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UNITED NATIONS DEVELOPMENT PROGRAMME

ASSISTANCE TO GHANA INDUSTRIAL HOLDING CORPORATION

(DP/GHA/69/528)

Report of the Review Mission

August 1972



This is the Report of a United Nations Development Programme Administrator's Consultant Mission in respect of further assistance to the Ghana Industrial Holding Corporation. The Mission has worked in full consultation with the appropriate Ghanaian authorities.

The Report reflects the views of the Review and Formulation Mission and does not necessarily reflect the views of the Administrator of the United Nations Development Programme and United Nations Industrial Development Organization.

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President of SOS Consolidated, Inc.,  
Consultant to the Administrator of  
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UNIDO

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Programme Officer, Technical  
Co-operation Division  
UNIDO

## SUMMARY OF FINDINGS AND RECOMMENDATIONS

The recommendations that we have made in this report should have been carried out in Phase I. It was totally impossible to give meaningful assistance to GINOC with the deployment of several experts and consultants. On this basis, the results obtained were limited.

### Recommendations

1. It is imperative that accurate and comprehensive audit be made of the present financial condition of the various companies which comprise Ghana Industrial Holding Corporation (GINOC).

This mission recommends that the Government set up an outside, independent audit.

Accounting and reporting systems should be evaluated by the auditors and changes should be made to give GINOC managers effective tools to quickly analyse the results of their operations.

A management audit should also be established to undertake the on-the-job training of the financial personnel of the General Managers both of the GINOC headquarters and in the various divisions in the use of the financial data in their reporting.

2. After the outside, independent audit has been made a production standard system should be set up by the audit for various departments within GINOC complex. For example, it is possible that the audit may determine that some divisions that are not visited by the mission may need a standard system. This system should be made as simple as possible and it should serve the managers of GINOC divisions to determine what their production standards should be rather than what they have been.

3. It was the mission's opinion that the Boatyards Division, the Steel Works Division and the Brick and Tile Division would not appear to be what is normally considered viable entities in the foreseeable future and therefore special measures would be required to keep these entities in operation. The mission would like to see these divisions handled separately from the GINOC complex. It is also possible that after the conclusion of the audit, other divisions may also require special measures.

4. Each division must be autonomous in itself due to its diversified nature, Headquarters staff should carry no more than 15 to 20 people, e.g., it is to be comprised of a General Manager, a Chief Financial Officer with several assistants, a Manufacturing Director with several assistants and perhaps one other Department Chief, all with some supporting personnel. The function of the staff will be to watch over the efficiency of the profitability of the different divisions and to be of service to the divisions as required.

5. The mission also recommends the GINOC divisions be authorized, in the light of the constraints imposed at present by the Ghana Government,

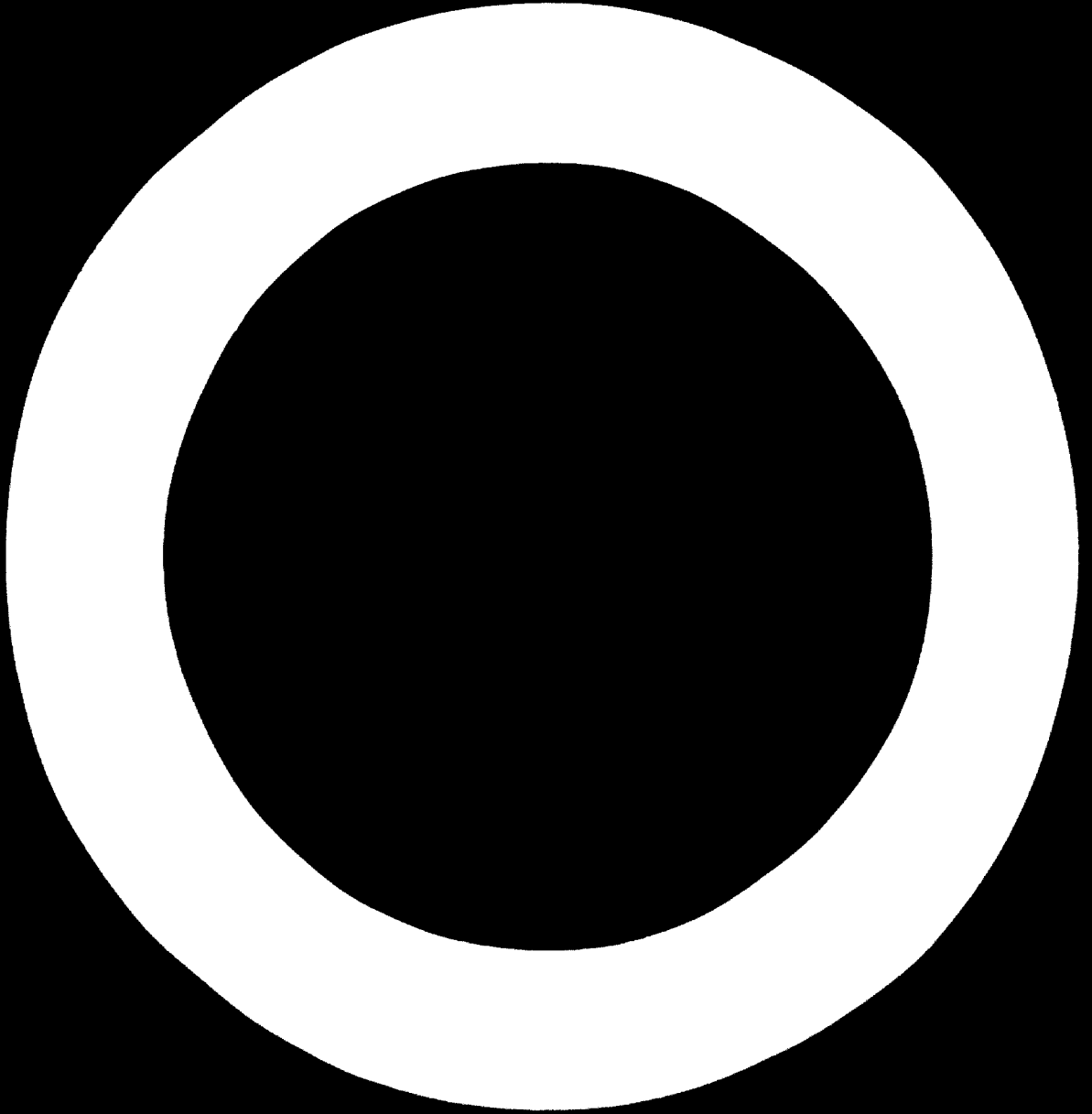
- i. to set up an outside independent audit system;
- ii. to hire, fire and lay-off personnel as required;
- iii. to set up competitive standards of pay as required and to install effective incentive systems.

6. As to the present UNIDO experts within GINOC, the mission recommends that the three international experts working in the Pharmaceutical Division continue their present activities. Further technical assistance to divisions within GINOC should only be given after the aforementioned standard systems are installed, except those that are found viable on further examination.

7. It is foreseeable that after the various audit and standard systems have been implemented that an expert with a financial and administrative background should be engaged to assist GHEOC in implementation, co-ordination and supervision of various divisions within the complex.

8. Because the mission has had the enthusiastic support of both the Government officials of Ghana and the management personnel of GHEOC, it is imperative that the recommendations of the mission be implemented at once. Delay in the implementation of this programme could have the effect of negating the present desire of the aforementioned people in the full implementation of these basic business standards.

9. The mission reviewed the draft Project Document which was under the study of the Government of Ghana and re-drafted it in view of the findings recommended in this report to cover assistance to the Pharmaceutical Division of GHEOC.





## INTRODUCTION

The UNDP project GHA/69/528 - Assistance to the Ghana Industrial Holdings Corporation - was approved by the Governing Council at its January 1969 session for a duration of four years. The Plan of Operation was signed on 25 August 1969 and operations were authorized to commence on 15 September 1969. On 15 September 1969, UNDP issued a regular allocation to GHIHC in the amount of US\$ 797,000, including an additional US\$ 43,400 over the approved Governing Council earmarking.

In view of the fact that a Phase II of the project is contemplated by the Government of Ghana, UNDP as a standard practice and with the agreement of the Government of Ghana decided to send a Review Mission to assess the accomplishment of the first phase of the project and to further development of proposal for a second phase (see terms of reference in Appendix I).

The members of the mission were:

Mr. Harold Marko, President of SOS Consolidated, Inc, Consultant to the Administrator of UNDP and Chief of Mission.

Mr. Bjorn Herse, Industrial Management Consultant, Consultant to the Administrator of UNDP.

Mr. Hans Fahlstrom, Advisor to the Director Industrial Services and Institutions Division, UNIDO.

Mr. Almed Wadda, Programme Officer, Technical Cooperation Division, UNIDO.

The mission arrived in Accra on 12 August and left on 24 August 1972.

The mission interviewed and had discussions with Government officials, GHIHC management and the UNIDO experts. (See appendix II for the list of persons contacted).

Visits were made to a number of the GHIHC industrial divisions. (See Appendix II).

The mission has had discussions with the Government and the GINOC about its findings and what it intends to recommend to the UNDP.

It is important to note that the mission has received the fullest co-operation from the Government officials of Ghana, the management members of GINOC and the UNDP Resident Representative's Office.

PART I: EVALUATION OF THE PROJECT

A. PROJECT FORMULATION

Project Purposes and Ultimate Objectives

After the coup in 1966 the National Liberation Council (NLC) found on its hands thirty-four state-owned industrial corporations which at the time were said to be drawing Government subsidies of about N\$6.5 million per annum. The NLC decided to sell out what could be sold at a reasonable price, which resulted in the sales of fourteen corporations to private interests or to joint ventures. The remaining twenty corporations, which were either unattractive business propositions or regarded as strategic industries were left with the then State Enterprises Secretariat. The NLC asked UNIDO (UNCID) for advice on what to do with these twenty corporations.

UNIDO (UNCID) sent a fact-finding mission in October 1966, which recommended the dissolution of the State Enterprises Secretariat, and recommended the establishment of an autonomous holding corporation to take charge of the operation and development of the group.

The Ghana Industrial Holding Corporation (GIMOC) was then established by NLC Decree 207 of September 1967, and became operational on 1 July 1968 with nineteen constituent divisions, with thirty factory units, and about 10,000 employees.

UNIDO began its assistance to GIMOC in January 1967, here called the Pre-Project-Phase by using a number of OPAS posts as well as by providing MIS experts.

The Pre-Project Phase (PPT) was later transferred into a UNDP Special Fund Project. It was declared operational on 10 September 1969. (Phase I) Participating and Executing Agency became United Nations Industrial Development

Organization (UNIDO). Phase I was supposed to finish on 30 June 1972, however, it has been prolonged for approximately three months.

The purpose of the project was:

- a. to advise and assist in improving organizational structures of GIHOC and its intended holding activities;
- b. to assist in the re-organization and upgrading of GIHOC's Divisions to render them as economically viable as possible;
- c. to train GIHOC's staff to manage and operate the GIHOC and the Divisions under its control;
- d. generally, the Special Fund Personnel to act in advisory capacity where necessary.

To summarize, the UNDP/UNIDO input was supposed to assist the GIHOC corporate top level management in building up services and to install integrated information, decision-making and control systems for the various divisions respectively the whole of the corporation.

As a result of unexpected events the project was revised as early as in May 1970, before it had begun implementation, when a UNIDO review mission visited Ghana. A subsequent Adjustment Advice was approved by UNDP on 6 November 1970. Since then and in compliance with the agreement signed at the end of the referred to review meeting, two consecutive meetings have subsequently been held: the first in January 1971 and the second in June 1971.

The outcome of the referred to first review meeting resulted in a considerable shift in the emphasis of the project. It was now agreed that direct technical assistance should be provided to selected factories. Immediate problems should be solved, long-term problems in these studied. The use of consultants' services should be used as much as possible. Only one expert was maintained at GIHOC headquarters. It was a new post as project co-ordinator. The industrial financing assistance originally to be provided by UNIDO was substituted by services to be received bilaterally.

In the National Liberation Council Decree No. 207 of 19 September 1967, paragraph 2, the objects of the Corporation are stated. The paragraph 2.1 it is said that "the objectives of the Corporation are the establishment and the operation (whether established by the Corporation or not) of manufacturing and commercial enterprises in or outside Ghana in an efficient and profitable manner".

In the Pre-Project Phase UNIDO provided or spent of totally 273 man-months of OPAS and SIS expert advice. The Phase I, from its start, 10 September 1969 till 1 September 1972, will total 176 man-months of expert advice, plus approximately 5240,000 for consultants surveying three of GIHOC's divisions. The Government at that time provided 10,500,000 in subsidies to the state enterprises.

#### Socio-Economic Background of the Project

Ghana, a British Colony known as The Gold Coast, was granted independence following a period of internal self rule on 6 March 1957 and on that date became a self-governing Dominion.

On 1 July 1960 Ghana became a Presidential Republic within the British Commonwealth of Nations, the Government being headed by an executive President, supported by a Parliament largely dominated by the Convention People's Party (CPP).

During the period of CPP Government a massive industrialisation programme was initiated. In many cases the projects forming part of this programme were politically oriented and had not been the subject of feasibility studies. Many of them were contractor-financed and were predominantly based on imported materials and intermediates.

To administer the State Corporations which carried out the industrialisation programme, a State Enterprises Secretariat was established.

On 14 February 1966 the National Liberation Council (NLC), comprised of military and police officers, overthrew the Government of Dr. Nkrumah and formed a united front Government to administer the country, pending the reintroduction of political parties, a new Constitution and free democratic elections.

On 1 September 1966, following free democratic elections, a civil Government led by Mr. K.A. Busia's Progress Party assumed power.

During the period of the NLC, the State Enterprises Secretariat was abolished and the Ghana Industrial Holding Corporation (GIHC) was established within the Ministry of Industry as a State Enterprise to operate the industrial State Enterprises established during the Nkrumah Government.

On 11 January 1972, the Armed Forces peacefully overthrew Dr. Busia's Progress Party Government and established a National Redemption Council (NRC), withdrew the Constitution and disbanded Parliament and political parties.

The policy of the National Redemption Council was listed in an economic policy paper, dated 11 June 1972. The NRC faced, on the assumption of power, a virtually bankrupt country which had recently devalued its currency by 48 per cent, had external debts amounting to approximately US\$ 1,300 million and a consequent heavy debt servicing liability.

The NRC Government has given priority to the improvement of agricultural production and productivity, particularly with respect to local food production to replace foreign imports of food which in 1961 had amounted to approximately US\$ 22 million, and the production of industrial materials.

Subsidiary priorities included social measures to improve the quality of life of the 6.5 million Ghanaians and particularly for the 40 per cent of the population living in the rural areas.

The Programme includes the construction of feeder and main roads, improved health facilities on a decentralized basis, rural water supply, a

reform of the educational system to give greater emphasis to technical education facilities and, in general, the improvement of development infrastructure.

Over 60 per cent of the estimated labour force of 3.4 million is engaged in the agricultural sector.

Unemployment is high and is not less than 450,000 with job opportunities increasing at the rate of 2 per cent per annum against a population increase of 2.8 per cent per annum.

The real per capita gross national product balances around N\$140, G.N.P. at constant prices being N\$1,175 million in 1971 (N\$2,076 million at current prices). Ghana experienced a favourable balance of trade in the years 1968, 1969 and 1970, due to the favourable trend of the international cocoa market. Cocoa earnings formed 52.6 per cent, 61.9 per cent and 71.0 per cent of total export earnings in the respective years. The world prices for cocoa decreased significantly in 1971 and this has contributed considerably to the estimated balance of trade deficit in 1971 in the amount of N\$63 million.

On the other hand, imports rose steeply due to the liberalization of the import system. Over 50 per cent of imports consisted of manufactured goods, machinery and transport equipment.

Ghana's main trading partner remains the United Kingdom which absorbs over 20 per cent of total exports. Only a small fraction of total trade consists of trade with other African Countries and the balance of trade with these countries has shown a deficit for many years.

The balance of payments has shown a deficit since 1960 and amounted to about N\$195 million in 1971.

Agricultural production accounts for some 40 per cent of the gross domestic product; the provision of services for 41 per cent; mining, construction, manufacturing and power account for the remainder.

The industrial programme of the early 1960's resulted in a substantial growth of industrial production, particularly during the last five years of the decade. Gross output at current prices rose from N\$170.8 million in 1965 to N\$337.0 million in 1969 (at constant 1962 prices from N\$149.4 million to N\$217.6 million) although the growth rate slowed down from some 20 per cent in 1965-1966 to 14 per cent in 1968-1969. The value added at current prices rose from N\$108.6 million in 1965 to N\$197.7 million in 1969 (at constant 1962 prices from N\$96.6 million to N\$121.7 million).

Price increases for imported raw materials and semi-finished products, the closing down of non-viable enterprises and the departure of aliens, as the result of the Aliens Compliance Order and the Channing Business (Promotion) Act, are among the factors that are considered to have caused the reduced rate of production growth. In 1971 industry suffered from import surcharges on raw materials, lack of synchronization of local raw materials production and industrial capacity, although private enterprises, local and foreign, and joint ventures were less affected.

A factor in the lack of progress in both the agricultural and industrial sectors has been the tendency of successive Governments to neglect the training of an adequate cadre of managers at all levels. The present Government's aim is to create and maintain a spirit of self-reliance and to use its human resources to the maximum possible extent. With this object in view, the Government established "Operation Feed Yourself" - a campaign to increase local food production and the supply of raw materials for existing industrial capacity. According to figures given by the Commissioner for Agriculture this week the net increase in agricultural production as a whole, in terms of tonnage over 1971, is around 30 per cent with significant increases in the production of maize, rice, cassava and yams.



In addition to the Government's efforts to create self-reliance, it has severely curtailed the importation of foods and non-essential commodities while at the same time subsidising the import of certain basic items for which local production is at present insufficient to meet the need.

Mineral production output has risen in the last five years, while the percentage of mineral products exports in total exports was more than halved in the period 1966-1970. Gold is the most important mineral product and considerable deposits of bauxite are soon to be exploited by a Government/foreign consortium.

It is the policy of Government to ensure that the existing industries, particularly those in the light consumer goods sector, make use of locally produced raw materials. For this reason the production of agricultural raw materials is being stepped up. Industries with under-utilized production capacities will be encouraged to make economic use of them. Only export-oriented industries, or industries wishing to expand, will be encouraged to install additional equipment. Government is taking measures to exploit the Kibi and Nyinahin bauxite deposits and the Nkuli limestone deposits.

The transport system is relatively inadequate and expensive and the price elasticity of the demand for transport is understandably high. The larger proportion of the economically important movements are high-bulk, low-value agricultural and mineral products, the final prices of which are principally determined externally. This and the low productivity have a serious impact on profitability.

Transportation costs have played and still play a determinant role in the location of modern industry (Golden Triangle - Accra/Kumasi/Takoradi) and generally in the development of the rural areas.

### Design of the Project

The adjusted project was not properly designed in fulfilling GINOC's objectives. The basic problems of GINOC were not properly identified and consequently the impact of the project did not meet what had been expected.

UNIDO experts were assigned to several problem areas in an attempt to patch up certain technical problems. Some were somewhat successful, as in the pharmaceutical industry, others could make very little contributions in spite of the efforts put in. The project as specified in the Plan of Operation envisaged a 2 expert team at GINOC Office for the purpose of introducing modern management methods and tools, more or less along the lines now recommended by this review mission.

GINOC decided, to engage F.E. Consultants of UK, through British foreign aid, to assist on the all important financial aspects, audits and information systems, and UNIDO was requested to concentrate on technical and production development at divisional level.

The adjustment project thus concentrated on secondary problems, which cannot be properly tackled before the basic financial and organisational structure of GINOC was in a reasonable order.

The mission is of the opinion that what it now recommends as the second phase, actually should have been the first phase.

## B. PROJECT IMPLEMENTATION

### Negotiation on the Plan of Operation

The project was approved by the Governing Council in its meeting in January 1969. UNIDO's first draft of a Plan of Operation was ready in March and sent to the Resident Representative in Ghana. Thereupon a five-month negotiation period began. During this very positive support was received by the UNEP Resident Representative's Office.

The point of disagreement concerned the wording of paragraph 2.1 of Chapter II, Prior Obligations, of the Plan of Operation. Normal UN procedure assumes that the UNEP Chief Advisor automatically should become a non-voting member of the Board of Directors of the institution assisted. This UN proposal was consistently rejected by the Director of the GINOC. The problem was, however, solved as a compromise, when a UNIDO mission visited Ghana at the end of August 1969.

As previously mentioned Phase I of the project was preceded by a UNIDO OFAS/SIS mission. When Phase I was declared operational on 9 September 1969 UNIDO's Senior OFAS expert (financial management) was immediately earmarked as Chief of Project and was formally appointed in December 1969.

The draft of a work programme was initiated in October 1969. The Chief of Project discussed it with the Director of GINOC, in turn also brought it to UNIDO early in 1970. Disagreements were noted and a long negotiation period began. On 26 May 1970, a UNIDO mission visited Ghana, and in full agreement the Director of GINOC, the UNEP Resident Representative in Ghana and the UNIDO mission agreed upon an adjustment containing another version of the work programme. On 6 November 1970, UNEP approved the adjustment. To conclude, more than a year had passed between the time the Project had first been declared operational and of UNEP's approval of the adjustment which in practice must be considered the real date when the project got started.

UNDP/UNIDO Inputs and their Utilization

The Plan of Operation stipulated a special fund allocation of

US\$ 797,000

consisting of:

- Special Fund contribution 707,900
- Government contribution towards local operating costs 89,100

to be utilized as follows:

- (a) Experts 246 man-months US\$ 518,900
- (b) Fellowships 14,000
- (c) Equipment and supplies 16,000
- (d) Subcontracts 100,000
- (e) Miscellaneous 29,500

Adjustment advice No. I of July 1970, and approved by UNDP on 6 November 1970 stipulated:

- (a) Experts 141 man-months US\$ 281,000
- (b) Fellowships 14,000
- (c) Equipment and supplies 16,000
- (d) Subcontracts 400,000
- (e) Miscellaneous 29,500

Total Gross Project Cost

US\$ 797,000

Adjustment advice No. II of 1<sup>st</sup> September 1971 stipulated:

- (a) Experts 174 man-months US\$ 358,000
- (b) Fellowships 14,000
- (c) Equipment and supplies 16,000
- (d) Subcontracts 250,000
- (e) Miscellaneous 29,500

Total Gross Project Cost

US\$ 667,500

The actual utilization up to 31 December 1971 was:

(a) Experts 143 man-months	US \$ 208,824
(b) Fellowships	4,017
(c) Equipment	22,964
(d) Subcontracts	236,466
(e) Miscellaneous	8,838
Total Project Cost	<u>US \$ 561,159</u>

Counterpart Contribution

The Plan of Operation stipulated a

Government contribution in kind of US \$ 852,300

comprising:

(a) Staff 2,640 man-months	Nf 512,400
(b) Land and Buildings	278,000
(c) Equipment and supplies	34,000
(d) Miscellaneous	45,000
Total Government contribution in kind	<u>Nf 869,400</u>

(at 1.02 Nf to 1.00 US\$ equals to) US \$ 852,300

Government contribution towards operating costs US \$ 89,100

**GRANT TOTAL** US \$ 941,400

\* No adjustments made in the Counterpart Contribution.

Implementation of Activities

- (a) Project Manager, Mr. Guendet was appointed in December 1969, and resigned on 1 July 1970.
- (b) Organization and Development expert, Mr. Storsveen appointed March 1970, and took over as project manager from July 1970 for the duration of the project.
- (c) The three experts at the Fibre Bag factory were transferred to the project in 1969 successively as their previous OMAS contracts expired:
  - General Manager, Mr. Sheldahl, August 1969 - August 1970
  - Maintenance Engineer, Mr. Peddie, May 1969 - May 1970
  - Mill Manager, Mr. Sullivan, March 1969 - March 1972.
  - No further recruitment was made to the project in its original design. In accordance with Adjustment Advice No. 1, the following recruitment took place:
- (d) Administrative Officer, Mr. Benner, for 12 months, October 1970 - October 1971.
- (e) Group Co-ordinator, Mr. Schmecker, April 1971.
- (f) Vegetable Oil Mills Adviser, Mr. Antoun, November 1970.
- (g) Pharmaceutical Industry, 3 man team:
  - Production Management Advisor, Dr. Surowiecki, May 1971
  - Quality Controller, Mrs. Grzegorzewicz, January 1972
  - Plant Engineer, Mr. Kader, May 1972.
- (h) Boatyards Production Adviser, Mr. Vos, February 1972.

**Subcontractors:**

- (a) Stevenson and Kellogg Ltd. of Canada for the Steel/Mechanical Industry Complex, in the field from February 1971 through November 1971 - 11 field experts. Final Report May 1972.
- (b) POLYTECHSA, of Czechoslovakia, for the Glass Industry, in the field from February 1971 through December 1971 - 5 field experts. Final Report May 1972.
- (c) Research and Development of Belgium for the Vegetable Oil Mill Industry, from April 1971 through June 1971 - 4 field experts. Final Report October 1971.

**Nature of Work:**

The Head Office team 2 experts + Administrative Officer undertakes:

- General project administration, co-ordination and current teaching of experts in the divisions and the subcontractor's field experts.
- Participation in GINOC's Executive Committee, 50 meetings.
- Participation in Divisional Management Committees, 50 meetings.
- Conducted regular review meetings with the Subcontractor's field teams, 24 regular meetings.
- Conducted 8 management and seminars, on basic managerial issues.
- Conducted 6 engineering seminars, in connection with expansion on plans under preparation.
- Special studies and recommendations on 3 divisions, in addition to the selected divisions covered by experts and subcontractors.
- Otherwise current consultation with the Top Management
- Long-Term Development Plans worked out for the Steel Industry, Metal

Industry, Mine-Drawing Plant, Mechanical Industry and Foundry, Glass Industry, Vegetable Oil Industry and the Pharmaceutical Industry.

The plant level experts trained their specific counterparts on their respective fields, as indicated by their post titles, and otherwise assisted in Long-Term planning, in co-operation with the Head Office project team.

The direct involvement in the financial control was pre-empted from the project in September 1969, when GINOC signed an agreement with the British Foreign Aid who supplied the services of P.E. Consultants to keep the post of Director of Finance in GINOC Head Office up to April 1972.



APPENDIX I

UNITED NATIONS DEVELOPMENT PROGRAMME  
JOINT UNDP/UNIDO REVIEW MISSION ON GHA/69/520  
ASSISTANCE TO THE GHANA INDUSTRIAL HOLDING CORPORATION

Terms of Reference

Background

This project was approved by the Governing Council at its January 1969 session for a duration of four years at a cost to UNDP OF US\$753,600. The Government counterpart contribution in support of the project was valued at US\$664,700. The Plan of Operation was signed 23 August 1969 and operations were authorized to commence on 10 September 1969. On 15 September 1969, UNDP officially issued a regular allocation to UNIDO in the amount of US\$797,000 including an additional US\$43,400 over the approved Governing Council earmarking issued from the Administrator's contingency authority. In view of the fact that a Phase II of the project is contemplated by the Government and is contained in the Ghana Country Programme approved by the Governing Council in its January 1972 session, UNDP has proposed to the Government of Ghana that a Review Mission be undertaken as per standard procedures, to assess the accomplishments of the first phase of the project prior to further development of proposals for a second phase. The Government of Ghana has given its agreement to the review mission. The Ghana Industrial Holding Corporation is of special importance to the development of Ghana, particularly in view of the Government's recently announced economic policy.

Scope and Purposes of the Review

The primary purposes of the review of the project are:

- to evaluate it in order to determine how adequately its immediate purposes are being attained and how effective it has been or is likely to be in helping the Government achieve the relevant sectoral and/or national development objectives;
  - to identify the factors which may have facilitated or deterred the achievement of the project's immediate purposes and ultimate objectives; and
  - to make recommendations for future action.
- The Mission should feel free to review all steps in the formulation and implementation of the project and make recommendations as to its future.

In carrying out these purposes, the Mission in collaboration with the Government of Ghana and CIHOZ, will in particular:

- a. Review the work accomplished by Phase I of the project "Assistance to CIHOZ" (GHA/69/520) within the framework of the objectives set by the Governing Council in its approval of the project in January 1969.
- b. Provide such an assessment of the accomplishments of the project in each area of activity where assistance has been rendered to CIHOZ, that is, to the central administration of CIHOZ and to the several individual industrial factories where assistance has been provided in the past.
- c. Should the mission conclude that additional assistance by UNEP should be provided, define the most appropriate areas in which UNEP planned assistance might be effectively applied, and

- d. Within the framework of (c) above, review the draft project document now under study by the Government of Ghana to ensure that the mutually agreed and defined terms of assistance are incorporated.

#### Composition of the Mission

The mission will be composed of the following:

Mr. Harold Marko, President of SOS Consolidated, Inc., Consultant to the Administrator of UNDP and Chief of Mission;

Mr. Bjorn Herve, Industrial Management Consultant, Consultant to the Administrator of UNDP;

Mr. Hans Fahlstrom, Advisor to the Director Industrial Services and Institutions Division, UNIDO; and

Mr. Ahmad Wadda, Programme Officer, Technical Cooperation Division, UNIDO.

The Government of Ghana is invited to associate itself with the Mission's work.

#### Consultations in the Field

The Mission will maintain close liaison with the UNDP Resident Representative in Ghana, Mr. Oved Hensler\*, the concerned agencies of the Government, the Project Manager and other members of the international team of experts and the counterpart staff assigned to the project.

\* United Nations Development Programme  
Ramsell Road (corner Liberia Road)  
Accra  
Tel. 68921/3

Although the Mission should feel free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitments on behalf of the UNDP or UNIDO. In particular, any views expressed by the Mission on the draft project documents now under consideration by the Government for a proposed phase two of the project are to be considered the views of the Mission itself. Such views do not represent any commitment on the part of either UNDP or UNIDO.

#### Timetable and Report of the Mission

The Mission will assemble in Accra, Ghana, and will be briefed by the Resident Representative and appropriate officials of the Government of Ghana. Both UNDP Mission members and both UNIDO Mission members are expected to arrive in Accra on 13 August 1972. The Mission is expected to remain in Ghana approximately three weeks. Mr. Harke and Mr. Haras will return to UNDP headquarters, New York, for debriefing on the morning of 2 September 1972.

The Mission will prepare its report along the lines indicated in the attached outline. The report should be completed as far as possible in the field, so that there is an opportunity for additional consultations as may be necessary. It should be submitted in its final form (not in draft) simultaneously to the UNDP and UNIDO. The UNDP and UNIDO, by agreement, will submit the report to the Government.

List of Persons Contacted

Government

Commissioner for Industries  
Special Assistant to the Commissioner for  
Finance and Economic Planning  
Principal Secretary, Division of Economic  
Planning, Ministry of Finance and  
Economic Planning

Major K.B. Abo  
Lieutenant Col. J. Eninful  
Mr. H.P. Nelson

State Industrial Holding Corporation (SIHC)

Chairman of the Board  
Acting Managing Director  
Deputy Managing Director  
Acting Director of Finance

Mr. J.B. Quarshie-Iddu  
Colonel J.H. Dan  
Mr. J.K. Adu  
Mr. K. Torg-Thomas

Production Manager  
General Manager  
General Manager  
General Manager  
General Manager  
General Manager  
General Manager

Steel-rolls Division  
Sawmills Division  
Pharmaceuticals Division  
Glass Manufacturing Division  
Sugar Products Division (Kumudu)  
Furniture Division  
Metal Industries Division

UNIDO Staff

Project Co-ordinator  
Group Co-ordinator  
Pharmaceutical Quality Control Adviser  
Production Manager  
Pharmaceutical Maintenance Engineer  
Restaurant General Manager  
Vegetable Oil Mills Expert

Mr. E.E. Storsvean  
Mr. J.W. Schmocker  
Mrs. W. Crzegorzewicz  
Mr. J. Surowiecki  
Mr. H.M. Abdel-Kader  
Mr. H.M. Vos  
Mr. Louis Antoun

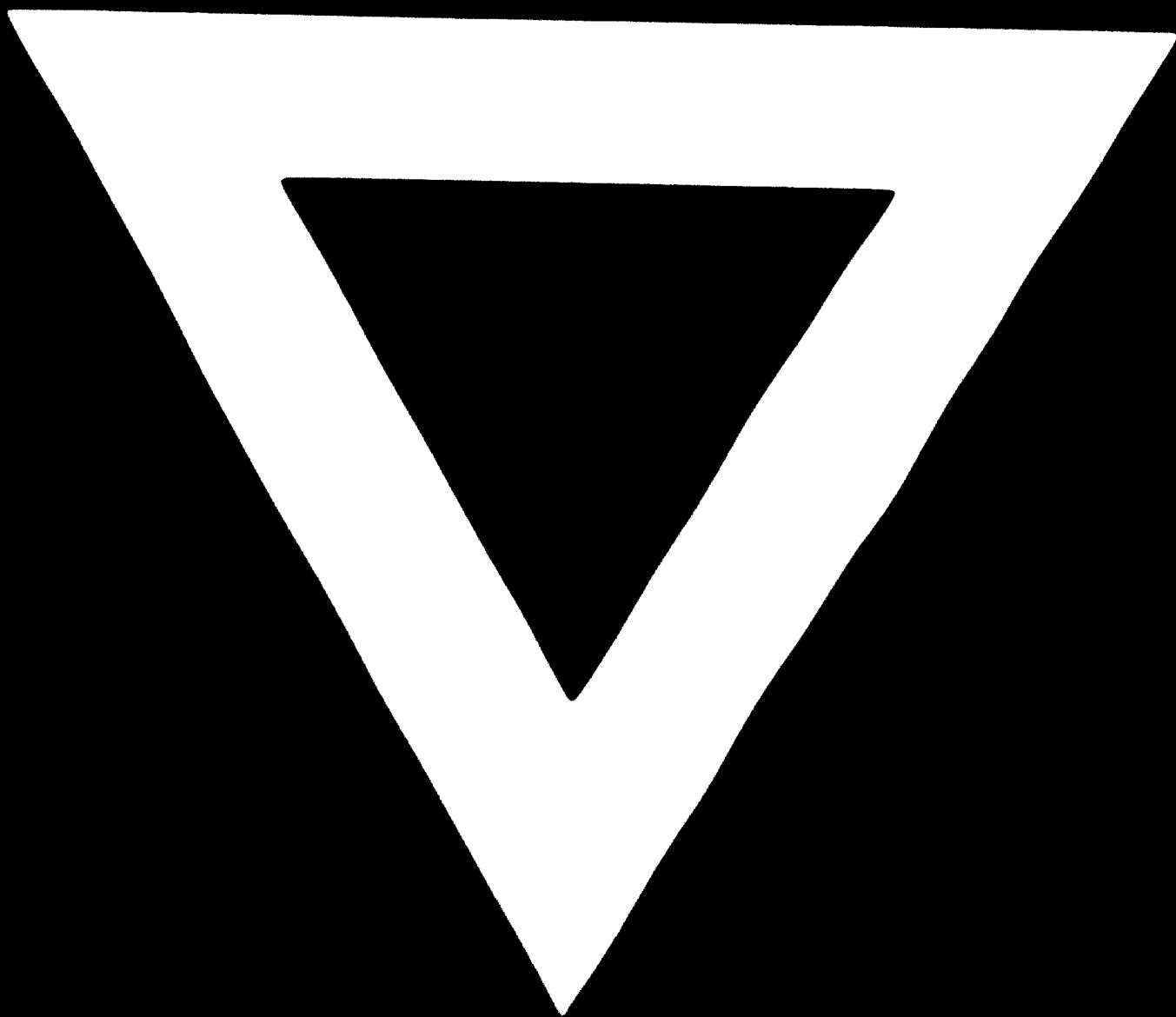
Office of the Resident Representative

UNDP - Ghana

Resident Representative  
Junior Professional Officer

Mr. Gordon Menzies  
Mr. Joost Veldman





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