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UNITED NATIONS INDUSTRIAL
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REPORT ON MISSION TO *

GHANA,

8 - 10 February 1978.

by

Shadrack N. Ndam
Industrial Development Officer
Industrial Operations Division

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I. INTRODUCTION

On the request of Mr. G.S. Gouri, Deputy Director, Industrial Operations Division, and Co-ordinator of the Ghana/UNIDO Programme on the Development of Industrial Management and Technological Capabilities in Ghana, I made a stopover, from 8 to 10 February 1978, in Accra.

The purpose of the stopover was to agree with the Government on the plan of implementation of the priority activities agreed upon during the visit of the Ghanaian delegation to Vienna in September 1977 and to obtain information on the status of the projects in Ghana.

While in Accra, I also held consultations with the UNDP Office on the possible involvement of UNDP in the implementation of the Ghana/UNIDO Programme on the Development of Industrial Management and Technological Capabilities in Ghana as well as other matters related to the UNIDO programmes in the country. The programme of the visit is attached as Annex I. The list of persons met in the course of the visit is attached as Annex II.

II. DEVELOPMENT OF INDUSTRIAL MANAGEMENT AND TECHNOLOGICAL CAPABILITIES IN GHANA

The Supreme Military Council, at its meeting held on 21 December 1977, approved the project proposal as jointly drafted by the Ghanaian Government delegation at UNIDO in Vienna in September 1977. A copy of the letter from the Office of the Supreme Military Council to the Principal Secretary of the Ministry of Economic Planning, conveying its approval is attached as Annex III.

Prior to my arrival in Accra, the Commissioner for Economic Planning had informed UNIDO, in his cable of 25 January and letter of 7 January 1978 about the above mentioned approval and requested UNIDO's assistance to the Government, through the appropriate

agencies in Ghana, for preparatory action for the effective implementation of the programme. In his letter of 27 January 1978, the Commissioner stressed the need to regard, as far as possible, the projects and their implementation as an integrated programme in order that the country may derive maximum benefit. Another formal request from the Government to the Executive Director of UNIDO, sent on 10 February 1978, is attached as Annex IV.

I informed the Government about the ground work already undertaken in UNIDO for the implementation of the priority activities identified for 1978. A UNIDO internal draft document had been prepared, outlining the schedule of implementation and request for approval by UNIDO of the necessary funds to finance UNIDO's assistance to the country. UNIDO's preparatory action could not be finalized without the formal approval to the programme by the Government. With the formal approval now obtained, I expressed the hope that the ground work carried out by UNIDO could be finalized. In this regard, I indicated that UNIDO's preliminary thinking on the implementation time of the projects was as follows:

- | | |
|---|------------------|
| 1. Technology Plan | March/April 1978 |
| 2. Workshop on Selection and Acquisition of Industrial Technology | July 1978 |
| 3. Training of Research Managers | September 1978 |
| 4. Organization of Study Tours | 4th quarter 1978 |
| 5. Organization in Ghana of a Meeting between Ghana Authorities and Representatives of Developed Countries and Donor Agencies | 4th quarter 1978 |
| 6. Preparatory Work for the Organization in Ghana of the next Round Table Meeting of Ministers of Industry | 4th quarter 1978 |

The Government agreed on the time schedule indicated above. The exact time and detailed programme for each activity would, however, be agreed upon between UNIDO and the counterpart agency in Ghana.

1. Technology Plan

I informed the Government that a group of experts had been in Vienna in December 1977 to assist UNIDO in crystallizing its ideas and approaches on the basis of the work so far done in the programme of Ghana, concerning the preparation of the technology plan. On the basis of the general guidelines established during the meeting, it is planned to field a team of four experts, each for one month, to assist the Ghanaian authorities in:

- exhaustively reviewing the current Five-Year Development Plan;
- reviewing the existing industrial structure and the pattern of the general productive development;
- identifying the critical areas of concern in the productive structure;
- evaluating the existing technological infrastructure and its linkage with the industrial development and production goals;
- appraising existing direct and indirect policies, incentives and disincentives for technological development and/or acquisition;
- identifying the technological and industrial skills required for the implementation of the Five-Year plan; and
- the Group will also be expected to review the existing institutions in order to more clearly define, in the light of the requirements identified in the preparatory work on the technology plan, their terms of reference and contribution in the implementation of the Five-Year Development Plan.

The team will hold pre-mission consultations in Vienna for one week and will be expected to return to Vienna along with two Senior Ghanaian Officials to finalize its report in consultation with the relevant substantive units of UNIDO. UNIDO Headquarters staff will also be expected to join the group in Ghana during the last week of its field work for discussions of its findings with the Government, prior to finalizing the report in Vienna.

On the basis of the results obtained, a detailed plan will be developed for the preparation of a National Technology Plan which would provide the Government with a clearer perspective and a plan for:

- the development and/or acquisition of the required technologies;
- the development and training of the various technological and industrial management skills as well as other capabilities required;
- the establishment of new or the improvement of existing policies and programmes related to industrial development, technology acquisition and transfer, industrial and technological research and development and the development of industrial and technological capabilities; and
- the stream lining of the existing industrial institutional infrastructure including the strengthening of existing ones and the establishment of new ones, as need be.

On the request of Mr. Gouri, by his cable No. 2809 of 24 January 1978 to the Resident Representative for me, I obtained the agreement of the Government for the mission to be fielded in March or April as planned. I also stressed the need for the Government to carry out sound preparations in order to facilitate the work of the mission. Such preparations would include the assignment of counterpart staff, preferably within the Ministry of Economic Planning and the provision of instructions to the various national authorities and agencies both governmental, public and private to be visited by the mission.

2. Workshop on selection and acquisition of industrial technology

It was agreed to merge this activity with the workshop, the financing of which was already approved by UNIDO, on project preparation and evaluation. The combined Workshop on Project Preparation and Evaluation, including the Selection and Acquisition of Industrial Technology, which will last for two weeks, will be attended by technical Ghanaian personnel from the Capital Investment Board, the Ministry of Economic Planning, the Ministry of Industries, the CSIR and its relevant member institutes, the GIHOC, the Ghana Manufacturer's Association, the relevant departments of the university and other organizations actively involved in project preparation and evaluation as well as in the appraisal, selection and negotiations for the acquisition of appropriate technology. The workshop will be organized and conducted on the

basis of the recently published UNIDO Manual on the Preparation of Industrial Feasibility Studies and case studies prepared on concrete projects being undertaken in Ghana.

In addition to the services of 4 international experts, two in the area of project preparation and evaluation and two in the area of technological appraisal and acquisition, UNIDO Headquarters staff will also participate in the organization and conduct the workshop, the evaluation of its results, and the finalization of its report, including a recommended concrete programme of action for the Government to adopt in improving its present methodology and institutional machinery and the development and training of the necessary expertise and skills on project preparation and evaluation as well as technological selection, appraisal and negotiations for the acquisition of foreign technologies.

In principle, the timing of July/August was found preferable to the national authorities instead of 1 May, which they had earlier indicated. It was also agreed that further discussion on the details of this workshop could be held in Vienna when Dr. Asamoah would stopover on his way to Finland.

3. Implementation of the rest of the activities

I indicated that the results of the work to be undertaken in connexion with the preparation of the technology plan and the training workshop will enable the Government and UNIDO to formulate, in a more precise manner, the projects related to: on-the-spot advisory services in technological appraisal; training of research managers; organization of study tours; organization in Ghana of a meeting between Ghanaian authorities and representatives of selected developed countries and donor agencies; and the organization in Ghana of the next Round Table Meeting of Ministers of Industry. The implementation of these two aspects of the preparatory assistance should therefore be considered only as the first phase of the work to be accomplished in 1978 and to provide the groundwork for the implementation of the other projects.

In connexion with the on-the-spot advisory services in technological appraisal and the organization of study tours, UNIDO was awaiting an indication from the Government of the projects in which it

would require UNIDO advisory services, as well as candidates for the study tours. The Government also accords high priority to the meeting between Ghanaian authorities and representatives of developed countries and donor agencies, which would provide for consultations between the parties concerned on the possibilities of financing of various aspects of the long-term programme.

III. UNDP/UNIDO PROGRAMME IN GHANA

A very quick review was held with Ms. Martha Schmelzer, Assistant Resident Representative, responsible for UNIDO activities in Ghana, concerning the status of implementation of UNIDO projects and the possibility of future activities. The pipeline project portfolio basic information sheets, prepared for a number of projects by the DPC/PDES was the basis of our discussions. Unfortunately, Ms. Schmelzer could provide information on only three of these sheets, concerning

- the feasibility study for the establishment of a contraceptive production unit in Ghana;
- development of the wood processing industry in Ghana through the Ghana Timber Marketing Board; and
- assistance to the TESANO Textiles Limited.

Concerning the feasibility study for the establishment of a contraceptive production unit in Ghana the UNFPA was prepared to put up as much as US\$ 300,000. This was, however, subject to the results of a feasibility study costing about US\$ 30,000, which the UNFPA was also prepared to finance. The Government had requested a delay in the feasibility study to early 1978, since it claimed that an expansion of the programmes was in progress. Ms. Schmelzer promised to approach the Government for clarification and to advise UNIDO accordingly.

Concerning the development of the wood processing industry through the Ghana Timber Marketing Board, further action depends upon the outcome of the SIS project. Three candidates have been submitted to the Government whose approval is still awaited.

Concerning the assistance to TESANO, the UNDP had received UNIDO's comments on this project and would request the TESANO Textiles to prepare a brief note on its present and envisaged future activities, clearly indicating their present deficiencies and the assistance required from UNIDO. The UNDP Office in Accra and the SIDFA would be involved and the results of the exercise would be indicated to UNIDO.

Most of the other Basic Information Sheets were related to projects identified in the context of the joint UNIDO/Ghana programme of Industrial Management and Technological Capabilities. The UNDP Office had given positive consideration to the future financing of some aspects of this programme. It was however not able to lay funds for the preparatory work this year. It expressed the hope that UNIDO could finance the preparatory work, the result of which could assist the UNDP and the Government in allocating funds for the future long term assistance.

IV. FOLLOW-UP ACTION

Since my return and following the visit of Dr. Asamoah to Vienna, an SIS project proposal has been prepared in consultation with PDES for the financing of the preparatory work related to the elaboration of the National Technology Plan in Ghana and the organization and conduct of the Workshop on Project Preparation and Evaluation including the Selection and Acquisition of Industrial Technology. The Resident Representative's agreement has been requested upon the receipt of which UNIDO would be expected to give its formal approval.

The implementation of the other priority activities identified for 1978 would depend, to a large extent, on the results of the above project. The need to expedite action for its implementation cannot therefore be overemphasized.

UNIDO should contact the UNDP Office to obtain any additional information on the Basic Information Sheets left at the UNDP office.

ANNEX I

PROGRAMME FOR THE VISIT OF MR. S. NDAM, UNIDO

TO GHANA, 8 - 10 FEBRUARY 1978

Wednesday, 8 February 1978

19:00 hrs. - Arrival at Kotoka International Airport

Thursday, 9 February 1978

08:30 - 09:30 hrs. - Meeting with Resident Representative, UNDP
UNDP Head Office

10:00 - 12:00 hrs. - Meeting with Executive Chairman CSIR
(Project Proposal II + V)

14:30 - 15:30 hrs. - Visit to Industrial Research Institute

16:00 - 17:00 hrs. - Meeting with Information and Documentation
Section, CSIR (Project Proposal IV)

Friday, 10 February 1978

09:30 hrs. - Call on Commissioner for Economic Planning

10:00 - 12:30 hrs. - Meeting with Capital Investment Board at
Capital Investment Board Office (Project
Proposal I)

13:00 hrs. - Luncheon given by Commissioner for
Economic Planning

14:30 - 16:30 hrs. - Meeting at the CSIR Conference Room, with
Representatives of the following:

1. Industrial Research Institute
2. Technology Consultancy Centre,
U.S.T., Kumasi
3. Research and Technical Services
Centre, Ghana Manufacturers Association

22:00 hrs. - Depart Accra

ANNEX II

LIST OF PERSONS MET

A. Ministry of Economic Planning

1. Dr. R.K.A. GARDINEX, Commissioner
2. Ms. CHINERY-HESSE, Principal Secretary
3. Dr. J. ABBEY, Government Chief Statistician
4. Mr. ANANG, Adviser to the Commissioner
5. Mr. K.M. SAPE, Executive Director, Scientific Research Unit

B. Council for Scientific and Industrial Research

1. Mr. A. N. TACKIE, Executive Chairman
2. Ms. E. ODARTEI-LARGEA, Assistant Secretary, Science and Technology Planning and Analysis Dep.
3. Dr. AYIKU, Acting Officer-in-Charge, Industrial Research Institute
4. J. A. VILLARS, Central Reference Library

C. Capital Investment Board

1. Mr. K. ADUSEI-POKU, Executive Chairman
2. Mr. N.K. ASAMOAH, Director of Operations
3. Ms. DOWUONA-OKAI, Legal Officer

D. Office of the UNDP Resident Representative

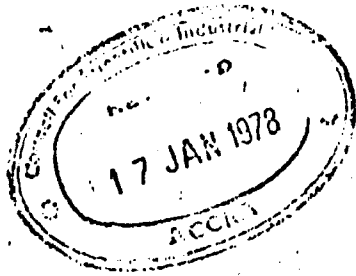
1. Mr. W. Holzhausen, Resident Representative
2. Ms. M. SCHMELZER, Assistant Resident Representative

E. Others

1. Mr. F.S. UKWANING, Director, Research and Technical Services Centre, Ghana Manufacturers' Association
2. Mr. F.W. LUKEY, Lecturer in Industrial Management, University of Science and Technology, Kumasi

ANNEX III
CONFIDENTIAL

Ca.31/EP/Vol.14



OFFICE OF THE SUPREME
MILITARY COUNCIL
P.O. BOX 1627
ACCRA

12th January, 1978.

REPORT ON THE DEVELOPMENT OF INDUSTRIAL
MANAGEMENT AND TECHNOLOGICAL CAPABILITIES
IN GHANA

At its meeting held on 21st December, 1977, the National Redemption Council had before it a memorandum by your Commissioner and took note of the report of the Ghana delegation which discussed with the technical staff of UNIDO the development of industrial management and technological capabilities in Ghana.

2. The Council also approved the project proposals, as outlined below, for future collaboration with UNIDO:-

i) Development of Policy and Institutional Framework for Technology Development and Transfer in Ghana -

This project would be handled by the Capital Investments Board.

ii) Integrated Training Programme -

This project would involve institutions concerned with training and would be co-ordinated at the national level by the CSIR.

iii) Development of National Industrial Consultancy Services -

CSIR's Industrial Consultancy Service, the Technology Consultancy Centre, Kumasi and the Research and Technical Services Centre would deal with this project with the CSIR acting as the national co-ordinating centre.

iv) Development of National Industrial and Technological Information Network in Ghana

This project would involve the CSIR's national technological information centre.

v) Strengthening of the CSIR Management and Technological Research and Advisory Services to Industry -

This project would basically involve the CSIR.

3. It will be appreciated if further action will be taken in the matter.

J. Kompi

(J. KOMPI)

LT-COL, GHANA ARMY

for SECRETARY TO THE SMO

THE PRINCIPAL SECRETARY,
MINISTRY OF ECONOMIC PLANNING

Copy to: The Commissioner for Economic Planning

The Commissioner for Special Duties

The Executive Chairman,
Council for Scientific and
Industrial Research

The Executive Chairman,
Capital Investments Board

The Snr. Principal Secretary,
Ministry of Industries

In case of reply the
number and date of this
letter should be quoted.

ANNEX IV

Ref. No. COM/EP/017

Ref. No.

- 14 -



ACTING
MINISTRY OF ECONOMIC PLANNING

14, FEB 1978 BOX M.76

DR. KAHNE

10 February, 1978

REPUBLIC OF GHANA

RECEIVED
DATE OF ACTION REQUIRED

CCP No. 50735?

File: 542/5(1)

COPY SENT TO Mr Gourd
COPY SENT TO Mr Ndam

Dear Dr. Kahne,

**DEVELOPMENT OF INDUSTRIAL MANAGEMENT AND
TECHNOLOGICAL CAPABILITIES IN GHANA**

As a follow up to previous correspondence on the above-mentioned subject, a Ghana delegation visited Vienna in September 1977 and had a series of discussions with UNIDO officials, as a result of which a number of programmes were established for implementation both immediately as well as on long term basis.

2. The priority activities which were adopted for implementation in 1978 consist of the following:

- (1) Preparation of the technology plan in relation to the priorities established by the current Ghana Five Year Development Plan
- (2) A workshop on the selection and acquisition of industrial technology in priority selected industrial branches
- (3) On-the-spot advisory services in technological appraisal to compare terms of conditions, technology contract etc. as in regard to such projects to be taken up for implementation by Ghana
- (4) Training of research managers
- (5) Study tours in selected areas including the organization of national industrial and technological information network; national technology transfer machinery; co-ordination of national industrial training activities; organization of industrial consultancy services; and research co-ordination and management
- (6) Organization in Ghana of a meeting between Ghana Authorities and Representatives of selected developing countries to discuss, inter alia, the possible contribution of the countries in the implementation of the Ghana Government programme
- (7) UNIDO and the Government of Ghana consider the possibility of organizing in 1978 the next Round Table Ministers of Industry meeting in Ghana to discuss development of technological

and managerial capabilities in the developing countries with special reference to Ghana

3. The detailed project proposals which will have long term effects are the following:

- (1) Development of Policy and Institutional Framework for Technology Development and Transfer in Ghana
- (2) Integrated Training Programme
- (3) Development of National Industrial Consultancy Services
- (4) Development of a National Industrial and Technological Information Network in Ghana
- (5) Strengthening of the CSR Management and Technological Research and Advisory Services in Industry

4. On their return to Ghana, the report which was prepared jointly by the Ghana delegation and the UNIDO Secretariat was submitted to Government and has since been approved in principle. The letter of approval is attached for your information. Council has also requested that action should be taken to have the programmes implemented and as agreed upon by the Ghana delegation and the UNIDO authorities in Vienna, it would be desirable to have the programmes identified for 1978 implemented as soon as possible.

5. Ghanaian authorities have been informed by Mr. S. Ndam during his recent visit that UNIDO has already initiated action on the issue and is preparing to send a mission to Ghana, to help define more precisely the requirements for Ghana under the programme and to lay the ground work for drawing up a Technology Plan, to which Ghana attaches a high priority. The Ghana Government endorses this mission and looks forward to receiving the mission.

6. With regard to the programmes identified for immediate implementation in 1978, the Ghana Government is hereby formally putting forward a request for UNIDO's assistance in financing its inputs as agreed upon in Vienna. The Government would like to maintain the integrity of the programme. As soon as this confirmation is received from UNIDO concerning the availability of funds, steps would be taken to arrive at a decision on the schedule for implementation.

7. The Ghana Government welcomes UNIDO's initiative in this issue and is most appreciative of UNIDO's continued interest in the programme and looks forward to collaborating with UNIDO in the total implementation of the programme.

8. With warm personal greetings.

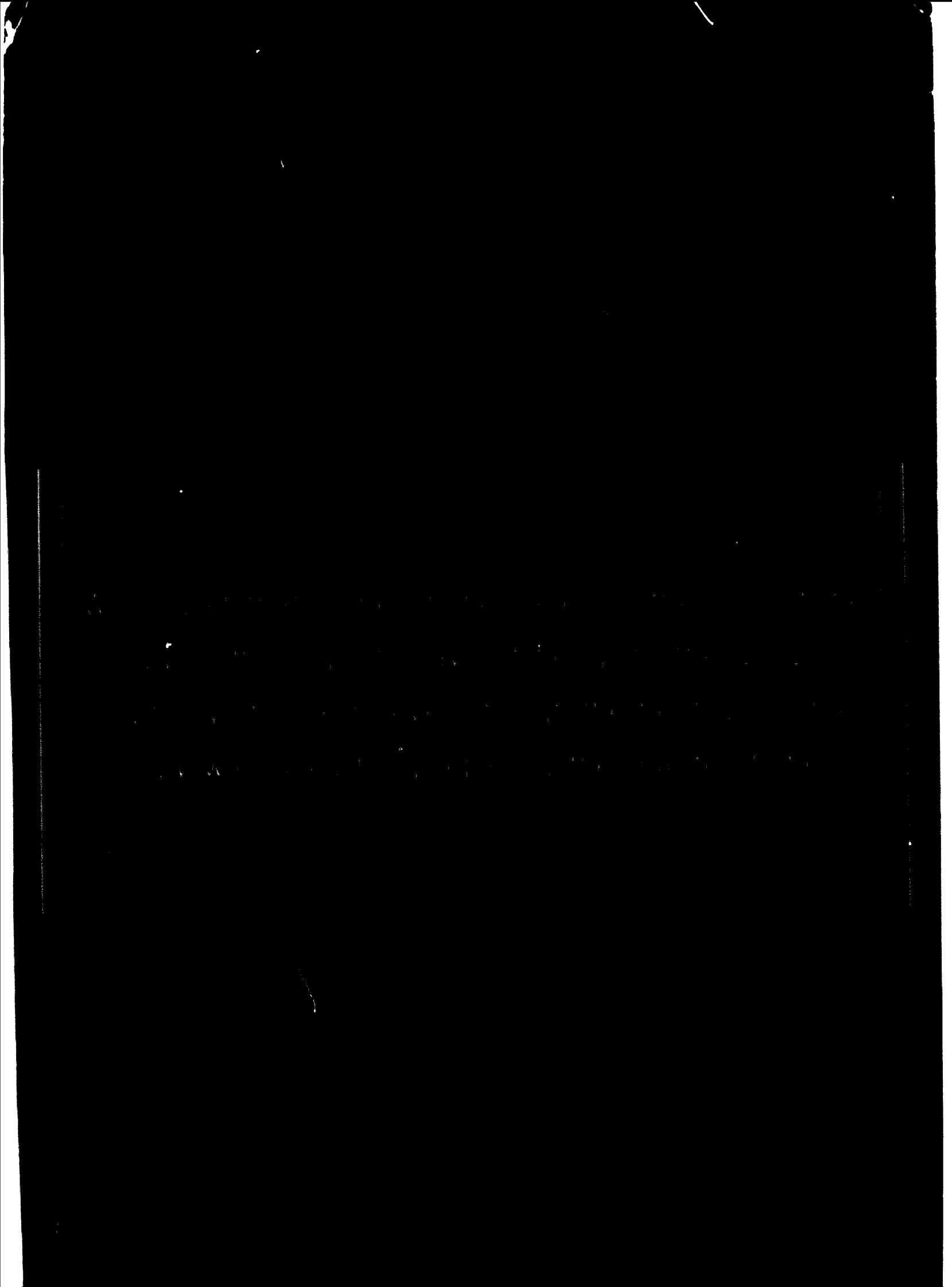
Yours sincerely,



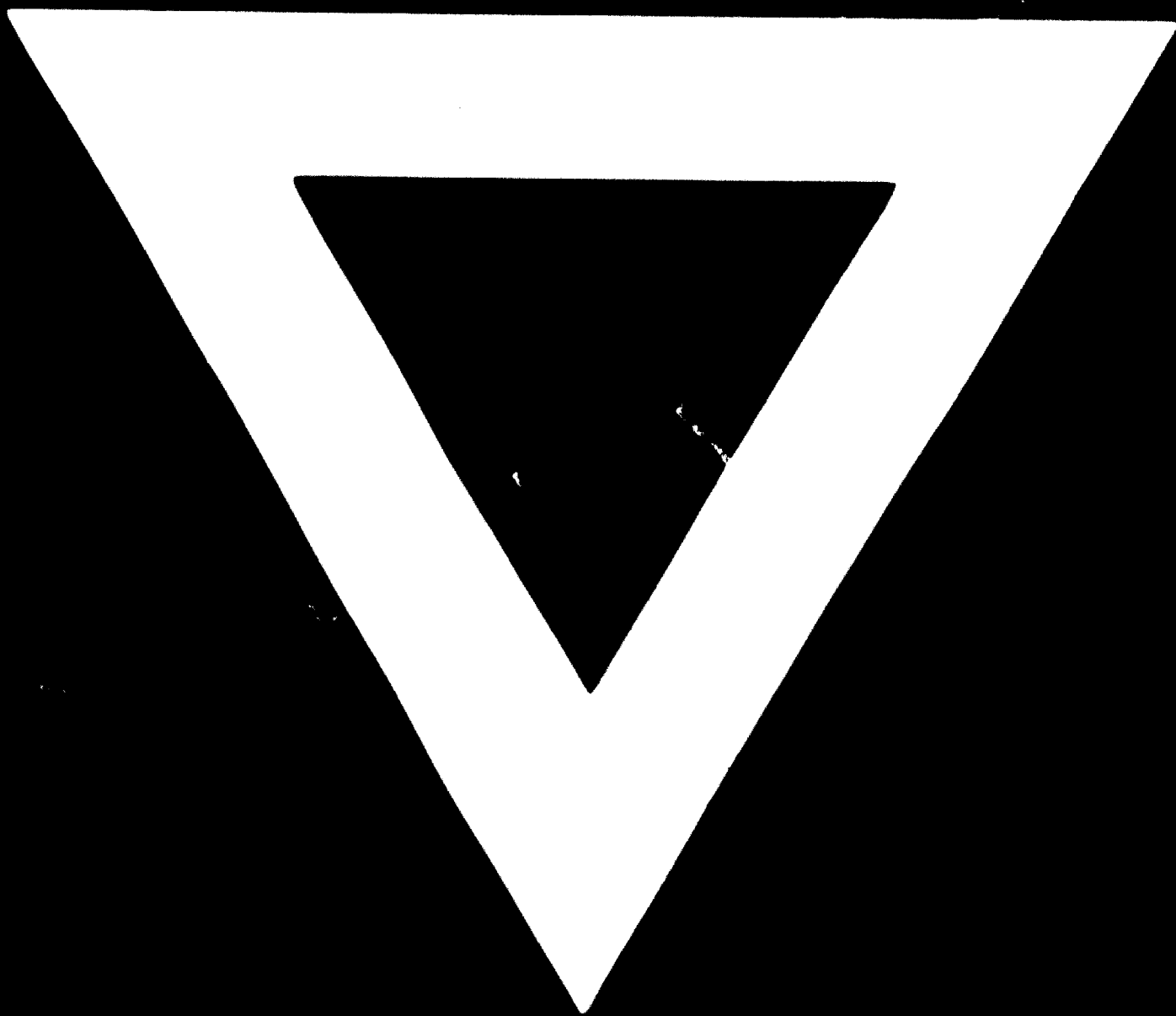
M. CHINERY-HESSE (MRS)
PRINCIPAL SECRETARY

THE EXECUTIVE DIRECTOR
UNIDO
VIENNA





C-13



79.11.15