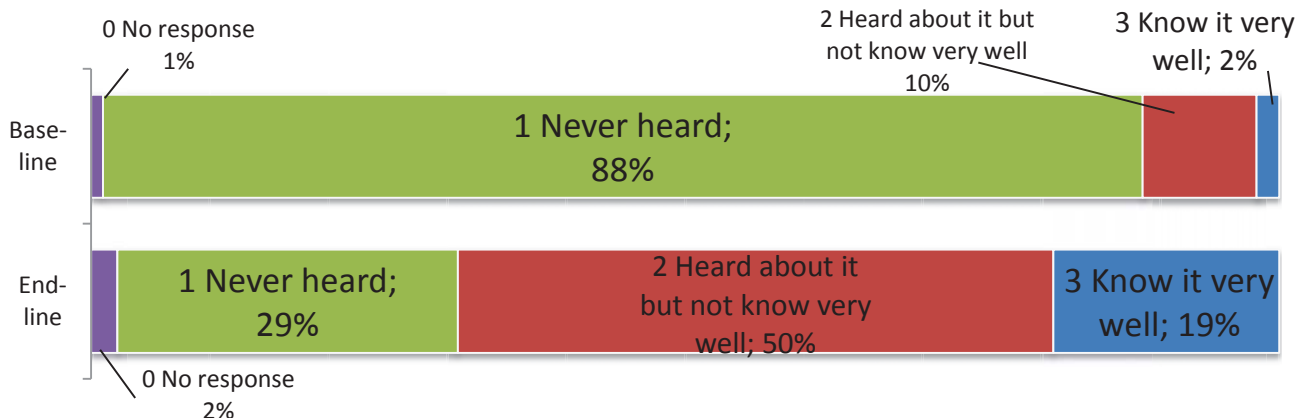
Number of effective advice or business support activities received from BACs

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



Recognition of new BDS

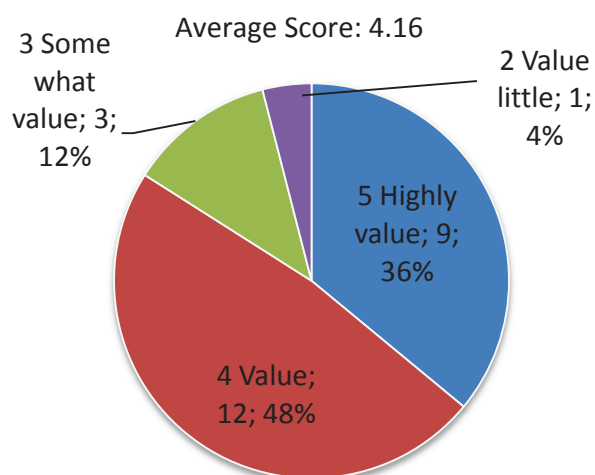
Average Score Base-line: 1.12 End-line: 1.90



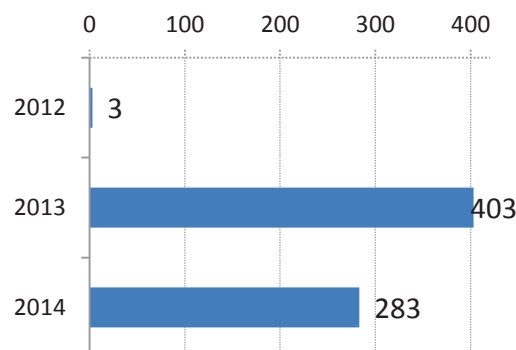
The Results the End-line Questionnaire Survey for BDS Providers

November, 2014

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



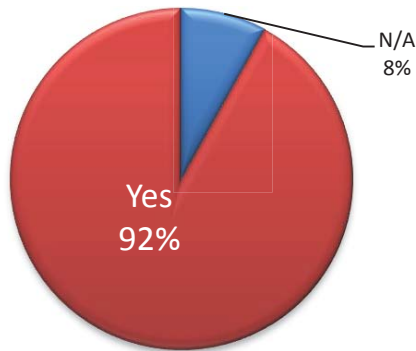
The Number of Collaborative Activities with BAC



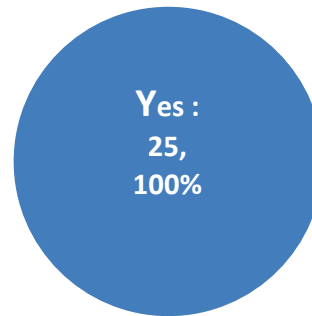
BDS Providers Collaborative Activities with BACs

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



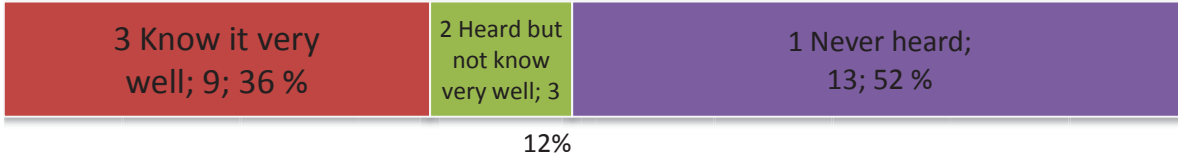
Recognition of any Kaizen activities conducted by the Project

Average Score: 2.25 on the scale of 3 grade



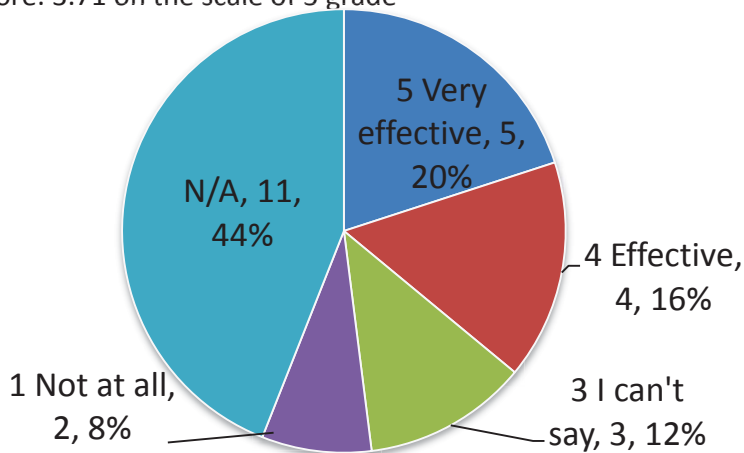
Recognition of the Strategic Model developed by the Project

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

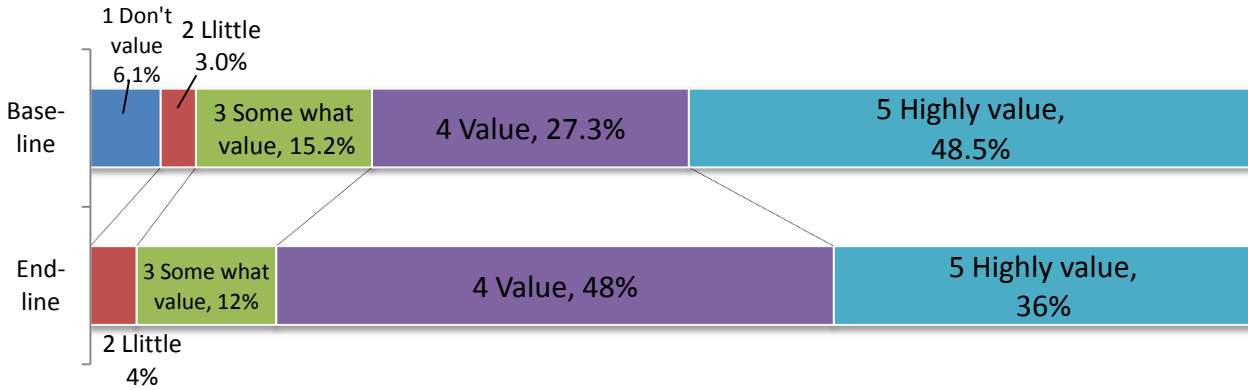
1	AGI will continue to introduce its members to BACs and provide the platform to publicize BACs activities to its members
2	RTF will support MSEs with the development equipment prototype, repairs and innovation of technologies for MSEs
3	MOTI will assist in the delivery of BDS including Kaizen concept 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

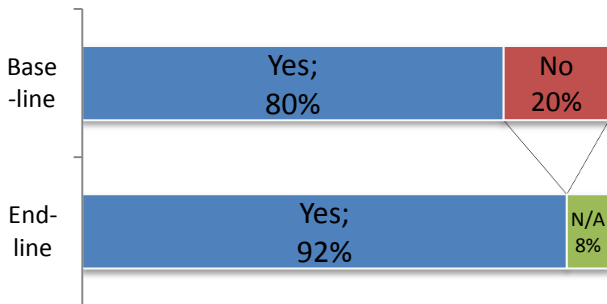
November, 2014

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

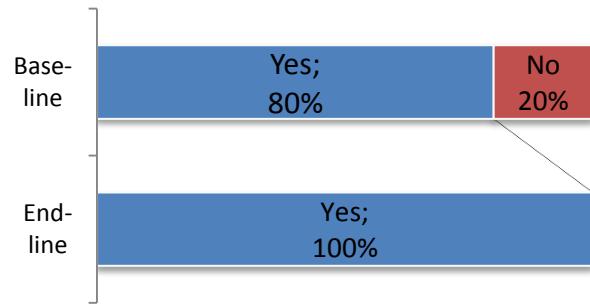
Average score Base-line: 4.09 End-line 4.16



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

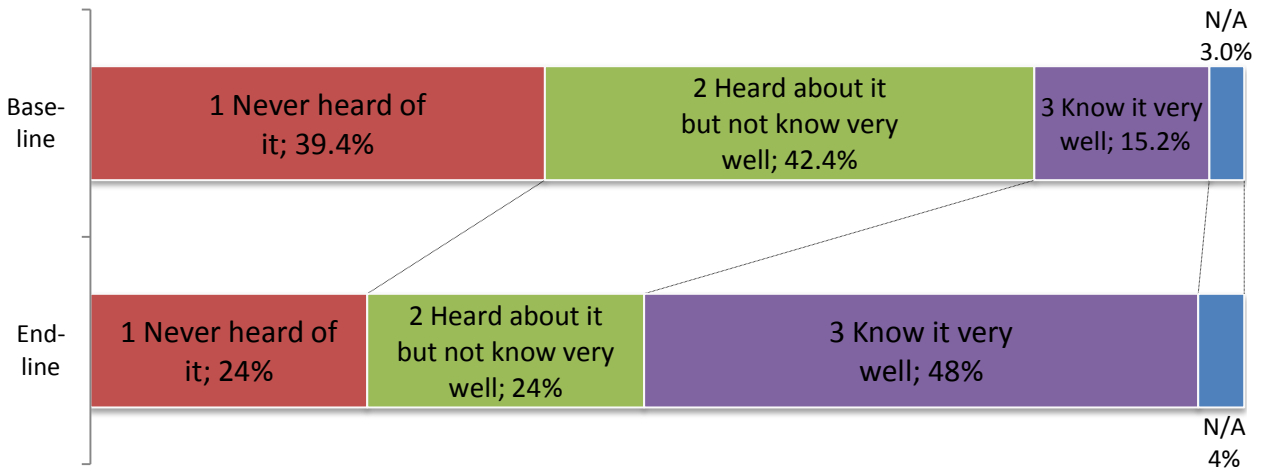


Expectation of BACs to expand their roles and functions such as grant facilities

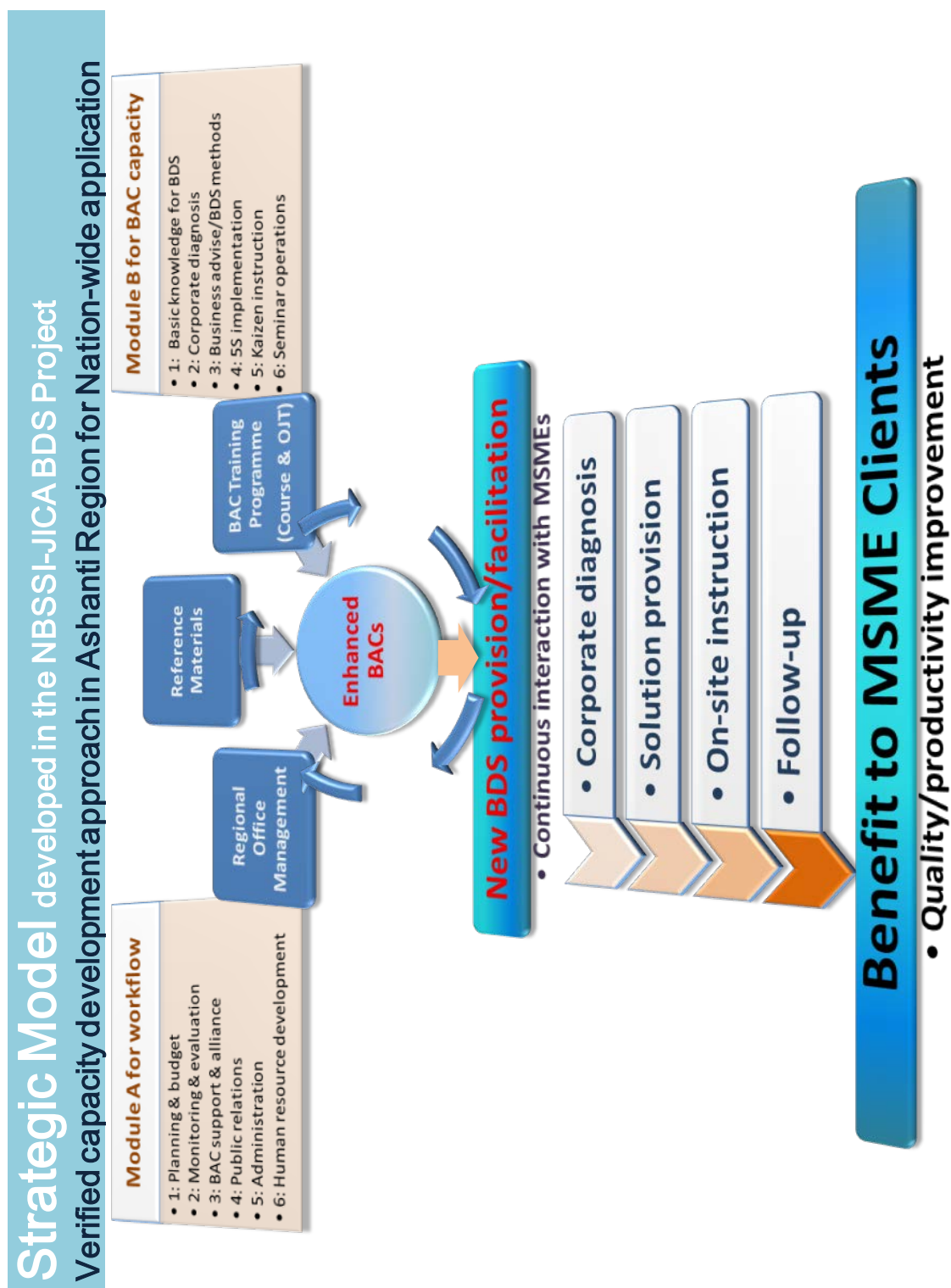


Recognition of any Kaizen activities conducted by the Project

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



Appendix 8 : Image of Strategic Model



Appendix 9: Explanatory Notes of Strategic Model

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.

Appendix 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		△	

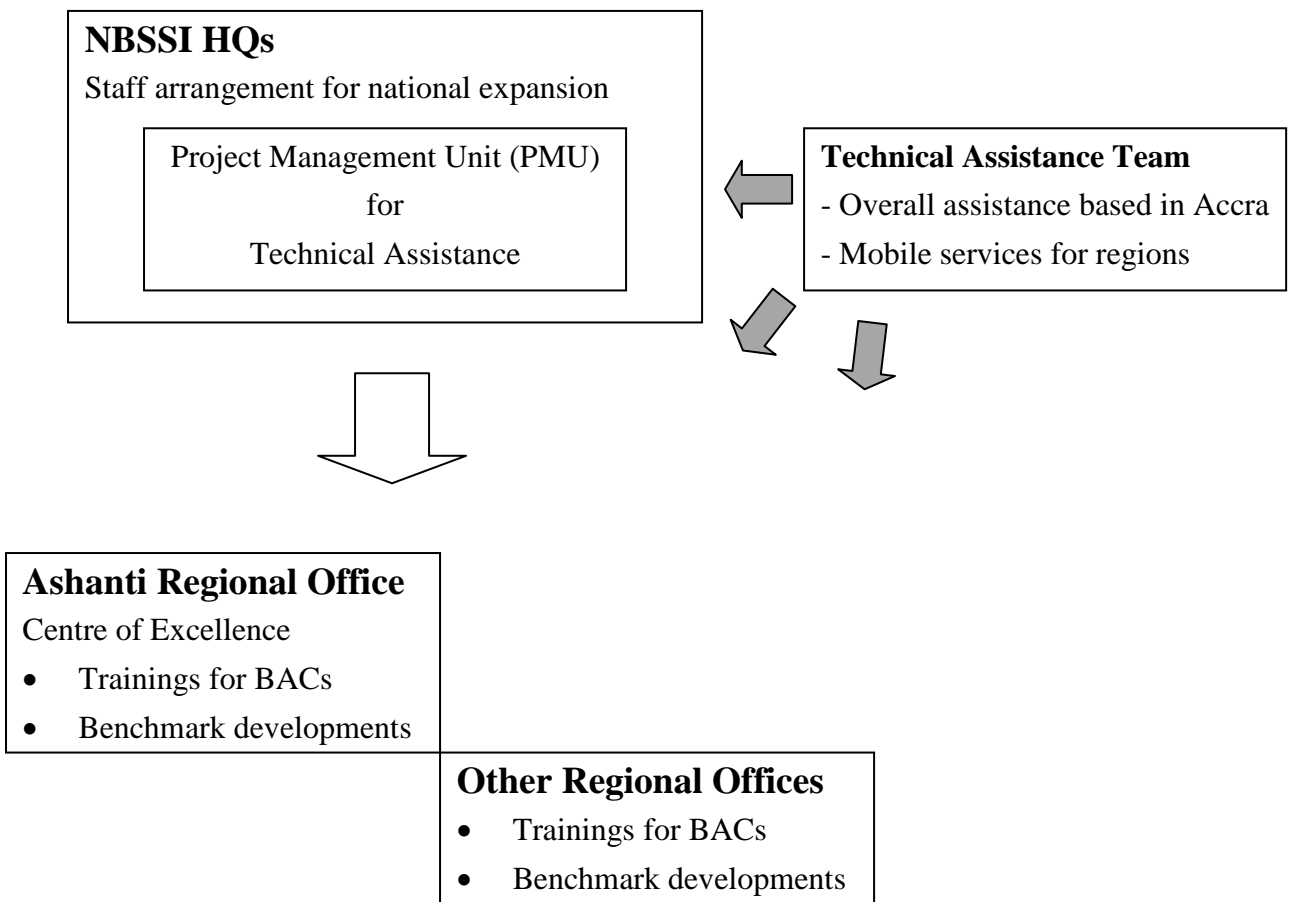
6.6 Outputs to supplement the Introductory Expansion

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. TOT capacity of BAC Heads is internalized with Ashanti region as Centre of Excellence under close coordination of HQs.
	2. Advanced Kaizen techniques is equipped with Strategic Model for continuous development.
2. Build the capacity of selected MSEs to improve productivity and quality of products	3. Staple industries are fostered in each region for more dynamic contribution to national economy.

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.



Appendix 11 : Minutes of Forum

1. Minutes of Kaizen Forum in Ashanti
2. Minutes of NBSSI BDS Forum
3. Minutes of Kaizen Forum in Cape Coast
4. Minutes of Kaizen Forum in Sunyani
5. Minutes of the Second Kaizen Forum in Ashanti
6. Minutes of Kaizen Forum in Tamale

1. Minutes of Kaizen Forum in Ashanti

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. Minutes of NBSSI BDS Forum

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 Tettey. 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. Minutes of Kaizen Forum in Cape Coast

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. Minutes of Kaizen Forum in Sunyani

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-Brobby, 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. Minutes of the Second Kaizen Forum in Ashanti

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, Tapa, 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-Brobby, 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. Minutes of the Kaizen Forum in Tamale

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

.....

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	

Appendix 12: Minutes of JCC Meeting

1. Minutes of the First JCC Meeting
2. Minutes of the Second JCC Meeting
3. Minutes of the Third JCC Meeting
4. Minutes of the Fourth JCC Meeting
5. Minutes of the Fifth JCC Meeting
6. Minutes of the Sixth JCC Meeting
7. Minutes of the Seventh JCC Meeting

1. Minutes of the First JCC Meeting

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. Minutes of the Second JCC Meeting

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	Expected participants: more than 100 participants <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
--	---

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. Minutes of the Third JCC Meeting

**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 | - | 4 th -16 th Feb 2013 |
| • Kaizen Forum | - | 19 th Feb 2013 |
| • Study in Japan | - | 11 th - 22 nd 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 Brobby 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. Minutes of the Fourth JCC Meeting

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-Brobey, 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 immense 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. Minutes of the Fifth JCC Meeting

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-Brobby 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-Brobby 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 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-Brobbe. 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. Minutes of the Sixth JCC Meeting

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. Minutes of the Seventh JCC Meeting

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-Brobbe 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)

Appendix 13: Minutes of Monitoring Working Group Meeting

1. Minutes of the First Monitoring Working Group Meeting
2. Minutes of the Second Monitoring Working Group Meeting
3. Minutes of the Third Monitoring Working Group Meeting
4. Minutes of the Fourth Monitoring Working Group Meeting
5. Minutes of the Fifth Monitoring Working Group Meeting
6. Minutes of the Sixth Monitoring Working Group Meeting
7. Minutes of the Seventh Monitoring Working Group Meeting
8. Minutes of the Monitoring Working Group Strategic Model Workshop
9. Minutes of the Eighth Monitoring Working Group Meeting
10. Minutes of the Ninth Monitoring Working Group Meeting
11. Minutes of the Tenth Monitoring Working Group Meeting
12. Declaration of Monitoring Working Group

1. Minutes of the First Monitoring Working Group Meeting

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. Nklda	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. Minutes of the Second Monitoring Working Group Meeting

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. Minutes of the Third Monitoring Working Group Meeting

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: Vicalx 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. Minutes of the Fourth Monitoring Working Group Meeting

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. Minutes of the Fifth Monitoring Working Group Meeting

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. Minutes of the Sixth Monitoring Working Group Meeting

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-Brobey, 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. Minutes of the Seventh Monitoring Working Group Meeting

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-Brobbe, 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-Brobbe 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-Brobbe 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 Tepa – 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;

- Tepa 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-Brobbe, 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

8. Minutes of the Monitoring Working Group Strategic Model Workshop

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-Brobbe, 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. Minutes of the Eighth Monitoring Working Group Meeting

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. Minutes of the Ninth Monitoring Working Group Meeting

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. Minutes of the 10th Monitoring Working Group Meeting

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 Tapa 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 Tchrede 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. Declaration of Monitoring Working Group

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	