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Mastercraftsmen - Training Proposal - July 1994 - Accra, Ghana - World Bank Mission

WORLD BANK MISSION TO GHANA

TRAINING PROPOSAL

For

MASTERCRAFTSMEN

**RETURN TO AFRICA
INFORMATION SERVICES
CENTER**

Prepared By

**MANAGEMENT DEVELOPMENT
AND
PRODUCTIVITY INSTITUTE**

ACCRA, GHANA

JULY, 1994

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1.0 INTRODUCTION

1.1 Purpose and Scope of the Proposal

This proposal outlines the scope of work to be performed as well as our approach and methodology. The proposal also gives brief background of the Management Development and Productivity Institute (MDPI) in terms of training.

The proposal finally indicates the cost for undertaking the assignment, the terms of payment and logistical support required.

1.2 Source of Authority

This proposal is in response to a letter, dated July 8, 1994, from the Acting Resident Representative of the World Bank Mission in Ghana inviting MDPI to submit a proposal for providing Business Management Training for Master Craftsmen.

1.3 Acknowledgement

MDPI takes the opportunity to express its gratitude and appreciation to the Acting Resident Representative of the World Bank in Ghana, Mr. Nicholas Bennett and Ms Johanne Angers of the World Bank Mission to Ghana as well as Mr. William Ahadzie of the Ministry of Education, Ghana for giving the MDPI the opportunity to share its expertise in Business Management with young, up-and-coming entrepreneurs in the Ghanaian economy.

2.0 FEATURES OF THE TRAINING PROGRAMME

The main features of the training programme are:

- o 4,500 Master craftsmen in the following areas are to be trained:
 - Blocking and Concreting;
 - Carpentry and Joinery;
 - Electrical Installation;
 - Refrigeration and Air-conditioning; and
 - Dress-making and Tailoring.
- o The Training will span a five year period starting from 1996 with 1995 as a preparatory period. Five hundred (500) Master Craftsmen will be trained in 1996 while 1,000 will be trained in each of the subsequent years.;
- o The Training will be centered at three regional capitals, namely:
 - Tamale, Northern Region;
 - Takoradi, Western Region; and
 - Cape Coast, Central Region.
- o The training is designed to transfer skills in business management in the following areas:
 - Marketing;
 - Finance; and
 - Supervisory Management.

The Training plan is shown in Appendix V.

3.0 TERMS OF REFERENCE

Discussions between Ms Johanne Angers, World Bank and Mr. William Ahadzie, Ministry of Education on the one hand and the Management Development and Productivity Institute (MDPI) on the other and a letter dated July 8, 1994 from Mr. Nicholas Bennett, the Acting Resident Representative, World Bank, gave the Terms of Reference (TOR) for the assignment as:

To submit a detailed proposal for a One-Week or Two-Week Course covering topics related to bookkeeping, marketing, and skill management bearing in mind that the course should be well focused and practical.

4.0 SCOPE OF WORK

4.1 Coverage

Corresponding to the Terms of Reference stated above, the scope of work will cover:

- (a) A design of training programme in
 - (i) Marketing Management
 - (ii) Financial Management
 - (iii) Costing and Pricing
 - (iv) Record Keeping and Basic Accounting.
 - (v) Supervisory Management.
- (b) Conducting the training programme in three Regional Capitals - Tamale, Takoradi and Cape Coast.

4.1.1 Training Programme

The training programme will be delivered in series of two weeks duration each. In the first year, twenty (20) courses will be run for 500 trainees while 40 courses will be run for 1,000 trainees in each of the subsequent four years.

The annual frequency distribution of number of trainees and number of courses by regional location is as follows:

<u>Centre</u>	<u>Year 1</u>		<u>Year 2 - 5 each</u>	
	<u># Trainees</u>	<u>#Courses</u>	<u>#Trainees</u>	<u>#Courses</u>
Tamale	150	6	300	12
Takoradi	200	8	400	16
Cape Coast	150	6	300	12

4.1.2 Time Frame

A Training week shall consist of five days, Monday through Friday. A Training day shall last for four hours in two sessions with a 15-minute break in between. The first session shall be from 09:00 AM to 11:15 AM while the second shall be from 11:30 AM to 1:00 PM.

4.1.3 Conducting The Training Programme

(a) Presentation

Presentation of the training programme will be built around Lectures/Discussions, Demonstrations, Role Play, Exercises and Syndicate Work.

(b) Evaluation of Training Sessions

Course lecturers will at end of each day of training orally assess how far each participant was able to imbibe, understand and retain the knowledge, skill and the concepts involved in the day's topic that was discussed. An overall course evaluation will be conducted at the end of each round of training.

4.2 Tasks

The following main tasks would be undertaken by MDPI to bring the programme into fruition:-

- (a) preparation of Training Materials;
- (b) conducting the Training; and
- (c) conducting evaluation.

4.3 Activities

(a) Preparation of Training Materials

The following materials shall be prepared by the MDPI team of consultants before validating the actual training:

- (i) Lesson Plan
- (ii) Teaching Notes
- (iii) Visual Aids - Flip Charts
- Transparencies
- (iv) Relevant exercises and cases
- (v) Handouts and Handbooks

(b) Conducting the Training Programme

For session of the training programme, the following activities shall be executed:

- (i) Implement the Lesson Plan;
- (ii) Show flip charts and transparencies as per lesson plan;
- (iii) Demonstrate and discuss as per lesson plan;
- (iv) Mark exercises, correct mistakes, coach and counsel participants as appropriate;
- (v) Distribute Handouts and Handbooks.

5.0 METHODOLOGY

- (a) 25% of the training period would be in the form of lectures to expose participants to theoretical base of the topics.
- (b) Another 25% would be allotted to team-work, presentations by participants and discussions for them to build their confidences and share experiences. Experiential learning methods such as role-play shall also be used.
- (c) Exercises in the form of "Do-It-Yourself" would form 50% of the training period.

5.1 Outcome

At the end of the training programme participants should be able to:

- (a) keep proper books of accounts and assess the financial performance of their business at any point in time;
- (b) employ efficient marketing strategies to sell their products and services;
- (c) adopt efficient production methods, cut down wastage and improve on the quality of their products/services; and
- (d) to cost and price their products and services appropriately to meet customers' expectations and allow reasonable profit for their organizations.

6.0 THE TRAINING ORGANISATION

6.1 Management Development and Productivity Institute (MDPI)

The MDPI was established in 1964 as the National Productivity Center and was reformed as the Management Development and Productivity Institute in 1967 when, under Legislative Instrument LI 1077, it adopted the following objectives:

- o to improve and develop the standard of management in all aspects and at all levels;
- o to introduce suitable management practices and techniques; and
- o to promote increased efficiency and productivity in industry, commerce and other related fields.

In order to achieve the above-stated objectives the Institute carries out a wide range of activities within the general programme areas of:

- o Management Training;
- o Management Consultancy;
- o Management Research; and
- o Small Scale Industry Advisory Services.

6.2 MDPI Training Experience

The Institute conducts about 50 regular courses each year. Participants for the regular training programs are made up of supervisors, middle managers, senior managers and chief executives from both private and public organizations and from all sectors of the economy. In all, about 1,200 people benefit from the regular courses each year.

In addition to the regular courses, the duration of which has been between two and six weeks, seminars and workshops for one to three days are organized for Chief Executives, Managing Directors and members of Board of Directors. Between 200 and 300 people participate annually in the seminars and workshops.

MDPI also provides special in-plant training courses tailored to the requirements of individual client organisation. This service has grown rapidly over the years to represent about a quarter of the training activities of the Institute.

7.0 TERMS OF BUSINESS

7.1 Fees and Charges

Our total fees and other charges for the entire training programme are estimated at ¢ 955.436 million (US\$ 955,436) made up of ¢ 524.676 million in fees and ¢430.760 million for other charges. A summary of the fees and charges are presented in Appendix I with details in Appendices II and IV.

The fees and charges for the first year (1996) are as follows:

Fees	=	¢ 52,200,000.00
Boarding & Lodging	=	36,720,000.00
Vehicle Running Costs	=	2,323,000.00
Vehicle repairs and Maintenance	=	581,000.0
TOTAL	=	<u>¢ 91,824,000.00</u>

The charges shall be subject to review each year in line with national budgetary policies.

7.2 Terms of Payment

The Client shall be required to pay 25% of each annual fees and charges every quarter in advance.

7.3 Obligations of the Client

In addition to our fees and other charges, the Client shall also be responsible for the following:

- o Trainees;
- o Training Venue;
- o Snacks during breaks;
- o Teaching Aids;
- o Transport for Resource Persons; and
- o Boarding and Lodging.

7.3.1 **Trainees**

The Client shall be required to identify and recruit at most twenty-five trainees for each two-week training programme for each training center.

In so doing, the Client shall be expected to ensure that each batch of trainees consists of a reasonable balance of educational background and to pass on the average educational level for each batch to the Consultant two weeks in advance of the start of the training.

7.3.2 **Training Venue**

The Client shall provide a convenient and a well equipped classroom ready for use in all the training centers.

7.3.3 **Snacks**

The Client shall be responsible for the provision of snacks for the Trainees during the coffee breaks.

7.3.4 **Teaching Aids**

The Client will further be expected to provide the following teaching aids for effective teaching and learning:

<u>Description</u>	<u>Quantity</u>
1. Overhead Projector (Folding Type)	2
2. Overhead Projector Lamps	5
3. Transparencies for Photocopying	3 pkts.
4. Flip Charts	10 pkts.
5. Flip Chart Stand	2 pcs.
6. Stabilo - O.H. Pens 7704 medium packs of 5	2 boxes.
7. Dry-Wipe Board- Medium	2 pcs.

8.	Water Soluble pens (different colours) (dry Marker)	50 pcs.
9.	Personal Computers (486, 4 RAM, 120 MB Hard Disk)	1
10.	Printer (Dot Matrix) Wide range	1
11.	Diskettes (3 1/2" High Density)	10 pkts.
12.	Photocopy Paper	3000 pkts.
13.	Computer Print Out Paper (9 1/2 X 11) 5 boxes	
14.	Photo Copier	1
15.	Felt Pen (Marker in various colours)	200 pcs.
16.	Foolscap (Ruled) for participants	2,250 pkts.
17.	Pens for participants	4,500 pcs
18.	Pencils for participants	4,500 pcs
19.	Erasers for participants	4,500 pcs
20.	Rulers for participants	4,500 pcs
21.	Calculators for participants	4,500 pcs

7.3.5 Transportation

The Client shall be required to provide two four-wheel-drive vehicles throughout the entire Training period. Provision for vehicle running, repairs and maintenance have been estimated under our charges.

7.3.6 Boarding and Lodging

The Client shall provide suitable boarding and lodging facilities at all the training centers for the resource persons involved in the training programme. Provisional estimates have been made under our fees and charges as detailed out in Appendix III and summarized in Appendix I.

7.4 Obligations of MDPI

The Management Development and Productivity Institute shall be responsible for the following:

- (a) provision of resource persons;
- (b) designing of the Training Program; and
- (c) Implementation Issues relating to:-
 - (i) conducting the Training Program
 - (ii) preparation of Handouts/Handbooks
 - (iii) secretarial services.

SUMMARY OF FEES AND CHARGES

APPENDIX I

		1996	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL FOR PERIOD
		YEAR 1					
FEES:	Cedis	'000	'000	'000	'000	'000	'000
Core Staff fees		36,000	75,600	79,380	83,349	87,516	361,845
Out of station Allowance	25%	9,000	18,900	19,845	20,837	21,879	90,461
Co-ordination & Supervision	15%	5,400	11,340	11,907	12,502	13,127	54,277
Secretarial Support	20%	1,800	3,780	3,969	4,167	4,376	18,092
TOTAL STAFF FEES		52,200	109,620	115,101	120,856	126,899	524,676
CHARGES:							
Boarding and Lodging		36,720	82,512	87,955	93,943	100,529	401,659
Vehicle Running		2,323	4,516	4,967	5,464	6,011	23,281
Repairs and Maintenance	25%	581	1,129	1,242	1,366	1,503	5,820
TOTAL CHARGES		39,624	88,157	94,164	100,773	108,042	430,760
TOTAL FEES & CHARGES ('000 CEDIS)		91,824	197,777	209,265	221,629	234,941	955,436
		=====					=====
TOTAL FEES & CHARGES (US\$)		91,824	197,777	209,265	221,629	234,941	955,436
		-----					-----
FOREIGN CURRENCY EXCHANGE RATE		US\$1.00=	1000 CEDIS				

FEES

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APPENDIX II

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TRAINING LOCATION:	1996 YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL FOR PERIOD
-----	-----	-----	-----	-----	-----	-----
Cost escalating rate	0%	5%	5%	5%	5%	
Maximum Size of each class	25	25	25	25	25	
Fee for 1st 20 trainees per week(cedis)	750,000	787,500	826,875	868,219	911,630	
Fee for extra five trainees/week(cedis)	150,000	157,500	165,375	173,644	182,326	
Total fee for 25 trainees/week(cedis)	900,000	945,000	992,250	1,041,862	1,093,956	
Period of training for each class(weeks)	2	2	2	2	2	
Training fee for each class ('000 cedis)	1,800	1,890	1,984	2,084	2,188	
 TAMALE						

Total number of Trainees	150	300	300	300	300	1,350
Number of classes	6	12	12	12	12	54
Total training fees('000 cedis)	10,800	22,680	23,814	25,005	26,255	108,554
 TAKORADI						

Total number of Trainees	200	400	400	400	400	1,800
Number of classes	8	16	16	16	16	72
Total training fees('000 cedis)	14,400	30,240	31,752	33,340	35,007	144,738
 CAPE COAST						

Total number of Trainees	150	300	300	300	300	1,350
Number of classes	6	12	12	12	12	54
Total training fees('000 cedis)	10,800	22,680	23,814	25,005	26,255	108,554
 TOTAL TRAINING FEES	36,000	75,600	79,380	83,349	87,516	361,845

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BOARDING AND LODGING COSTS

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APPENDIX III

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TRAINING LOCATION:	1996 YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL FOR PERIOD
-----	-----	-----	-----	-----	-----	-----
Cost escalating rate	20%	20%	10%	10%	10%	
TAMALE						

Sleeping Nights per person	90	180	180	180	180	810
Number of sleeping persons	3	3	3	3	3	15
Total sleeping nights	270	540	540	540	540	2,430
Cost per sleeping night/person	45,000	54,000	59,400	65,340	71,874	295,614
Total cost ('000 cedis)	12,150	29,160	32,076	35,284	38,812	147,482
TAKORADI						

Sleeping Nights per person	104	208	208	208	208	936
Number of sleeping persons	3	3	3	3	3	15
Total sleeping nights	312	624	624	624	624	2,808
Cost per sleeping night/person	45,000	45,000	45,000	45,000	45,000	225,000
Total cost ('000 cedis)	14,040	28,080	28,080	28,080	28,080	126,360
CAPE COAST						

Sleeping Nights per person	78	156	156	156	156	702
Number of sleeping persons	3	3	3	3	3	15
Total sleeping nights	234	468	468	468	468	2,106
Cost per sleeping night/person	45,000	54,000	59,400	65,340	71,874	295,614
Total cost ('000 cedis)	10,530	25,272	27,799	30,579	33,637	127,817
ANNUAL TOTAL ('000 cedis)	36,720	82,512	87,955	93,943	100,529	401,659

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FUEL REQUIREMENTS

APPENDIX IV

TRAINING LOCATION:	1996 YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL FOR PERIOD
-----	-----	-----	-----	-----	-----	-----
Cost escalating rate	20%	20%	10%	10%	10%	
 TAMALE						

Fuel per round Trip(gallons)	60	60	60	60	60	300
Number of Round Trips	6	12	12	12	12	54
Sub-total	360	720	720	720	720	3,240
Fuel for town ride	60	60	60	60	60	300
Total Fuel Requirements	420	780	780	780	780	3,540
 TAKORADI						

Fuel per round Trip(gallons)	30	30	30	30	30	150
Number of Round Trips	8	16	16	16	16	72
Sub-total	240	480	480	480	480	2,160
Fuel for town ride	128	128	128	128	128	640
Total Fuel Requirements	368	608	608	608	608	2,800
 CAPE COAST						

Fuel per round Trip(gallons)	20	20	20	20	20	100
Number of Round Trips	6	12	12	12	12	54
Sub-total	120	240	240	240	240	1,080
Fuel for town ride	60	60	60	60	60	300
Total Fuel Requirements	180	180	180	180	180	900
 TOTAL ANNUAL FUEL REQUIREMENTS(GALS)	968	1,568	1,568	1,568	1,568	7,240
 Fuel price per gallon(cedis)	2,400	2,880	3,168	3,485	3,833	
 TOTAL ANNUAL FUEL COST ('000 cedis)	2,323	4,516	4,967	5,464	6,011	23,281

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TRAINING PLANAPPENDIX V

WEEK ONE:

LEARNING OBJECTIVES: To enable participants identify:

- . Needs of Customers
- . Product/Service to satisfy customer needs
- . Target Market

DAY ONE

SESSION	TOPIC	METHODOLOGY
1	Studying Your Market I	Lecture/Discussion.
2	Studying Your Market II	" "
3	Market Survey(Field Work)	Do it Yourself (DIY)

WEEK ONE

LEARNING OBJECTIVES: To enable participants identify key product/service characteristics that satisfy customer needs.

DAY TWO

SESSION	TOPIC	METHODOLOGY
1	Product Development - Product Design	Lecture
2	Packaging	Discussion/ Exercise
3	Labelling	Demonstration

WEEK ONE

LEARNING OBJECTIVES: At the end of the session participants should be able to:

- Differentiate between a Fixed Capital and Working Capital.
- appreciate the need for managing Fixed and Working Capital effectively.

DAY THREE

SESSION	TOPIC	METHODOLOGY
1	Acquiring and managing Fixed Capital	Lecture/ Discussion
2	Managing Working Capital	Lecture/ Discussion
3	Purchasing and controlling stocks	Lecture/ Discussions

WEEK ONE

LEARNING OBJECTIVES: At the end of the session participants should be able to :-

- mention the criteria for given credit to customers
- formulate credit policies for their operations.
- prepare cash flow budget.

DAY FOUR

SESSION	TOPIC	METHODOLOGY
1	Credit and Credit Control	Lecture/ Discussions
2	Cash and Cash Control	Lecture/ Discussions
3	Cash Flow Preparation	Exercises/ Coaching

WEEK ONE

LEARNING OBJECTIVES: At the end of the session participants would be able to cost and price products and services.

DAY FIVE

SESSION	TOPIC	METHODOLOGY
1	Pricing your Product/Service I	Lecture/ Demonstration
2	Pricing your Product/Service II	" "
3	Pricing your Product/Service III	Exercises

WEEK TWO

LEARNING OBJECTIVES: At the end of the session, participants would be able to:

- state what is a break-even point
- calculate a break-even point in an exercise.

DAY ONE

SESSION	TOPIC	METHODOLOGY
1	Costs, Volume, Price and Profits I	Lecture/ Demonstration
2	Costs, Volume, Price and Profits II	Lecture/ Demonstration
3	Costs, Volume, Price and Profits III	Exercise/ Coaching

WEEK TWO

LEARNING OBJECTIVES: At the end of the session, participants would be able to:

- state price strategies for entering a market
- state strategies to reduce costs and wastes in their operations.

DAY TWO

SESSION	TOPIC	METHODOLOGY
1	Creating a Market with your Prices I	Lecture/ Demonstration
2	Creating a Market with your Prices II	Discussions
3	Costs Control and Waste Reduction	Lecture/ Discussions.

WEEK TWO

LEARNING OBJECTIVES: To enable participants to state :

- the advantages of keeping records of their enterprises
- the disadvantages of failing to do so.
- the type and number of books they have to keep.

DAY THREE

SESSION	TOPIC	METHODOLOGY
1	Why should you keep records?	Lecture/ Discussion
2	What records should you keep?	Lecture/ Discussion
3	Books of Accounts to Keep	Lecture/ Discussion

WEEK TWO

LEARNING OBJECTIVES: At the end of the session, participants would be able to record business transactions into books of accounts.

DAY FOUR

SESSION	TOPIC	METHODOLOGY
1	Recording Business Transactions I	Lecture/ Demonstration
2	Recording Business Transactions II	Exercise/DIY
3	Recording Business Transactions III	Exercise/DIY

WEEK TWO

LEARNING OBJECTIVES: At the end of the session, participants would be able to :

- to reconcile statements from banks with balances in the Ledger books.
- state actions to be taken when differences occur.
- supervise and motivate their workers effectively.

DAY FIVE

SESSION	TOPIC	METHODOLOGY
1	Preparation of Bank Reconciliation	Exercise/ Coaching
2	Supervising subordinates for results.	Lecture/ Discussions
3	Motivating subordinates for results.	Lecture/ Discussions.