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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

REPORT ON THE  
FIRST GHANA INDUSTRY AND TECHNOLOGY FAIR  
INDUTECH '86

15613

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Within the framework of the project

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"Assistance in the Organization of the  
1st Industry and Technology Fair "Indutech 86"

## INTRODUCTION -

Following a prolonged period of recession during the 1970s and early 1980s, a medium-term economic recovery programme was set in motion by the Ghanaian authorities in 1983 in an effort to try and tackle the most pressing problems confronting the country. Some of the major causes of Ghana's problems were the widespread drought and resultant bush fires and shortages of hydro-electric power which took a heavy toll of agricultural and industrial production. Further problems were experienced as a result of shortages of gasoline and vehicle spares plus inadequacies in the transport network which hindered the movement of goods from the interior to the ports. Moreover, the mass return from Nigeria of approximately one million Ghanaian emigrants in 1983 led to an even greater pressure on domestic food supplies and on an already strained social services infrastructure.

However, in spite of such enormous difficulties, the Ghanaian authorities in a series of brilliantly executed economic measures aimed at reducing the country's large external debt and three-figure inflation and over-valued exchange rate, were able to completely turn the situation around. Thus, by mid-1984, the budget deficit was contained, growth was estimated at around 5% and export earnings increased substantially. Relatively high world cocoa prices, the return of normal rains, good food harvest and the replenishment of the water level of the Akosombo Dam (Ghana's main source of hydro-electricity) also proved to be very positive influences.

The economic situation continued to improve in 1985 with an even higher annual growth rate than 1984. Additionally, the Government was able to generate higher foreign exchange receipts, increase their operating revenues and greatly improve the availability of consumer goods. Special emphasis was also given at this time to rehabilitating Ghana's traditional export sector with the ultimate objective of reducing the nation's balance of payments and fiscal deficits to more manageable proportions. At the same time all of these initiatives were being taken, the Ghanaian authorities were offering greater incentives to their producers with the aim of enhancing the country's exports.

Thus, by early 1985, with the country's economy clearly on an up-turn, a decision was taken at the highest levels of Government to stage Ghana's first Industry and Technology Fair, "INDUTECH '86"! Conceived not only for the purpose of showing the outside world that Ghana was on the move again, it was also meant to show its own people that they had every reason to have a good deal of confidence and hope for the future. There is absolutely no question whatever that INDUTECH '86 far exceeded the organiser's aspirations and objectives and was an outstanding success by every measurable criteria.

1st MISSION TO GHANA 23 January - 2 February 1986

As initially envisaged, my UNIDO assignment, was not only to advise the Secretary of the Ministry of Industries, Science & Technology and Fair officials on the management of the INDUTECH '86 Fair, but also to help in setting-up an efficient Fair management system. It was apparent, however, from the time I first arrived on the scene in late January 1986, that the Ghanaian Fair authorities were well in command of the situation, and knew precisely what they had to do in the limited amount of time still at their disposal. In fact, one could only marvel at just <sup>how much</sup> their National Planning Committee (NPC) had already accomplished in getting everything ready for INDUTECH '86: considering that a firm decision to stage the Fair had only been taken in July 85', and that serious preparations had gotten underway only in the following December

Since most of the buildings in the fair grounds had fallen into a state of disrepair, the organisers were also saddled with the responsibility of having to completely rehabilitate all of the main exhibition buildings. And, since many of these structures had to be used as temporary shelters for the Ghanaian refugees forced out of Nigeria some months before, the repairs were necessarily quite extensive and costly. But, thanks to the unqualified support from the members of the Ghana Manufacturers' Association \*, funds were raised when they were needed (as an advance downpayment on their stand space) even before official government money became available for this purpose.

I think I should mention here that I was also very impressed by the

\* One of the principal organising groups of INDUTECH '86

strong personal commitment of the Secretary of the Ministry of Industries, Science & Technology and his key staff members towards insuring the success of INDUTECH '86. I could readily see that there was no matter concerned with the Fair that was too small or too large which, he himself, would not try and immediately come to grips with and try to resolve. Of course, this kind of active personal attention - on practically a day-to-day basis at the fair site in the 3 months leading up to the opening day - served as a stimulus to everyone around him, and also helped to create a wonderful "teamwork approach" in help to solve the myriad of problems normally associated with an undertaking of this sort.

A great deal of praise must also be given to the President of the Ghana Manufacturers' Association for the outstanding success of INDUTECH '86. His detailed knowledge of Ghana's diverse industrial and business scene coupled with superb organisational ability proved to be the perfect complement to the Secretary's own outstanding management skills and thorough appreciation of the Ghanaian Government establishment. The two enjoyed the deep respect and full support of everyone around them, and this no doubt had a tremendous positive impact, especially in insuring a smooth flow of ideas, information and administrative instructions.

As for my advising the Ghanaians in setting-up some sort of Fair management system, that also proved to be entirely unnecessary. In my judgement, they not only had created the required administrative structure for doing just that, but were also equally imaginative in using their carefully selected hard-working team of government officials, business men and academicians to effectively run the Fair on a day-to-day basis, once it got started. If anything, the management of INDUTECH '86, in my estimation, is worthy of offering to a number of other developing nations as something of a "textbook case" insofar as fair management is concerned. This is especially true in the very successful way they were able to blend the authority of their senior government civil servants with the practical wisdom and drive of a number of key members of the nation's business community, and at the same time get the maximum cooperation from so many of their country's outstanding academic leaders.

Where I felt I might be able to make my most effective contribution, at this stage of my assignment - in spite of the fact that the Fair was due to open only 4 weeks later - was to try and increase the level of foreign participation in INDUTECH '86. Although, I fully realised this would not be possible as far as recruiting additional out-of-country exhibitors was concerned, I was, nevertheless, hopeful that I could try and help increase the number of foreign visitors taking part in the series of technical meetings which were planned in conjunction with the Fair. By doing so, I had hoped to try and improve the performance of INDUTECH '86 as a vehicle for the transfer of a number of suitable industrial development technologies to Ghana and at the same time improve the promotion of the country's trade - especially on a "south-to-south" basis. I was also of the opinion that the addition of these selected foreign participants to the ensuing discussions, would likely help in formulating plans for future editions of INDUTECH.

Although I was able to help the Ghanaian authorities in identifying key government officials and business leaders from a number of industrialised and developing countries who would have made a substantial contribution in this direction, and a very serious effort was made at the highest levels of the Ghana Government to invite them to participate, as events turned out, the time constraints were so restrictive, that our respective efforts in the end proved futile. But, even though, as events showed, we did not have enough time at our disposal to succeed in getting these additional foreign participants to take part in INDUTECH '86, nevertheless, we should be able to draw certain important lessons from the experience.

First of all, the Ghanaian authorities should have started their forward planning arrangements for the Fair at least 18 to 24 months in advance. This is particularly important where most foreign exhibitors from the industrialised countries are concerned, since for budgetary planning purposes, they generally allocate the necessary funds, and at the same time, make a formal company commitment to participate in certain industrial fairs, anywhere from 12 to 18 months in advance. This means, of course, that the necessary INDUTECH Fair promotional material and other literature should be reaching them at least one or

two months before that time.

Certainly, the Ghanaian Fair organising authorities were well aware of the problems facing them as a result of their late start in "getting off the blocks", and so I see no further need here in stressing this particular point. I can only suppose that this critical question must have obviously been weighed in the balance, when a formal decision was taken by them to launch INDUTECH '86. The fact that they did as well as they did with the pitifully short amount of organising time at their disposal, is further testimony in my opinion, to their very superior management capabilities. By starting their serious planning for the 2nd INDUTECH Fair now, they undoubtedly, will be able to easily overcome many of the frustrations and administrative problems which weighed heavily on them in connection with their first effort.

In spite of the limited time framework everyone was working under, I am still convinced, however, that had we received more cooperation from the UNDP authorities in Accra, the TCDC/UNDP Unit in New York (who were formally approached for support), would have been sufficiently inspired to take some positive action in getting at least 8 or 10 outstanding foreign participants from other developing nations to INDUTECH '86. Had this happened, we could have been able to develop a very effective and meaningful discussion on south-to-south economic and business cooperation, and perhaps have even set in motion a number of technology transfer collaboration initiatives of considerable benefit to Ghana.

Following my first trip to Ghana, I was obliged to undertake a separate mission to Pakistan, Nepal, Thailand and Indonesia, before returning to Accra for the start of INDUTECH '86. During this 3 week trip, I used the occasion to identify a number of excellent prospective foreign participants for the Ghana Fair. Using the telex facilities of my own office as well as the UN offices in Kathmandu, Bangkok and Jakarta, did everything I could to try and convince the UNDP authorities in Accra as well as the UNDP/TCDC Unit in New York to give this matter priority treatment, not only because of the limited amount of time involved, but also since INDUTECH '86 was an excellent vehicle for proving the importance of TCDC and ECDC cooperation.

Due, possibly, to their prior commitments, I was not able to meet with the UNDP officials concerned, in Accra. As a result, sufficient support could not be obtained from UNDP Accra to mobilise assistance from TCDC/UNDP New York in funding the participation of exhibitors (or visitors) from the other developing countries. Thus, this initiative remained fruitless.

2nd MISSION TO GHANA 28 February - 10 March 1986

The first bi-annual Ghana Industry and Technology Fair "INDUTECH '86" was held at the national fair grounds in Accra from 1-10 March 1986.\* A special programme of seminars and workshops was organised from 2-8 March as a parallel attraction to the Fair and dealt with various aspects of technology transfer, export policy, investment promotion, and the role of appropriate technology in Ghana's industrial development. Under the direction of the Ministry of Industries, Science and Technology and with the support of the Association of Ghana Manufacturers, the Fair's debut attracted some 259 different national exhibitors. This does not include an additional 108 stands representing various food and service industries as well as catering firms. There were as well a total of 29 foreign firms participating in INDUTECH '86.

A. Interviews with Exhibitors and Comments

During the first 8 days that INDUTECH '86 was in operation, I interviewed 45 different exhibitors. Although these interviews were conducted essentially on a random sample basis, I, nevertheless, attempted to talk with as many of the foreign exhibitors as possible. It was among the foreign participants, I felt that I might eventually uncover the most important information insofar as my overall mission was concerned, and thus be in a position to make that much more of a contribution to the future needs and requirements of my Ghanaian hosts as well as the UNIDO authorities who engaged me.

\* INDUTECH '86 was subsequently extended 5 additional days.



The foreign exhibitors who participated in INDUTECH '86 can be broken down into roughly three categories:

1). Those representing national states and having what amounted to national stands at the Fair, eg. Cuba, Poland, Bulgaria and the People's Republic of China,

2). Individual private firms who came under their own auspices, eg. Sandviken (Sweden), Hinrichs (F.R. Germany), RJM Solar (Switzerland), M. Setek (Japan) and Ferrestal Int'l Corp. (Taiwan) and

3). Foreign companies represented by their own local agents or else by Ghana-based or regional trading companies.

It is clear that with sufficient advance notice, and with the availability of the right sort of publicity material about the Fair, INDUTECH could readily have attracted many more foreign exhibitors. This is certainly the case for category two mentioned above. There is no question that Accra could not become one of the most popular and attractive trade fair sites in all of West Africa, and that includes competition from Abidjan.

Certainly, much greater use could be made of the existing facilities offered by the various Ghana diplomatic/commercial missions abroad, and towards this end it is strongly recommended that in all future endeavors of this kind, an early liaison be arranged with the competent officials of the Ministry of Foreign Affairs. This would help to insure that the Fair authorities receive the strongest possible cooperation and support from all of the Ghanaian diplomatic posts overseas, especially in trying to secure participation in Accra-based fairs at the government-to-government level. Their assistance could also be invaluable in identifying and maintaining contacts with selected commercial firms as well and in mailing out bulk information materials.

Greater foreign exposure could also be generated if Ghana were effectively represented at certain selected international trade fairs, both as exhibitors as well as using such occasions to personally inform certain exhibitors at these Fairs of the special advantages they could derive by exhibiting in INDUTECH. In other words, Ghanaian officials would not only be able to distribute material on INDUTECH, but actually "sell" and "market" INDUTECH to those individual foreign firms

With regard to the latter point, I think it is advisable that the Ghana Fair authorities make a special effort in "targeting" certain industries for priority attention; particularly those which can be expected to have the greatest interest in doing business in Ghana. For example, I feel many foreign firms could readily be induced to take part in INDUTECH if they manufacture products for which a country like Ghana is likely to be a prime market. These might include companies producing food processing equipment (especially for tropical fruits and cocoa), all types of machinery connected with the forestry, minerals extraction, processing and mining industries and also all of the equipment associated with the fishing industry. In other words, I would concentrate my attention on those firms who are already likely to have a number of good reasons for wanting to show their products in Ghana. And, as Ghana's balance of payments position improves, there is going to be that much more interest on the part of these firms in both selling and transferring their technology to Ghana.

The question of Ghanaian officials taking part in various foreign trade fairs raises the much larger and very important question of whether or not Ghana's interests would best be served with the creation of some type of permanent GHANA TRADE FAIR AUTHORITY. My answer to this - provided it is put into skilled hands - is a most emphatic yes!

Although the people responsible for INDUTECH possessed a remarkable ability for fair organisation and management, there is no question that the country would benefit immensely if the experiences gained from INDUTECH '86 and other Fairs held in Ghana, could somehow be institutionalised so that they might be applied when needed on an on-going basis. I would certainly hope that a person with the experience and dynamism like the current Executive Secretary of the Ghana Manufacturers' Association would be closely linked to such a proposed Secretariat.

I presume such an Authority could easily function on a self-sustained basis, with all of its operating costs eventually being met from the receipts related to foreign participation in the various Accra-based trade fairs and international exhibitions. The revenue received (in hard currencies) should be able to cover the costs of overseas travel, per diem and foreign fair participation, etc. In the proper

not become one of the foremost exponents for Ghana in the foreign trade promotion field.

Listed below are certain comments made to me by foreign exhibitors which I feel could have a bearing in the future planning of upcoming INDUTECH and other Accra-based international fairs:

1). There seems to be no doubt that the recruitment of foreign firms for the next INDUTECH Fair could be greatly enhanced if the Fair authorities were to carry-out the following measures:

- a/. Establish a clear-cut policy with regard to how much exhibit material can be brought into the country;
- b/. Indicate whether the exhibit material brought in is considered to be there on a "bonded custom" basis; and
- c/. Indicate beforehand precisely what the conditions are which would permit exhibitors to sell their exhibit material (for hard and local currencies) once the fair has concluded.

It seems certain that a "liberal interpretation" of the latter point by the Ghanaian authorities would be a very positive consideration for many small firms about participating in INDUTECH, since it would enable them to cover a large part of their operational expenses.

Consideration should also be given to setting-up some type of "bonded warehouse" arrangement within the fair grounds itself so that all incoming exhibit materials could come into the country unimpeded, and the necessary decisions regarding their taxable status taken on-the-spot rather than by the customs officials at the port or airport. A number of foreign exhibitors had certain difficulties getting their goods cleared at the port and transhipped to the Fair site. In some cases, they had to wait several days before they could arrange all the necessary clearances. Also, special arrangements should be made beforehand with senior officials of GHANA AIRWAYS to insure that there is priority treatment (especially from their major European transshipment points in Dusseldorf and Rome) for all in-coming and out-going INDUTECH exhibit materials. As it was, several key foreign exhibitors were

these key GHANA AIRWAYS transshipment points.

2). The basis for any successful commercial fair should be ready accessibility to good telecommunications facilities. Foreign commercial and governmental exhibitors are invariably required to send communications back to their head office or their ministry of trade, or need to talk on the telephone to commercial clients in Accra or perhaps other parts of the country. Many of the foreign exhibitors were not made aware of the telex facilities available at the Fair site. However, for those foreign participants who ordered telephones at their stand, this proved problematical since they were never able to reach their contacts and customers in the city, let alone in other parts of the country.

3). It was felt that some sort of printed tariff sheet should be made available to all prospective exhibitors well in advance of their arrival at the Fair site, which lists the exact charges for all additional facilities which an exhibitor might wish to have made available to them at the start of the Fair, eg. small fridge, a gas or extra electrical connections, wash basin, etc. Under no circumstances, should a foreign exhibitor be obliged to buy any of the plumbing fittings, wash basins etc., only to find out that he has no way of disposing of them (recovering his costs) by the end of the Fair. What he expects to pay for is only the installation charges and not the material itself.

4). At least as far as the foreign exhibitors were concerned, there was broad consensus among them that it was wrong for the Fair authorities to extend the Fair by an additional 5 days after they had arrived on the scene. As it was, a number of them felt that even 10 days was too long for such a Fair, and then to have the period prolonged by another 5 days was most unfair without any prior discussion on the subject. Given the fact that many of the foreign participants had received a budget for only 10 days stay in Ghana, and were obliged to travel to other parts of the world and keep other pressing engagements, they felt the Fair organisers should have taken their requirements and needs into account before taking such a decision. One foreign exhibitor even said that they would have to have assurances from the Fair Secretariat that no such thing would happen again, before deciding whether to come back to INDUTECH or not.

5). Most foreign exhibitors thought that every effort should be

made to up-grade the rest room facilities (and also expand them) at the Fair site. They were of the opinion that trained attendants should be on duty at these facilities during the entire time they are open in order to insure their cleanliness and that the required materials are available such as washing-up soap, paper etc.

6). Another of their concerns was related to cleaning-up operations on a day-to-day basis in and around their stands. They felt the necessary house-keeping chores should be undertaken every day immediately after the Fair closes so that their stand and surrounding area is neat and tidy when they reopen their stand the next morning. All of them were quite willing to pay an extra charge for such a cleaning service, and thought this could easily be included in the advertised pre-Fair "tariff charges" for special facilities, services etc.

7). Although building security was considered good at the start of the Fair, some foreign exhibitors were starting to become apprehensive towards the closing days, as they felt security was becoming progressively lax. And, since no one was entirely sure of just how many visitors INDUTECH would actually draw (in fact attendance surpassed all expectations), there was some basis to these concerns.

8). Certainly a good incentive for several of the foreign exhibitors in INDUTECH, was their ability to import a certain amount of equipment from abroad at a reduced rate of duty. This was particularly the case for those firms bringing in computers and various other electronic components.

9). The shortage of preparation time was a theme echoed by all of the foreign exhibitors. Because of the time constraints, they did not have sufficient time to prepare their exhibit material and thus were forced to leave a lot of their goods behind, especially certain pieces of machinery which required special shipping arrangements. They also claimed they did not receive enough information from the organisers which would enable them to determine which types of their equipment might succeed in Ghana's marketplace.

10). The question of entry visas seem to be something of a problem for some of the foreign exhibitors. Several of them told me that when

INDUTECH, an arbitrary limit of 14 days was granted, no matter what their actual requirements were. Thus, several exhibitors who were obliged to spend 16 days in Ghana in order to be there for the setting-up time, participation in the Fair, etc. were forced to take time from their very busy schedule to argue their case at the nearest police station. Under the circumstances, more explicit instructions should be issued by the Foreign Ministry to their Consular Offices abroad in an effort to accomodate the needs of foreign participants in the INDUTECH Fair.

11). For many of the smaller foreign exhibitors the question of profit repatriation is of prime importance. It would obviously be a big advantage to such firms if they knew well beforehand Ghana's policy with regard to profit repatriation, and precisely what sort of "development-oriented" technologies the country was looking for in connection with potential equity participation, licensing and joint-venture business deals with foreign companies. In this connection, the country's policy on possible barter arrangements might also be a part of such an explanation.

12). One very important observation made by a foreign firm, which in their estimation, made Ghana a very attractive country to try and do business in, is that unlike the French-speaking countries where you were obliged to do business with all sorts of trading companies, in Ghana you have a much better chance of dealing directly with the people! They felt that this method was infinitely more preferable and showed the willingness of the people to make the necessary personal sacrifices in order to acquire the right technology for their business.

13). A number of firms commented that transportation arrangements from the port (and airport) to the fair site needed to be improved, and that an understanding be reached with the Customs Officials and the Ghana Supply Commission to do everything possible to assist foreign exhibitors get their goods to INDUTECH with the least amount of difficulty.

14). Although several of the exhibitors brought their stand equipment

with them to Accra, it is recommended that the Ghana Fair authorities give consideration to developing an "in-house" capability for supplying to all potential foreign as well as national exhibitor/customers a modern pre-fab stand system arrangement. It is entirely conceivable that the money earned in renting out such systems, eg. "Syma" "Octo-Form" etc. in one or perhaps two fairs, would more than pay for the initial investment. Approaches could be made to selected Asian suppliers (in Bangkok, Singapore etc.) for the purpose of getting very competitive tenders.

Listed below are comments made to me by various Ghanaian exhibitors which I feel could have a bearing in the future planning and organisation of up-coming INDUTECH and other Accra-based international fairs and exhibitions:

1). A number of the larger Ghanaian firms found it to their advantage to keep (and maintain) a permanent exhibition site at the Accra national fair grounds. I feel everything should be done by the Ghana Fair authorities to encourage this sort of thing as it not only cuts down on the amount of time it takes to organise for a particular Ghana-based fair, but also permits those private and public companies having such stands to make on-going improvements on them on a year-round basis. Also, they can be used as a sort of permanent "show-case" of their products and provide an overview of their firm's activities as well as a range of services they offer, whenever foreign businessmen are in town.

2). Several of the key government firms thought that the Fair organisers should have tried to "group" certain stands on more of an "integrated basis". For example, those stands which were connected with the aluminum industry like VALCO, ALCAN, ALUWORKS etc. should have been physically located closer together. They felt that if that had been done, it would have been much easier for them to explain to the general public how the various aspects of the aluminum industry are in fact rather closely linked together. As it was, they were scattered in different exhibition halls. A somewhat similar comment was made by one of the foreign exhibitors who felt that the stands being manned by the various Ghanaian banks should have been located much closer to where the overseas participants were exhibiting. In that way, it was felt there could have been a much <sup>better</sup> chance for dialogue between the Ghanaian bankers and foreign firms taking part in INDUTECH.

3). One of the interesting things noted about the "20th Century Pavilion" (a permanent exhibition building in the Fair grounds owned and operated by ACP Industries) is their willingness to use their facilities for holding various types of international conferences and workshops. Perhaps, this is something the Fair authorities ought to consider supporting in some kind of organised fashion, i.e. using selected facilities in the Fair grounds as an international conference centre site.

4). Almost all of the Ghanaian exhibitors I interviewed were most enthusiastic about taking part in another INDUTECH Fair. They cautioned, however, that the Ghanaian authorities should make sure that everyone is advised of their intention to hold it on some sort of regular basis, in order that they might make plans accordingly. At the same time they felt more PR exposure should be given to INDUTECH, especially so that the general public clearly knows which Ghanaian firms are back in production - "now that Ghana is on its way back up"!

5). A number of the small Ghanaian companies participating in INDUTECH indicated that their main reason for doing so was to improve their standing with the Ministry of Industries, Science and Technology. As a consequence, they were hoping the Ghanaian authorities would somehow give some sort of "recognition" to the smaller Ghanaian firms taking part in INDUTECH; perhaps, by adding their name to an "approved" list of Ghana manufacturers. In that way, I suppose, they might be able to <sup>get</sup> more favourable consideration when it comes to importing certain critically-needed technologies, components from abroad.

6). Most Ghanaian exhibitors were of the opinion that the Fair authorities should be much stricter in adhering to the published opening and closing hours of the Fair.

7). Almost all of the Ghanaian firms I talked to, first learned of INDUTECH from the local newspapers.

8). More than one Ghana exhibitor remarked to me that the Fair looked more like a carnival than <sup>the purpose of</sup> a serious commercial trade Fair. Personally speaking, I think the Ghanaian authorities were quite



correct in making INDUTECH '86 as much of a "national manifestation" as possible. I felt a fair like INDUTECH '86 was just what the Ghana people needed to restore their national pride and self-confidence after so many years of economic recession and privation. The fact that the organisers were so successful in bringing various ethnic, tribal and cultural groups from all over the country to INDUTECH '86 was a distinct plus in my estimation. For one thing it helped to create a wonderfully positive national spirit to the whole event, and no doubt helped instill a sense of national pride and participation in the development of their nation. My only suggestion here is that in the future more consideration should be given to creating special housing and boarding arrangements for such far-off visitors; perhaps, somewhere on the Fair grounds itself. I would also like to suggest here that the Fair authorities become more involved in the preparations connected with selected "regional fairs" linking them to the culmination of a "national" fair like INDUTECH. In that way even greater participation could be generated on the part of business firms and citizens organisations from some of the more/<sup>remote</sup>regions of the country. As it was, the Fair authorities did a superb job - with the amount of organising time at their disposal - to attract groups to INDUTECH '86 from all over Ghana. As for the comments given by some Ghanaian exhibitors about there being too much fun and not enough attention to the business side of things, maybe some thought should be given to devoting the first two days of INDUTECH to invited commercial guests - from Ghana and abroad - and the final 7 or 8 days opening it up to the general public.

9). The question of improving transportation arrangements from the city to national fair grounds (a distance of about 8 kilometers) was mentioned by a number of Ghanaian exhibitors. Several suggested that the Ghanaian authorities adopt a method similar to what they have seen done in connection with the Lomé, Togo International Fair in November '85. In this case they noted that the municipal authorities had arranged specially-marked bus stops throughout the city in order to make it as easy as possible for middle and low-income people to attend the Fair. And, on the question of transportation, several Ghanaian and foreign exhibitors were of the opinion that some sort of slow-moving internal Fair grounds transport system should be adopted in view of the immense size of the grounds and the need to introduce

the general public to as many of the different exhibitors as possible.

10). I was interested in learning from several of the Ghanaian participants that their only source of disappointment about INDUTECH '86, was the lack of Franco-phone exhibitors in the Fair. It seems that where Ghana's export potential is concerned, they view the Franco-phone countries as being among the best business sources for them. Accordingly, they feel the Fair authorities should make a major effort the next time in getting many more firms from French-speaking Africa as participants and visitors to INDUTECH. Some people suggested that this could best be done through the various trading companies that are represented both in Ghana as well as throughout French-speaking Africa.

11). Finally, one Ghanaian exhibitor mentioned to me that he knew of a lot of individuals in Ghana who were amateur inventors, and who would have liked very much to exhibit their new technologies in INDUTECH '86, but did not have the necessary financial resources to do so. Perhaps, in the next edition of INDUTECH, consideration might be given to having some sort of "Inventor's Corner", for both Ghanaian as well as foreign inventors.

#### B. The Role of Ghana's Research Institutes in Commercialising Proto-type Technologies -

One of the outstanding features of INDUTECH '86 was the efforts made by the organisers in demonstrating the work being done by Ghana's various research institutes in trying to develop suitable technological responses to the nation's industrial needs and requirements. Usually, when this is attempted in most trade Fairs in the developing countries, more often than not, it takes on the guise of a "science exhibit" with the result that no one really accords it much importance, other than having general scientific or academic interest.

In the case of INDUTECH '86, however, they succeeded in handling this quite well, and thus clearly demonstrated once again, a superior capacity for not only Fair management and organisation, but also a very realistic sense of what their Fair should achieve in attaining certain national development objectives.

Not only were they able to assemble a highly interesting array of proto-type technologies from virtually every research group in the country, but they were able to influence these organisations to couple their exhibits with a series of imaginative and highly popular on-the-spot practical demonstration.

The net result in pushing hard for the total participation by the nation's research community was that they were able to make one of the principal themes of the Fair "development through technology transfer" take on real significance. I felt that the organisers' efforts in trying to make their people understand that the primary objective of technology transfer for a country like Ghana was not simply to "transplant" a piece of technology from the industrialised countries, but rather to initiate a process of development and innovation, was fully realised.

It was clear from my discussions with senior officials in the Ministry of Industries, Science and Technology, that they fully understood the reason why cooperation with their research and development institutions was at least as important as the promotion of the institutions of technology transfer.

There was also an awareness on their part that the real obstacles confronting them in speeding-up the transfer of technology, was not so much the lack of technical solutions, as much as it was the national dissemination of such knowledge and its realistic applications in Ghana's marketplace. And, because they were also cognizant of the fact that technologies which have helped people in industrialised societies achieve prosperity may not be appropriate for Ghana's requirements, the exhibits offered by various organisations under Ghana's Council for Scientific and Industrial Research (CSIR) - as well as many Ghanaian commercial firms - were on the whole very practically oriented and certainly very effectively displayed.

In discussing the question with many Ghanaian officials about how the country might selectively acquire the most appropriate technologies for eventual wide-spread use, it was clear they felt

that a greater role should be played by the nation's research institutes. Several voiced the opinion that the CSIR and its affiliates should not only be advising the Government on those scientific and technological advances likely to be of critical importance to national development, but also ought to be doing much more themselves in actually commercialising certain proto-type technologies.

It is worth noting here that one of the CSIR member institutions at the Fair did indicate to me that they were already manufacturing certain types of metal bearings as replacement parts for different Ghanaian industrial enterprises. I also got the impression that they would be very interested in acquiring certain foreign technologies (and in fact had a very good idea of the sort of machine tools they needed) in order to enlarge the scope of their "commercial" operations.

C. Summing-Up -

INDUTECH '86 was one of the most interesting and best organised Fairs in the developing countries I have ever attended. Had the organisers had more time at their disposal in order to develop better promotional material and carry out a systematic and wide-spread exhibitor recruitment effort, there is no question that they could have substantially increased the number of foreign exhibitors in their Fair.

In terms of national participation, INDUTECH '86 was an outstanding success. It not only served as an accurate reflection of precisely where the country is right now in terms of its industrial development, but also gave some pretty good indications of where it was heading in the future. As such, INDUTECH '86 was an invaluable guide to the country's planners and development aid organisations who could actually use such a national manifestation to "test the pulse of the country and its people"!

I would encourage the organisers to give some thought as to how the Seminar part of the programme could be strengthened, or whether it is too ambitious a scheme in its present form. From my experience in such matters, I know how difficult it is to get businessmen to take part in academic style discussions. Either they claim they do

not have the time for such meetings, or else they feel that the subject matter being discussed has no relevance for them. As a consequence, with one or two exceptions, mainly academicians and research officers took the opportunity to attend what was undoubtedly a very well thought-out programme. The one or two cases where a fairly significant number of Ghanaian and foreign businessmen did turn up for the Seminar meetings was when a high-level Ghanaian Government leader was delivering a speech on a subject that obviously was of immediate and personal interest to them.

In the future, I think considerably more should be done to promote INDUTECH, especially in the way of printed matter. By the same token it would be immensely useful on the occasion of the next INDUTECH Fair if information booths were set-up at strategic points throughout the Fair grounds and staffed by the sort of lovely young ladies, who were available for INDUTECH '86, but/<sup>who</sup>unfortunately had no effective way of carrying out their hostess duties. In this connection, it would be a decided advantage if a suitable map of the fairground were/<sup>made</sup>available to both exhibitors as well as the general public.

Finally, I would hope the Ghana Fair authorities are already in contact with the competent officials in UNIDO concerning their needs and requirements for the next edition of INDUTECH. Given the forward planning (and funding) requirements of a UN Agency like UNIDO, the sooner their request is made, the better able their staff can effectively respond to the Ghanaian Government's request.