

## **X-Culture**

**Team №:** 530

**Client:** Forcier

### **Team Members:**

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## Executive Summary

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**Objective/Purpose:** Market expansion analysis based upon specific requests was performed for Forcier Consulting to determine a suitable new market for their monitoring and evaluation (M&E) services. Ghana was chosen as the best entry market.

### **Key Findings:**

**Section 1, Competitors:** Competitors listed have been operating in Africa 10 years or more, but experience in Ghana appears limited. Company information and SWOT analysis included for:

- Khulisa Management Services
- Africa Business Group (ABG)
- International Business & Technical Consultants, Inc. (IBTCI)

**Section 2, Clients:** Information for 6 potential clients who leverage over USD \$9 billion development funds for projects across Africa is presented. Clients include:

- African Development Bank Group
- Africare
- The Bill & Melinda Gates Foundation
- Dutch Ministry of Foreign Affairs
- IFAD
- Self Help Africa

**Section 3, Projects:** Statistics for 5 currently active Ghanaian projects with total estimated budgets over USD \$350 million are presented.

**Section 4, Market Description:** Key Ghanaian market descriptors include:

- Presence of 3 national M&E systems
- 108th on World Bank's Ease of Doing Business report
- Many types of public transportation available
- Ghana could serve as a gateway hub to Western Africa
- Multiple banks, Western Union, and Dahabshiil are available in country
- Company registration takes 16 days, 725 GHC in fees plus a tax of 0.5% of stated capital
- 10 culturally diverse regions with over 100 ethnic groups and 250 languages/dialects

**Section 5, Operating Costs:** Operating costs in the capital city of Accra are generally higher than in other areas in Ghana. Procedures for registering a company and getting work permits for US citizens are fairly uncomplicated.

**Section 6, Staffing:** Ghanaian law forbids discrimination, but requires employment contracts. Due to cultural diversity, Forcier should continue their tradition of hiring local talent. Forcier should join the AfrEA and GMEF associations. Recruit qualified researchers using-

- Job ad websites - Glassdoor, LinkedIn, JobWebGhana, Ghana Current Jobs, Job House
- University collaboration
- Evaluation association membership - AfrEA and GMEF
- Government consultation

**Section 7, Recommendations:** 15 suggestions are discussed, which include:

- Utilizing current client partnerships
- Expanding use of social media
- Creating a mailing list
- Creating promotional videos
- Collaborating with rivals
- Using Basecamp and team building to foster team collaboration
- Host training and conferences
- Expanding current services
- Adding donation link on website

## Report Section 1: Analysis of the Competition

<b>Competitor Name #1:</b>	Khulisa Management Services	<b>Office location(s):</b>	
<b>Telephone:</b>	+27 11 447 6464 (South Africa) +1 301 951 1835 (USA)	<i>South Africa:</i> 26 7th Ave, Parktown North, Johannesburg, 2193 <i>USA:</i> 4630 Montgomery Ave, Suite 510 Bethesda, MD, 20814	
<b>Fax:</b>	+27 11 447 6468 (South Africa)	<b>Email:</b>	info@khulisa.com
<b>Website:</b>	<a href="http://www.khulisa.com">www.khulisa.com</a>	<b>Year founded:</b>	Established 1993

### Key Offerings (Khulisa Management Services, n.d.):

- Evaluations
- Theory of change models development
- Monitoring & evaluation (M&E) training
- Data quality assurance
- Performance assessments
- M&E framework/systems design
- Customized reporting software/dashboards

### Examples of Projects Completed (Khulisa Management Services, n.d.):

- Khulisa has completed 5 projects in Ghana, but the majority of completed work has been in South Africa. Featured projects include-
  - Evaluating nutrition interventions for the South African Presidency
  - Evaluating the smallholder farmer sector for the South African Presidency
  - Building health promotion coordinator capacity for South African Department of Health

### SWOT Analysis:

<p><b><u>Strengths:</u></b></p> <ul style="list-style-type: none"> <li>● 23 years experience in the industry across 19 countries in Africa</li> <li>● Extensive expertise in health, agriculture, education, youth development, business intelligence &amp; data visualization sectors</li> <li>● Knowledgeable, experienced staff</li> </ul>	<p><b><u>Weaknesses:</u></b></p> <ul style="list-style-type: none"> <li>● Lack of experience in some sectors, for example the transportation and energy/power sectors</li> <li>● Lack of local talent/staff in Ghana</li> </ul>
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<p><b><u>Opportunities:</u></b></p> <ul style="list-style-type: none"> <li>● Expansion into other countries in Africa</li> <li>● Use current skills to gain experience in more development sectors</li> <li>● Recruit talent with local expertise in other African countries</li> </ul>	<p><b><u>Threats:</u></b></p> <ul style="list-style-type: none"> <li>● Losing first mover advantage by not moving into new markets</li> <li>● Lack of local talent in markets outside of South Africa</li> </ul>
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<b><u>Competitor Name #2:</u></b>	International Business & Technical Consultants, Inc.	<b><u>Office location(s):</u></b> <i>Home Office:</i> 8618 Westwood Center Drive Suite 400, Vienna, VA 22182	
<b><u>Telephone:</u></b>	+1 703 749 0100		
<b><u>Fax:</u></b>	+1 703 749 0110	<b><u>Email:</u></b>	N/A (contact form on website)
<b><u>Website:</u></b>	<a href="http://www.ibtci.com">www.ibtci.com</a>	<b><u>Year founded:</u></b>	Established 1987

**Key Offerings** (IBTCI, n.d.):

- Banking & Non-Bank Financial Markets
- Financial Management & Accountability
- Monitoring & Evaluation
- Procurement Reform
- Sector Development & Competitiveness

**Examples of Projects Completed** (IBTCI, n.d.):

- Example of projects in Ghana, no projects specifically related to evaluation were located:
  - Ghana - Review of Payments System Laws
  - Ghana - Development of Consultancy Networks
- Examples of evaluation projects completed throughout Africa include:
  - Evaluation of USAID/Africa's Textbook and Learning Program
  - Monitoring and evaluation program (MEPS) in Somalia
  - Evaluation Services and Program Support (ESPS) in East Africa

**SWOT Analysis:**

<p><b><u>Strengths:</u></b></p> <ul style="list-style-type: none"> <li>● 30 years experience not only in Africa, but worldwide</li> <li>● Global reach, have been active in over 100 countries</li> <li>● Experience in evaluations across all of sub-saharan Africa</li> </ul>	<p><b><u>Weaknesses:</u></b></p> <ul style="list-style-type: none"> <li>● Coordination challenges not faced by local companies with a narrower focus</li> <li>● Lack of additional services Forcier also provides outside of development project implementation</li> </ul>
<p><b><u>Opportunities:</u></b></p> <ul style="list-style-type: none"> <li>● Partner with local universities &amp; organizations to gain local market knowledge</li> <li>● Form strategic alliances with specialized firms to reduce coordination risks</li> </ul>	<p><b><u>Threats:</u></b></p> <ul style="list-style-type: none"> <li>● Slow economic growth in target markets</li> <li>● Government instability in target markets</li> </ul>

<p><b><u>Competitor Name #3:</u></b></p>	<p>Africa Business Group (ABG)</p>	<p><b><u>Office location(s):</u></b> <i>Home Office:</i> The Business Centre Fourways, Leslie Ave, Design Quarter, Sandton, 2191, Johannesburg, South Africa</p>	
<p><b><u>Telephone:</u></b></p>	<p>+27 11 513 4117</p>	<p><b><u>Email:</u></b> info@abghq.com</p>	
<p><b><u>Fax:</u></b></p>	<p>N/A</p>	<p><b><u>Year founded:</u></b> Established 2005</p>	
<p><b><u>Website:</u></b></p>	<p><a href="http://www.abghq.com">www.abghq.com</a></p>		

**Key Offerings:** Consulting, Projects and Capacity development (Africa Business Group, 2014) -

- Strategic Planning
- Policy Development
- Project Implementation
- Project Monitoring and Evaluation
- Business Development Event Facilitation
- Finance, Investment & Technical Assistance Support Mobilisation
- Legal Consulting
- Investment Strategy & Facilitation
- Value Chain Development & Expansion
- Project Design, Development & Mgmt.
- E-Learning Projects
- Academic & Vocational Training Course Development
- Executive Education/Short Course Design & Facilitation
- Community of Practice Development & Facilitation

**Examples of Projects Completed** (Africa Business Group, 2014):

- City of Joburg Local Economic Development Infrastructure Assessment
- Assessment of USAID's Southern Africa Clean Energy project
- Framework development for the NEPAD agency of community of practice for regional economic communities utilizing APDev

**SWOT Analysis:**

<p><b><u>Strengths:</u></b></p> <ul style="list-style-type: none"><li>● Over 10 years experience</li><li>● Wide range of services in both private and government sectors</li><li>● Highly-qualified group of team members</li></ul>	<p><b><u>Weaknesses:</u></b></p> <ul style="list-style-type: none"><li>● Lack of experience specifically in M&amp;E, most of ABG's experience is in project implementation research and investment opportunities</li><li>● Extensive portfolio of services complicates coordination</li></ul>
<p><b><u>Opportunities:</u></b></p> <ul style="list-style-type: none"><li>● Associate and partner with any local universities or organizations</li><li>● Expansion into additional African countries</li></ul>	<p><b><u>Threats:</u></b></p> <ul style="list-style-type: none"><li>● Possible loss of market position due to imitability of some services</li><li>● Lack of grassroots talent and country specific expertise</li></ul>

**Report Section 2: Potential Clients**

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**Potential Client 1: African Development Bank Group (AfDB)**

- ***Sectors of Operation*** (AfDB Sectors, 2016):
  - Agriculture
  - Climate Change
  - Economic & Financial Governance
  - Education, Energy & power
  - Environment
  - Gender
  - Water Supply & Sanitation
  - Health
  - Human Capital Development
  - Info & Communication Technology
  - Infrastructure
  - Transportation

- **Geographical locations of focus, years of operation, budget** (AfDB Countries, 2016): AfDB was founded in 1964, supports development in all 54 African countries, and disbursed some USD 8.8 billion in 2015.
- **Contact Information** (AfDB Field Office Contacts, 2016) :
  - Ghana field office resident representative: Ms Akin-Olugbade, Marie-Laure
  - Address: No.1 Dr. Isert Road - 7th Avenue – Ridge, Accra, Ghana
  - Telephone: (233) 302 66 28 18/(233) 302 66 28 35
  - Fax: (233) 302 66 28 55

**Potential Client 2: Africare**

- **Sectors of Operation:** Africare has operated in these sectors in Ghana (Africare, 2016) -
 

○ Agriculture & Food Security	○ Nutrition
○ HIV & AIDS	○ School Construction & Electrification
○ Malaria Control	○ Water, Sanitation, & Hygiene
○ Maternal & Child Health	○ Women’s Empowerment
- **Geographical locations of focus, years of operation, budget** (Africare, 2016): They have current, ongoing projects in 14 African countries, but have completed work in 34 countries. Budgets for the current projects could not be located. Africare began work in Ghana in 1989 and has ongoing projects in the country.
- **Contact Information:**
  - Ghana Country director: Ernest Gaie
  - Address: Box HH 92, Hohoe, Republic of Ghana
  - Phone: +233 36 272 0616
  - Email: [egaie@africare.org](mailto:egaie@africare.org)

**Potential Client 3: The Bill and Melinda Gates Foundation**

- **Sectors of operation** (Bill and Melinda Gates Foundation, 2016):
 

○ Agriculture	○ Education	○ Financial Services
○ Info & Comm Technology	○ Health	○ Human Development



- ***Geographical locations of focus, years of operation, budget:*** The foundation began working in Africa in 2006. They have offices in South Africa, Nigeria, and Ethiopia, as well as representatives in Kenya, Tanzania, Ghana, Senegal, Zambia, and Burkina Faso. Specific projects/budgets were not located, but they dedicate half of the foundation's resources to projects in Africa (Bill and Melinda Gates Foundation, 2016).
- ***Contact Information:***
  - African Team Director: Ayo Ajayi
  - Address: Bole Sub City, Kebele 12/13, Addis Ababa, Ethiopia

**Potential Client 4: Dutch Ministry of Foreign Affairs**

- ***Sectors of operation:*** Priority sectors include (Dutch Ministry of Foreign Affairs, 2016) -
 

○ International Trade	○ Water Management
○ Security and Rule of Law	○ Sexual & Reproductive Health
○ Food Security	○ Health
○ Agriculture	
- ***Geographical locations of focus, years of operation, budget:*** Locations of focus are widespread, with 19 African countries set to receive more than € 1 million in 2016. Operations started in Ghana in 2001 and the budget set for Ghana for 2016 is € 41.295 million (Dutch Ministry of Foreign Affairs, 2016).
- ***Contact Information:***
  - Ambassador for the Netherlands Embassy in Accra: Mr. Ron Striker
  - Embassy Address: 89 Liberation Road, Ako Adjei Interchange, Accra, Ghana.
  - Phone: +233 30 221 43 50
  - Fax: +233 30 277 35 55

### **Potential Client 5: International Fund for Agricultural Development (IFAD)**

- ***Sectors of operation*** (International Fund for Agricultural Development, 2016):
  - A wide range of sectors relating to Agriculture, but especially food production
- ***Geographical locations of focus, years of operation, budget:*** IFAD's Africa footprint extends across 46 countries with billions in funding since it was founded in 1977. IFAD began working in Ghana in 1980, and currently has 17 ongoing projects with an estimated total budget of US \$790.5 million (International Fund for Agricultural Development, 2016).
- ***Contact Information:***
  - Ghana Country Program Address: IFAD Country Office No. 69 Dr. Isert Road, North Ridge 8th Avenue Extension P.O. Box CT 11184, Accra, Ghana
  - Phone: +233 (0)302610945
  - Fax: +233 (0)302610945
  - Country Programme Manager: Esther Kasalu- Coffin; E-mail: [e.kasalu-coffin@ifad.org](mailto:e.kasalu-coffin@ifad.org)

### **Potential Client 6: Self Help Africa**

- ***Sectors of operation*** (Self Help Africa, n.d.):
  - Gender
  - Business Expansion
  - Humidity Transformation
  - Food Cultivation
  - SMEs investing
  - Coordinated Cooperation
- ***Geographical locations of focus, years of operation, budget*** (Self Help Africa, n.d): Self Help Africa is currently working in 9 countries in Africa and has been active in Ghana since 2012. Program expenditures in 2015 amounted to almost € 17.85 million.
- ***Contact Information:*** For West African countries of Benin, Burkina Faso, Ghana and Togo-
  - West Africa Regional Office Address: 12 B .P. 418 Ouagadougou 12, Burkina Faso
  - Telephone: +226 25-37-57-45
  - Email: [westafrica@selfhelpafrica.org](mailto:westafrica@selfhelpafrica.org)

### Report Section 3: Existing Projects in Ghana

<b><i>Project Title</i></b>	<b>Country Programme Ghana</b>	<b>Forest Governance, Markets and Climate</b>	<b>Ghana Agricultural Sector Investment Programme (GASIP)</b>	<b>Empowering Women within the Cashew Value Chain, Ghana</b>	<b>Feed the Future Ghana Agriculture Technology and Transfer Project (ATT)</b>
<b><i>Purpose</i></b>	Improve Nutrition and Food Security	Reduce deforestation and implement growth	Increase investment in an agricultural sector for a long-term engagement	Increase cashew production and strengthen skills by training farmers and associations	Sustainable improvement in competitiveness of maize, rice, and soya value chains in northern Ghana
<b><i>Funding Source</i></b>	Global Affairs Canada	DfID	IFAD	Walmart Foundation	USAID
<b><i>Sector</i></b>	Health/Food Security Programs	Forest, environment and trade management	Credit and financial services	Agriculture	Agriculture and Health
<b><i>Implementing Organization</i></b>	World Food Programme	Centre for International Forestry Research	IFAD	Self Help Africa	IFDC
<b><i>Project Budget</i></b>	USD \$19.9 billion	USD \$202.5 million	USD \$113 million	USD \$0.82 million	USD \$22 million
<b><i>Timeline</i></b>	2016-2019	2011-2021	2014-2020	2015-2017	2013-2018
<b><i>Source</i></b>	Global Affairs Canada, 2016	Development Tracker, 2016	Ministry of Food & Agriculture, n.d.	West Africa Profile, 2016	Feed the Future, 2015

## Report Section 4: Promising New Market, Ghana

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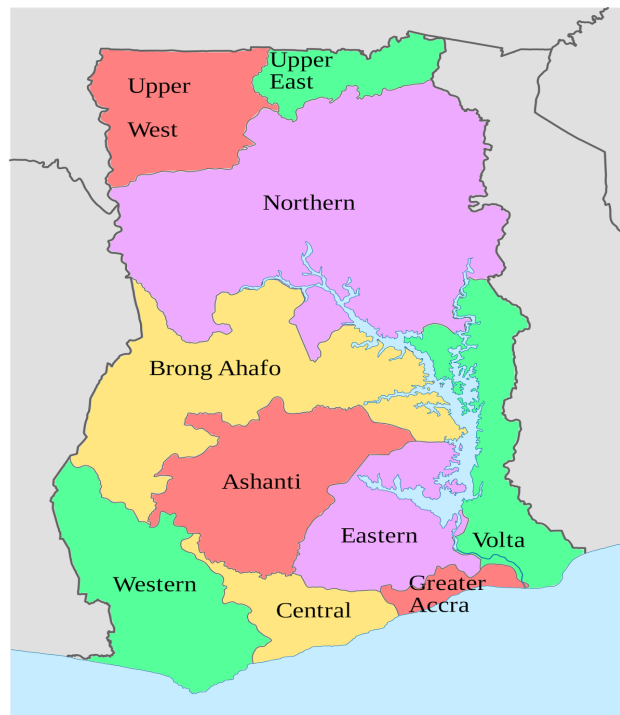
In order to determine a new market for Forcier, the first factor evaluated was demand for services. Demand for M&E is driven largely by government entities, so only African countries with a general national M&E system in place were considered. According to research conducted by Evans School Policy Analysis and Research (EPAR), there are 12 African countries that meet this criteria (Anderson et al., 2015). This initial list of 12 was further reduced by disregarding countries with less than 2 additional sector specific - agriculture, health, and/or HIV/AIDS - national M&E systems using data provided in the EPAR report (Anderson et al., 2015) and also discounting countries where Forcier already has an active presence. This narrowed the field to four possible markets with 3 or more national M&E systems - Ethiopia, Ghana, Malawi, and Uganda - for further consideration.

Initial research from sections 1 through 3 was then used to further limit potential markets by tallying the number of mentions each country received. This led to a choice between Ghana and Ethiopia, who received the highest number of mentions. In order to choose one market, the country's ease of doing business rank and development aid received were reviewed. Based on World Bank's Ease of Doing Business Report, Ghana rates highest with a ranking of 108, while Ethiopia ranks lower at 159 (World Bank, 2017). In 2014, official development assistance and aid received in Ethiopia was US \$3.54 billion and in Ghana was US \$1.2 billion (Net development assistance, 2016), making Ethiopia the clear winner. Since these two factors did not lead to a definitive choice between the final contenders, country location was considered. Ghana is located in Western Africa, and Forcier has only a limited presence in the region. Ethiopia, on the other hand, is located in Eastern Africa between countries - Sudan, South Sudan, Kenya, and

Somalia - where Forcier already has a substantial presence. Although both countries would be good markets for Forcier, Ghana was ultimately chosen because Forcier has minimal presence in the West African region to date, and an office in the country could serve not only as a hub for Ghanaian projects, but also as a gateway hub for the entire West African region.

**Regions/provinces/districts in the country and their unique characteristics:**

Ghana is divided into ten administrative regions - Ashanti, Brong-Ahafo, Central, Eastern, Greater Accra, Northern, Upper East, Upper West, Volta, and Western. To the right is a map showing regional boundaries within the country (Wikimedia Images, n.d.). Ghana is bordered by the Atlantic ocean in the south, Cote d’Ivoire in the West, Burkina Faso in the north, and Togo in the east. Characteristics for all 10 regions were obtained from the 2010 Population & Housing Census regional reports and are notated in the following table:



<b>Region/ Source</b>	<b>Capital City</b>	<b>Dist- ricts</b>	<b>Population &amp; Major Ethnic Groups</b>	<b>Main Religions</b>	<b>Top 3 Occupations</b>
<i>Ashanti</i> (Nyanten, Peprah, Acheamfour, & Okang Tawiah, 2013)	Kumasi	27	<i>Population:</i> 4,780,380  <i>Major Ethnic Groups:</i> 1. Akan (74.2%) 2. Mole Dagbani (11.3%) 3. Ewe (3.8%)	1. Christianity (77.8%) 2. Islam (15.3%) 3. Traditionalist (0.7%)	1. Agriculture, forestry & fishery (39.3%) 2. Service & Sales (22.6%) 3. Craft & Related Trades (14.5%)

<b>Region/ Source</b>	<b>Capital City</b>	<b>Dist- ripts</b>	<b>Population &amp; Main Tribal Groups</b>	<b>Main Religions</b>	<b>Top 3 Occupations</b>
<b>Brong-Ahafo</b> (Kwasi Poku, Seidu, & Fayorsey, 2013)	Sunyani	22	<i>Population:</i> 2,310,983 <i>Major Ethnic Groups:</i> 1. Akan (58.9%) 2. Mole Dagbani (18.2%) 3. Gurma (6.9%)	1. Christianity (72.2%) 2. Islam (17.0%) 3. Traditionalist (2.7%)	1. Agriculture, forestry & fishery (66.1%) 2. Service & Sales (12.4%) 3. Craft & Related Trades (9.1%)
<b>Central</b> (Ankomah, Gyebi, & Ardey Cudjoe, 2013)	Cape Coast	17	<i>Population:</i> 2,201,863 <i>Major Ethnic Groups:</i> 1. Akan (81.7%) 2. Ewe (6.2%) 3. Guan (5.3%)	1. Christianity (83.3%) 2. Islam (8.7%) 3. Traditionalist (0.6%)	1. Agriculture, forestry & fishery (53.2%) 2. Service & Sales (16.5%) 3. Craft & Related Trades (15.0%)
<b>Eastern</b> (Badasu, Lamptey, & Anarfi, 2013)	Koforidua	21	<i>Population:</i> 2,633,154 <i>Major Ethnic Groups:</i> 1. Akan (51.1%) 2. Ewe (18.9%) 3. Ga Dangme (17.9%)	1. Christianity (84.5%) 2. Islam (6.7%) 3. Traditionalist (1.4%)	1. Agriculture, forestry & fishery (52.4%) 2. Service & Sales (17.3%) 3. Craft & Related Trades (13.2%)
<b>Greater Accra</b> (Cudjoe, Sepah, & Anarfi, 2013)	Accra, also the capital of Ghana	10	<i>Population:</i> 4,010,054 <i>Major Ethnic Groups:</i> 1. Akan (39.7%) 2. Ga Dangme (27.4%) 3. Ewe (20.1%)	1. Christianity (83.3%) 2. Islam (11.9%) 3. Traditionalist (0.5%)	1. Service & Sales (34.8%) 2. Craft & Related Trades (20.5%) 3. Elementary Occupations (11.6%)
<b>Northern</b> (Azure, Cudjoe, Assem, & Nortney, 2013)	Tamale	20	<i>Population:</i> 2,479,461 <i>Major Ethnic Groups:</i> 1. Mole Dagbani (52.7%) 2. Gurma (27.3%) 3. Guan (8.6%)	1. Islam (60%) 2. Christianity (21%) 3. Traditionalist (16%)	1. Agriculture, forestry & fishery (77.2%) 2. Craft & Related Trades (7.1%) 3. Service & Sales (7.0%)

<b>Region/ Source</b>	<b>Capital City</b>	<b>Dist- riacts</b>	<b>Population &amp; Main Tribal Groups</b>	<b>Main Religions</b>	<b>Top 3 Occupations</b>
<b><i>Upper East</i></b> (Batse, Manu, & Anarfi, 2013)	Bolgatanga (also known as Bolga)	9	<i>Population:</i> 1,046,545  <i>Major Ethnic Groups:</i>  1. Mole Dagbani (74.7%) 2. Grusi (8.6%) 3. Mande (5.6%)	1. Christianity (41.7%) 2. Traditionalist (27.9%) 3. Islam (27.1%)	1. Agriculture, forestry & fishery (77.2%) 2. Craft & Related Trades (8.9%) 3. Service & Sales (6.8%)
<b><i>Upper West</i></b> (Adeku, Amuzu, Fayorsey, & Bentsi-Enchill, 2013)	Wa	9	<i>Population:</i> 702,110  <i>Major Ethnic Groups:</i>  1. Mole Dagbani (73.0%) 2. Grusi (20.6%)	1. Christianity (44.3%) 2. Islam (38.1%) 3. Traditionalist (13.9%)	1. Agriculture, forestry & fishery (75.2%) 2. Craft & Related Trades (10.3%) 3. Service & Sales (6.4%)
<b><i>Volta</i></b> (Yeboah, Okantey, & Okang Tawiah, 2013)	Ho	18	<i>Population:</i> 2,118,252  <i>Major Ethnic Groups:</i>  1. Ewe (73.8%) 2. Gurma (11.3%) 3. Guan (8.1%)	1. Christianity (72.8%) 2. Traditionalist (14.1%) 3. Islam (5.7%)	1. Agriculture, forestry & fishery (54.0%) 2. Craft & Related Trades (17.1%) 3. Service & Sales (15.1%)
<b><i>Western</i></b> (Danso-Manu, Poku, & Fayorsey, 2013)	Sekondi	17	<i>Population:</i> 2,376,021  <i>Major Ethnic Groups:</i>  1. Akan (78.2%) 2. Mole Dagbani (8.6%) 3. Ewe (6.2%)	1. Christianity (82.0%) 2. Islam (9.4%) 3. Traditionalist (0.8%)	1. Agriculture, forestry & fishery (53.1%) 2. Service & Sales (15.1%) 3. Craft & Related Trades (11.3%)

**Culture, customs and other factors:** Ghana is very culturally diverse, boasting over 100 ethnic groups present in the country. There is a wide array of languages that can lead to communication issues between groups. Cultural tribalism tends to be rampant throughout the country

(Akosah-Sarpong, 2012) and emphasis is placed on relationships. Family, dignity, honor, a good reputation, saving face, and maintaining harmony are important to Ghanaians. Age, wealth, experience, and position are honored and respected, which leads to a hierarchical society where using titles and greeting those with seniority first is important (Ghana Guide, 2016).

**Languages:** English is the official language, but “more than 250 languages and dialects are spoken” (Languages of Ghana, 2016). The most widely used are (Population-Ghana, 2016):

- Asante 14.8%
- Ewe 12.7%
- Fante 9.9%
- Boron (Brong) 4.6%
- Dagomba 4.3%
- Dangme 4.3%
- Dagarte (Dagaba) 3.7%
- Akyem 3.4%
- Ga 3.4%
- Akuapem 2.9%,
- Other 36.1% (includes English)

**Forms of public transportation** (Local Transportation in Ghana, 2016):

- **Taxis** - Taxis can be spotted by the orange corners on the car. They are available run in the cities as well as between cities and can often be rented for the day.
- **Shared/passenger taxi** - These are taxis with government set fares that run from a transport station to a specific destination with a minimum of 4-6 people.
- **Hurry cars** - These are the same as shared taxis except these are private cars without a government set rate, so they generally cost more than shared taxis.
- **Private car** - This is when a person with a car offers transit. Be wary and make sure you check the driver’s license and insurance before traveling.
- **Tro Tro** - Usually just the shell minivan which carries 16-24 people, have low government set rates, and are available at specified stations, Tro Tros travel every bit of road in Ghana so they may be the best option for rural routes.
- **Bus** - Buses are good options for travel between major cities. They generally only travel paved major routes and it is a good idea to book tickets in advance.
- **Ferry** - Ferries are available at a number of points to cross Lake Volta
- **Train** - Train service is limited and generally not a recommended form of travel
- **Domestic air travel** - Limited domestic flights on propeller driven planes available



**How to register a company** (Starting a Business in Ghana, n.d.):

<b>Step</b>	<b>Agency</b>	<b>Time to Complete</b>	<b>Associated Costs</b>
<b>1.</b> Acquire a Tax Identification Number	Registrar General Department or Ghana Revenue Authority	2 days on average	No charge
<b>2.</b> Check for company name availability & submit documents to obtain certificate of incorporation	Customers Service Office of the Registrar General's Department	1 day	<ol style="list-style-type: none"> <li>1. Name search GHC 25</li> <li>2. Name reservation GHC 50</li> <li>3. Incorporation forms GHC 15</li> <li>4. Registration fees GHC 230</li> <li>5. GHC 5 per certification of regulations (assuming 3 certificates)</li> </ol>
<b>3.</b> Commissioner of Oaths authenticates forms required for the certificate to commence business	Commissioner of Oaths	1 day (simultaneous with previous procedure)	GHC 10
<b>4.</b> Obtain certificate to commence business	Registrar General Department	2 days (simultaneous with previous procedure)	0.5% of the stated capital as commencement tax + GHC 10 (registration fee with Ghana Revenue Authority) + GHC 100 form fees
<b>5.</b> Deposit paid-in capital in an account	Bank	1 day	No charge
<b>6.</b> Apply for business licenses at Metropolitan Authority	Metropolitan Authority	7 days	GHC 270

7. Work premises inspected by the Metropolitan Authority	Metropolitan Authority	1 day (simultaneous with previous procedure)	No charge
8. Apply for social security	Social Security Office	1 day	No charge

**Major Banks/Western Union/Dahabshiil:** There are 2400 Western Union locations in Ghana where money can be picked up (Western Union, 2016). Dahabshiil is only available in the capital city of Accra where there is a registered agent (Dahabshiil Agents, 2016). Here is a list of the 10 largest banks in Ghana, as of 2015 (Obiorah, 2016):

- |                         |                                  |                                 |
|-------------------------|----------------------------------|---------------------------------|
| 1. Access Bank Ghana    | 5. Barclay’s Bank of Ghana       | 8. Fidelity Bank                |
| 2. Ecobank Ghana        | 6. CAL Bank                      | 9. First Atlantic Merchant Bank |
| 3. ARB Apex Bank        | 7. Agricultural Development Bank | 10. HFC Bank Ghana              |
| 4. Bank of Africa Ghana |                                  |                                 |

**Private and business banking rules and regulations:** The central bank, the Bank of Ghana, is responsible for the implementation of all monetary policies. Banking rules and regulations can be found on their website, including rules for opening accounts and more (Bank of Ghana, 2016).

- **Opening bank account requirements:** According to *doingbusiness.org*, the bank will require the following in order to deposit paid-in capital while registering/starting a business (Starting a Business in Ghana, n.d.):

- |                                                        |                                                                         |
|--------------------------------------------------------|-------------------------------------------------------------------------|
| ○ Copies of company regulations                        | ○ Most banks require introductory letters from the company’s solicitors |
| ○ Certificate of incorporation                         | ○ Some banks conduct a physical inspection of the company address       |
| ○ Certificate to commence business                     |                                                                         |
| ○ Signatures of the authorized company representatives |                                                                         |

- **Closing bank accounts:** No fee is charged, but customers are required to give a week's notice before closing an account. Requirements for notice may vary from bank to bank.
- **Transferring money in and out of country:** Money can only be picked up and sent at approved agent locations or can be done via bank to bank transfer.
- **Mobile banking availability:** Mobile banking is available, and The Bank of Ghana (BoG) recently issued the Electronic-Money Issuers (EMI Guidelines) and Agent Guidelines to help regulate Mobile Financial Services in the country (Bank of Ghana, 2016).

## Report Section 5: Operating Cost Analysis, Ghana

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### Daily compensation rates for:

- **National Researchers:** 118 Ghana Cedi (GHS)/\$29.42 USD daily (International Water Management Institute, 2014)
- **Enumerators:** Data not readily available
- **Translators:** 58 GHS/\$14.61 USD daily (Africa Pay, 2016)
- **Reasonable per diem for a researcher:** Per Diem Rates for Ghana (2016), states that up to \$588 USD or 2337 GHD should be the total per diem allowance for an expatriate working in Ghana. Limits for lodging, food, and incidentals are listed in the table below for the major cities located in Ghana. The travel expense rates for Ghana are set by the Department of Defence and are often used by private sector companies in addition to the Federal government (Per Diem Rates for Ghana, 2016).”

Region	Lodging	Meals & Incidentals	Meals only	Proportional Meals	Incidentals
Accra	\$232	\$99	\$80	\$46	\$19
Kumasi	\$90	\$53	\$42	\$27	\$11
Takoradi	\$200	\$82	\$66	\$39	\$16
Other	\$90	\$53	\$42	\$27	\$11

**National Currency, conversion to USD and projected exchange rate:**

- **National Currency:** Ghanaian Cedi (GHS, GH¢) (Embassy of the Republic of Ghana The Hague, 2016)
- **Conversion to USD:** 1 USD = 3.9748 GHS as of October 26, 2016 11:08 AM EDT (Bloomberg, 2016)
- **Projected Exchange Rate:** The Ghana Cedi is expected to depreciate over the next couple of years, mainly due to a deficit with the account and an increase in inflation (BMI Research, 2015).

**Average hotel price for one night in the capital city:** In Accra, the average hotel price for one night ranges from \$65 to \$139 USD (258.10 to 551.93 Ghana Cedi), depending on amenities chosen (Expedia, 2016).

**Average monthly rent for a one bedroom apartment in Accra** (Numbeo, 2016):

- **Outside of city centre:** \$702 USD or 2787.43 Ghana cedi
- **In city centre:** \$1370 or 5349.86 Ghana Cedi

**Average price to hire a car in the capital for one day:** According to Kayak, a cheap, compact car that fits four adults cost about \$71 USD/281.92 Ghana Cedi per day (Kayak, 2016).

**Price of a tourist/business visa for an American citizen:** According to the Ghana Embassy, current rates for tourist/business visas in Ghana are (Ghana Embassy, 2016):

- **Single Entry:** 238.24 GHS/\$60 USD
- **Multiple Entry:** 397.07 GHS/\$100 USD

**Ease/Difficulty, procedures for obtaining American citizen work permits** (Accra Expat, 2016): The process is normally smooth and easy, as the Ghana government welcomes business from the United States . Application letters should be sent to the Immigration Department in

Accra, Ghana, and are generally issued within 18 days of a submitted application. The following must be submitted:

1. An application by the employer or employee along with a signature
2. A passport
3. An ID from the home country
4. A police and medical report from national country
5. A cover letter addressed to the Director of Immigration in Ghana

## Report Section 6: Staffing, Recruitment, Selection, Candidate Database

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### Ways to recruit experts in the target market:

*Advertisements:* The table below contains details for five job search websites specializing in the recruitment of skilled professionals, including agency name, website address and costs for services.

Agency	Link to Website	Cost
<b><i>Glassdoor</i></b>	<a href="https://www.glassdoor.com/employers/products/compare-product-packages.htm">https://www.glassdoor.com/employers/products/compare-product-packages.htm</a>	Free job ads and employer account available, but both can be upgraded to an enhanced account with additional features. Custom packages are also available depending on company needs (Glassdoor for Employers Pricing, 2016)
<b><i>LinkedIn</i></b>	<a href="https://business.linkedin.com/">https://business.linkedin.com/</a>	Depends on the level of access needed or wanted, but there are many options including a free account with minimal access (More about LinkedIn Business Solutions, 2016)
<b><i>Job Web Ghana</i></b>	<a href="http://jobwebghana.com/">http://jobwebghana.com/</a>	Between 200-800 GHS, depending on number of jobs and features wanted (Submit Jobs-Job Web Ghana, 2016)
<b><i>Ghana Current Jobs</i></b>	<a href="http://www.ghanacurrentjobs.com/">http://www.ghanacurrentjobs.com/</a>	35-40 Ghana Cedis per job for 30 days (Post A Job-Current Jobs in Ghana, 2016)

<b><i>JobHouse Recruitment Agency</i></b>	<a href="http://jobhouseghana.com/packages/job-posting/">http://jobhouseghana.com/packages/job-posting/</a>	Free unfeatured job listings available, but can be upgraded to a featured listing. There are 4 upgrade levels with fees ranging from €30 for a single job to €140 for an enterprise account with unlimited monthly postings (Job Posting/Listing Packages JobHouse, 2016)
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***Evaluation Associations:*** There are many professional associations in Africa, but the following recommendations are for associations specifically related to M&E. Below are more details about each association, how to join, membership fees, and how Forcier may benefit from membership.

- ***The African Evaluation Association (AfrEA):*** Founded in 1999, the African Evaluation Association (AfrEA) is an umbrella association for national evaluation associations and networks (Our History - AfrEA, 2016). There are five levels of membership: individual, fellow, associate members, institutional members, and student members. Fees range anywhere from \$25-\$500 USD for a one-year membership. Additional discounts are available for two- and three-year membership. The requirements, benefits and membership fees are located under types of membership and membership fees on AfrEA’s website (Register - AfrEA, 2016). AfrEA could provide Forcier with resources far beyond the cost of yearly membership by allowing access to other members, experiences, conferences, and more. AfrEA is also working with the Bill & Melinda Gates foundation, whom was recommended earlier as a client, to promote AfrEA’s made in Africa evaluation initiative as well as helping institutionalize processes. This means Forcier would be better positioned to gain the Bill & Melinda Gates foundation as a client if Forcier becomes an AfrEA member.
- ***Ghana Monitoring & Evaluation Forum (GMEF):*** (About - GMEF, 2010): The Ghana Monitoring & Evaluation Forum is the national Ghanaian network formed to promote development and evidenced based decision making in Ghana. GMEF is a member of the umbrella AfrEA

association. Since this is the national forum for M&E in Ghana, it is important for Forcier to become a member. Membership will allow Forcier to keep up with developments throughout Ghana as well as to partner and learn with other Ghanaian M&E members. It appears membership is free and a registration form is available on GMEF's website.

**University Recruitment:** Forcier should work directly with universities to recruit talent and provide internship opportunities. Providing internship opportunities will allow Forcier to enlist qualified students help with projects for minimal or no cost and create a pool of applicants/prospects for full-time hire. A partnership may provide Forcier a unique perspective with respect to what professors view as adding the most value to the university's curriculum, which may in turn help Forcier better design the company's training programs. Working with both national and international universities offers Forcier an opportunity to diversify the company's research team and an additional network for finding new customers. In addition, collaboration with Ghana-based Universities will give Forcier access to local experts with more intimate knowledge of Ghana than foreign researchers can provide. A list of the 50 highest ranked Universities with development studies is available at [topuniversities.com](http://topuniversities.com) (QS World University Rankings, 2015) and a list of Ghanaian Universities is available at [ghanaembassy.org](http://ghanaembassy.org) (Schools & Universities-Ghana, 2016).

**Government Consultation:** Forcier could attract researchers by contacting and working with the Ghanaian government directly. Ghanaian government officials may be able to suggest ideas on how to recruit highly qualified research professionals due to their national knowledge. The Ghanaian National Labour Commission, whom focuses on labor laws, would be a good initial

contact for Forcier. The commission's website is located at [mofep.gov.gh](http://mofep.gov.gh) (National Labour Commission, 2016)

**Market specific challenges of candidate selection:**

- **Laws:** Discrimination based on “gender, race, colour, ethnic origin, religion, creed, social or economic status, disability, politics, or because that other person is a member or an officer of a trade union [is not lawful.] An employer cannot compel a person...to form or join a trade union or to refrain from forming or joining a trade union of his or her choice (MyWage.org Ghana, 2016).” Employment offered for 6 months or longer must have signed contractual agreement between the company and the employee. Specific employment contracts rules and additional labor laws for Ghana are available at [africapay.org](http://africapay.org) (Labour Laws in Ghana on AfricaPay, 2016).
- **Specific Skills needed:** Forcier should continue their history of hiring local talent so that cultural clashes, often due to tribalism, and language barriers can be minimized. Forcier should be able to find suitable local talent by utilizing the websites/agencies listed in the previous section, posting job listings which detail needed skills and screening prospective employees to ensure they possess the required skills.
- **Required Documents:** According to activpayroll, new hires are required to submit their social security, PhilHealth, HDMF, and taxpayer identification (TIN) numbers. Additional payroll and tax resources are located at <https://www.activpayroll.com/global-insights/ghana>, where a full pdf guide can be downloaded (Ghana payroll and tax overview, 2016).
- **Screening Tests:** Market specific pre-employment screening tests were not located, but it is recommended Forcier contact the evaluation associations and agencies for recruiting talent



listed at the beginning of this section to inquire about this topic. Forcier should work closely with M&E associations to collect additional input on hiring in Ghana, especially the national GMEF, since those with previous relevant experience generally provide the most relevant information.

- **Interviews:** Although the case interview techniques below are not specifically related to Ghana, constructing scenarios for interviewees to complete/answer may allow Forcier to better evaluate prospective employees. PrepLounge offers details online for nine types of case questions to consider (PrepLounge.com: Identify your Case Type) :

- Market sizing cases
- Market entry strategy frameworks
- Profitability cases
- Growth strategy cases
- Mergers & acquisitions cases
- Competitive response case
- Pricing case studies
- Valuation case studies
- Brain Teasers

**Candidate Database:** Specific candidate information is not listed, however, the agencies and associations listed in this section should be able to provide sufficient information on qualified candidates.

## **Report Section 7: Suggestions/Recommendations**

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### **Related to Expansion (into Ghana and other markets):**

- Ensure the government of Ghana is offered Forcier’s needs assessments services because it “recognizes that undertaking an assessment of its M&E resources would help it know where to target its efforts to strengthen its M&E capacities (Demand and Supply, 2013).”
- Consider hiring a lawyer and a tour guide/local within Ghana to gather further information about customs, traditions, and laws not easily researched via internet.

- Utilize relationships with current clients like USAID and DFID to expand into Ghana. Two current projects, one for USAID and one for DFID, are listed in the projects section. The relationships already formed with these clients could easily lead to more projects and contracts if they know of Forcier's interest in a new market.
- Consider forming strategic alliances, joint ventures, or teaming arrangements with rivals already present in Ghana. Partnering will allow Forcier to pool resources with reputable companies, garner relationships, capitalize on the partner's market knowledge, and gain critical experience in the market.
- Offer more than just M&E services in the Ghanaian market. Growing product demand and rising incomes in Ghana, especially in the cities, is creating a potentially large market for market, media, and audience research requested by companies looking to expand operations. Forcier could even conduct research on demographics and market trends in bigger cities, analyze the data, and sell this prepackaged data to interested companies.

**For the Company Website/ Social Media:**

- Add a link or survey page where clients/visitors can make comments and suggestions for website improvement. Clients/visitors who utilize the website to gather information about the company can provide invaluable feedback related to possible improvements.
- Create a mailing list. This will cultivate new connections and enable Forcier to inform subscribers of Forcier's progress, new programs, new job postings, and more.
- Expand use of social media. Ask clients, website visitors, and employees to like the company page on Facebook, follow on twitter, and join on LinkedIn. Create a social media tab or make

links to Forcier's social media pages more prominent on the company website so visitors are more likely to visit those pages for more information about Forcier.

- Create promotional videos to post on social media, company intranets, and Forcier's website.

Ideas for video content include:

- Highlighting current development efforts for marketing purposes
  - Highlighting Forcier's key services and distinctive competencies to attract new customers
  - Showcasing each office locations specific contributions to the Forcier team, office accomplishments, and getting to know the team employee interviews. These videos can be used to enhance social ties, foster fruitful cooperation, and develop a sense of obligation to the Forcier team, no matter the employee's home office.
  - Highlighting the benefits of working for Forcier to use in talent recruiting and for fostering employee engagement
- Provide link(s) on Forcier's website (or other social media sites) to associate NGO's or client organizations donation pages to encourage crowd funding of selected projects. Forcier could also promote corporate social responsibility by matching a percentage of donations given or donating a set amount for meeting a target number of likes/follows/joins on social media.

**For Office Coordination:**

- Forcier should consider utilizing a collaboration tool like Basecamp. Basecamp is a cloud based service that allows companies to create and maintain a central coordination/information hub for employees. Use of this tool would help integrate and foster transparency between Forcier's many offices. Basecamp offers a 30-day free trial period and costs just \$99 per month thereafter. No user limit or fee per user is imposed in addition to the flat fee (Basecamp, 2016). This could be used in addition to, or in lieu of, a company intranet.

- Use team building exercises to foster improved communication, boost morale and productivity, and allow the team to learn about each other's strengths and weaknesses (Deluca-Smith, 2016). A recent article on *huddle.com* offers 10 ideas for team building games and activities (Deluca-Smith, 2016).

#### **Related to Training/ Conferences:**

- Host/attend conferences to facilitate networking and information sharing. Forcier could even hold a raffle where the prize is something like a free hotel night stay for the conference - where each employee automatically gets an entry and non-employees get one entry into the raffle for a Facebook like, follow on Twitter, joining on LinkedIn, or signing up for the mailing list.
- Host training and/or conduct lessons learned sessions at local universities to help develop the local workforce. This idea is an extension of working with universities mentioned section 6. Sharing knowledge with students is a superb way to promote education in Africa, help develop a pool of knowledgeable researchers, and expand Forcier's notoriety among college students. This engagement should eventually lead to more highly qualified graduates applying for positions and working at Forcier in the future.

#### **Other Opportunities:**

- Consider expanding into project design and implementation in addition to conducting needs assessments and project M&E services. Forcier's experience uniquely qualifies them for success in managing projects all the way from needs assessment, to design, through implementation and reporting final results.

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