International Cocoa Organization  
Westgate House, Westgate Road  
Ealing,  
LONDON W5 1YY  
United Kingdom

To: All Members and Observers  
From: The Executive Director

Subject: INTERNATIONAL SEMINAR ON THE DEVELOPMENT, IMPLEMENTATION AND EVALUATION OF COCOA PROJECTS,  
Holiday Inn Hotel, Accra, Ghana, 14-17 October 2014

The Executive Director presents his compliments and has the honour to inform Members and Observers of the arrangements to hold an International Seminar on the Development, Implementation and Evaluation of Cocoa Projects, which is being generously hosted by the Ghana Cocoa Board (Cocobod) at the Holiday Inn Hotel, Accra, Ghana from 14-17 October 2014, pursuant to the decision taken by the International Cocoa Council at its 88th regular session in September 2013 in this respect.

The seminar is intended for relevant officials and policy makers from ICCO exporting member countries involved in cocoa development programmes and projects, as well as for companies, and not-for profit development institutions in African cocoa-producing countries. It aims to strengthen their skills and capacity to identify cocoa development projects, and to formulate, implement and evaluate them to the satisfactory requirements of both local and international donor and lending institutions.

The announcement, registration form and a provisional programme for the seminar are attached to this document.

The Government of Ghana, through the Ghana Cocoa Board, has kindly arranged preferential rates for delegates at five hotels in Accra, as indicated in the attached announcement. Delegates are kindly requested to complete the attached registration form in this respect.

All enquiries about the seminar programme should be directed to Mr. Yunusa Abubakar, Project Manager (Telephone: +44 20 8991 6008 / 00; Email: project.manager@icco.org).

All enquiries related to registration and other practical arrangements should be directed to Mr. Moisés Gómez, Project Officer (Telephone: +44 20 8991 6007 / 00; Email: project.officer@icco.org).

16 July 2014
Introduction

The International Cocoa Organization (ICCO) contributes to the strengthening of the national economies of its Member countries, in particular through the preparation of appropriate projects which are submitted to relevant institutions for financing and implementation. The ICCO Secretariat works with its Member countries to achieve this goal, and has noted the need for cocoa-producing countries to strengthen the capacity of local experts to prepare and implement projects to meet the requirements of donor and lending institutions.

Projects and programmes are the means to bring about the desired changes and development in the cocoa sector, so as to improve the socio-economic wellbeing of cocoa farmers and other stakeholders in the supply chain towards achieving a sustainable world cocoa economy. However, policy makers and administrators in cocoa-producing countries often face constraints in establishing and implementing cocoa development programmes adequately and efficiently. This problem is largely due to relatively poor project preparation. Problems in identifying national agricultural development objectives, selecting priority areas for investment and mobilizing the efficient use of resources often contribute to poor project implementation. Hence projects need to be carefully prepared in substantial detail to avoid inefficient or wasteful use of scarce resources.

The main objective of the seminar is to enhance the capacity and skills of relevant officials and other local parties involved in projects in cocoa-producing countries to develop and implement these projects. The specific objectives of the seminar are to, firstly, identify and deliberate on the constraints faced in project preparation with a view to identifying knowledge gaps and areas for improvement; secondly, conduct a general review of the project preparation format; and thirdly, conduct an overview of the specific project preparation requirements of donors and lending institutions.

The seminar will broadly cover the following aspects of project management: Project Identification; Planning and Analysis; Project Appraisal and Review; Project Implementation and Management; Project Evaluation and Impact Analysis; and Project Management Software. The draft programme for the seminar is indicated below.

Registration Fees

ICCO government representatives, non-commercial participants & cocoa farmers
- “Early bird” – until (31/08/14): US$ 300
- Standard rate: US$ 350

Private Sector

- “Early bird” – until (31/08/14): US$ 450
- Standard rate: US$ 500

Practical arrangements

The seminar will be conducted over a four-day period and will be held at the Holiday Inn Hotel, Accra, Ghana. The Government of Ghana, through the Ghana Cocoa Board (Cocobod), has kindly made arrangements at five hotels in Accra to provide preferential rates for seminar participants. The list of these hotels and other recommended hotels as well as information on other practical arrangements to travel and visit Ghana are attached.

Delegates are kindly requested to use the attached form for registration. For more information about registration and other practical arrangements, please contact Mr. Moisés Gómez – Email: project.officer@icco.org – Phone: +44 (0)20 8991 6007 / 00.

For more information about the programme: please contact Mr. Yunusa Abubakar - Email: project.manager@icco.org - Phone: +44 (0)20 8991 6008 / 00.
INTERNATIONAL COCOA ORGANIZATION (ICCO)
In conjunction with the Ghana Cocoa Board (COCOBOD)


14–17 October 2014, Holiday Inn Hotel, Accra, Ghana

DRAFT PROGRAMME

Day 1  Tuesday, 14 October 2014

8:00 a.m.  Registration
- Registration of participants

9:30 a.m.  Opening Ceremony
- Opening Remarks by Dr. Stephen Opuni, Chief Executive Officer, Ghana Cocoa Board
- Opening Address by Dr. Jean-Marc Anga, Executive Director of ICCO
- Address by workshop sponsor (tbc)
- Keynote address and official opening by an official representative from the Government of Ghana

10:30 a.m.  Introduction
- Objectives of the seminar and expected outcomes
- Overview of the seminar programme
- The project concept and project cycle

11:00 a.m.  Project Identification
- National agricultural policies, development plans and SWOT analysis
- Identifying and developing project ideas
- The project concept note
- The logical framework
- Management decision to develop the project proposal

1:00 p.m.  Lunch Break
2:30 p.m.  
*Project Planning and Analysis*

- The project analyst/manager and skill requirements
- The project feasibility study and analysis or developing a business case

3:30 p.m.  
*Cocoa Break*

4:00 p.m.  
*Project Planning and Analysis*

- Planning the project – technical and operational analysis

5:30 p.m.  
*End of session*

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**Day 2  Wednesday, 15 October 2014**

9:00 a.m.  
*Project Planning and Analysis*

- Planning the project – institutional/organizational analysis
- Planning the project – social analysis
- Planning the project – commercial and financial analysis (*Business plan, Investment Rate of Return, etc.*)

12:30 p.m.  
*Lunch Break*

2:00 p.m.  
*Project Planning and Analysis*

- Planning the project – financial analysis
- Planning the project – economic analysis
- The project proposal – a case study

3:30 p.m.  
*Cocoa Break*

4:00 p.m.  
*Project Appraisal and Review*

- Project appraisal techniques
- Project appraisal – the perspective of project analyst
- Project funding requirements and donors’ appraisal

5:30 p.m.  
*End of session*
Day 3    Thursday, 16 October 2014

9:00 a.m.  Project Implementation and Management

- The project implementation structure
- The project manager and the project team – roles and responsibilities
- Delivering project outputs on time and on budget
- Dealing with risks and uncertainties in project implementation

12:30 p.m.  Lunch Break

2:00 p.m.  Project Implementation and Management

- Monitoring project progress against the work plan – project milestones
- Regular progress reports
- Project completion and final report
- Handing over project to project beneficiaries

3:30 p.m.  Cocoa Break

4:00 p.m.  Project Evaluation and Impact Analysis

- Project evaluation as a managerial tool
- Mid-term project evaluation
- Final project evaluation – perspective of donors and supervisory bodies
- Post project evaluation – impact analysis

5:30 p.m.  End of session

Day 4    Friday, 17 October 2014

9:00 a.m.  Project Management Software

- Project management tools – using advance tools
- Microsoft Office Project – the Gant Chart
- Other software available
- Case study
- Course assessment and participants’ survey

12:30 p.m.  Lunch Break

2:00 p.m.  Closing Ceremony

- Closing remarks by Dr. Jean-Marc Anga, Executive Director, ICCO
- Presentation of certificates to participants
- Closing remarks by a representative of the Ghana Cocoa Board
REGISTRATION FORM

INTERNATIONAL SEMINAR ON DEVELOPMENT, IMPLEMENTATION AND EVALUATION OF COCOA DEVELOPMENT PROJECTS

Accra, Ghana, (14-17 October 2014)

Title (Prof./Dr./Mr./Ms): ___________________________________________________
First name: ___________________________________________________
Middle initial: ___________________________________________________
Last name: ___________________________________________________
Organization: ___________________________________________________
Mailing address: _________________________________________________
Tel: ______________________________ Fax: ____________________________
E-mail: _________________________________________________________

PRICING DETAILS

For ICCO government representatives, civil society & cocoa farmers:
- Early bird – until (31/08/14): $ 300
- Standard rate: $ 350

Private Sector and others:
- Early bird – until (31/08/14): $ 450
- Standard rate: $ 500

The registration fee covers conference materials, lunches and refreshments. No refund will be made to registered participants who fail to turn up, but the conference materials will be mailed to them.

PAYMENT METHOD

Bank Transfer to Organization’s account:
(Account charges must be charged to purchaser’s account)

Account Name: International Cocoa Organization Special Project Account
Bank name: Bank of Scotland Plc
Account Number: 12184680
IBAN No: GB90BOFS12010312184680
SWIFT/BIC code: BOFSGB21254
ACCOUNT CURRENCY: US$ DOLLARS

When transferring the payment, it is important to request the bank to quote: “Ghana” plus your name (if payment is made for you only) or the name of your institution (if payment is made for several participants) as your reference, as this will enable us to identify your payment when it is received.

Please email or scan and send your completed Registration Form to:
Mr Moisés Gómez, International Cocoa Organization, Westgate House (5th Floor), Westgate Road, Ealing, London W5 1YY (U.K);
Email: project.officer@icco.org - Phone: +44 (0)20 8991 6007 / 00 - Fax: + 44 (0)20 8997 4372 - http://www.icco.org
For other methods of payment and further information, please contact us.

International Cocoa Organization
http://www.icco.org
**INFORMATION NOTE FOR PARTICIPANTS**

**Introduction**

From 14 to 17 October, 2014, up to 80 participants from ICCO Member countries will gather at the Holiday Inn Hotel, Accra, Ghana, for an International Seminar on the Development, Implementation and Evaluation of Cocoa Development Projects.

This information note provides practical information to conference participants.

**Venue and Dates**

The Ghana Cocoa Board is kindly hosting this seminar, which will be held at Holiday Inn Hotel from 14-17 October, 2014. The hotel is located at the Airport City of Accra.

Holiday Inn Hotel  
Plot 19 & 20  
Airport City  
Accra  
Ghana  
Website: [www.holidayinn.com/accraairport](http://www.holidayinn.com/accraairport)

**Opening**

The official opening will take place on Tuesday 14 October, 2014, at 9.30 a.m. in the Volta Hall of the Holiday Inn Hotel.

**Registration and Identification Badges**

Registration of participants will take place at the Holiday Inn on: **Tuesday 14 October, 2014 from 08:00 a.m. to 09.20 a.m.** Name badges will be given to participants at the registration desk. Participants are kindly requested to wear their name badges visibly in order to gain admittance to the seminar. Also, participants are kindly requested to indicate how they want their names to be printed on the badge, their designation and company.
**Hotel Accommodation for Delegates**

Participants are reminded that they are responsible for making their own hotel accommodation arrangements. It is highly recommended that you make a hotel reservation as soon as possible.

The Ghana Cocoa Board has made block-bookings with two hotels, GS Plaza and Tulip Inn Hotel. Please make your reservations through the email addresses provided. It is important to indicate in the emails that you are a participant in the ICCO seminar.

A list of other recommended hotels is provided for consideration. Please see Annexes 1 & 2.

**Interpretation**

Simultaneous interpretation will be provided in French and English during the Seminar.

**Internet and Communications**

The Holiday Inn Hotel (Venue for Seminar) has free wireless internet. Most major hotels also have business centres which provide secretarial and courier services. Ghana has six telecommunication companies which provide voice and data services. With a valid Identity card/passport, a sim card can be acquired from any of the telecomm vendors as well as in the Arrival Hall of the Kotoka International Airport, Accra.

**Side Events – Welcome Dinner (to be confirmed)**

<table>
<thead>
<tr>
<th>Wednesday 15th October:</th>
<th>Dinner for all participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Venue:</td>
<td>Fiesta Royale Hotel</td>
</tr>
<tr>
<td>Time:</td>
<td>6:30pm</td>
</tr>
<tr>
<td>Dress Code:</td>
<td>Smart Casual/Traditional</td>
</tr>
</tbody>
</table>

Tickets for the dinner will be given out during registration.

**Banking Facilities**

There are cash dispenser machines at the Kotoka International Airport, Holiday Inn Hotel and other outlets nearby. They are in operation 24/7 and accept most debit/credit cards.

**Language**

English is widely spoken in Ghana.

**Time zone**

The time in Ghana is GMT/UTC±00:00
**Climate**

The climate of Ghana is tropical, but temperatures vary with the seasons. Except in the northern part of the country, two rainy seasons occur, from April to July and from September to November.

As rain is not uncommon in October, we advise participants to bring a raincoat or an umbrella.

**Electricity**

220-240 at 50 Hz.

**Currency**

The official currency of exchange is the Ghana Cedi. Most credit and debit cards are accepted in most of the hotels and stores. Forex Bureaus are also available in the Arrival Hall at the Kotoka International Airport and in the shopping areas in the city.

**Transportation**

Buses will be provided daily at 8.00am to transport participants from the selected hotels to the seminar venue (to be confirmed). Public transport facilities such as the Metro Mass buses and taxis can be accessed close to most hotels. Guests can also request the hotel front desk to call a taxi.

**Formalities for entry into Ghana/Visas**

Participants are to note that, with the exception of ECOWAS Countries, all other participants from Non-Ecowas countries require visas to enter Ghana.

To request for visa on arrival, the bio-data pages of the applicant’s passports must be attached to an application letter through Ghana Cocoa Board to the Ghana Immigration Headquarters for consideration.

The fee for the visa on arrival is one hundred and fifty dollars ($150.00) to be paid in cedi equivalent.

Processing of applications for visa on arrival takes not less than three (3) weeks to complete. Applicants are therefore advised to send in their requests very early to avoid disappointment.

For more information check the Ghana Immigration website at www.ghanaimmigration.org
Shopping

Major shopping malls and supermarkets are located around the seminar venue.

Ghana

Ghana, which is officially called the Republic of Ghana, is a sovereign multinational state and unitary presidential constitutional democracy, located along the Gulf of Guinea and Atlantic Ocean in the sub region of West Africa.

The country is boarded by Côte d'Ivoire in the west, Burkina Faso in the north, Togo in the east and the Gulf of Guinea and Atlantic Ocean in the south. The word Ghana means “Warrior King”.

Ghana is a significant petroleum and natural gas producer. It is also one of the world’s largest gold, diamond, and cocoa producers in the world.

Ghana is home to Lake Volta, the largest artificial lake in the world by surface area. Ghana is a regional power in West Africa and on continental Africa, a founding member of the Non-Aligned Movement, and a member of both the Economic Community of West African States (ECOWAS) and the Group of 24 (G24).

Information and Questions

All further information or questions from participants regarding country-specific practical details should please be directed to the Public Affairs Department of Ghana Cocoa Board by mail: cocobod@gmail.com. Tel: +233 (0)302683300 ext: 2430/2425. Our website - www.cocobod.gh

For more information about registration and other practical arrangements, please contact Mr. Moisés Gómez – Email: project.officer@icco.org – Phone: +44 (0)20 8991 6007 / 00.

For more information about the programme: please contact Mr. Yunusa Abubakar - Email: project.manager@icco.org - Phone: +44 (0)20 8991 6008 / 00.
### ANNEX 1

**Hotels with special rates negotiated for seminar participants**

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Distance</th>
<th>Standard Room Rate</th>
<th>Conference Rate</th>
<th>Contact / Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday Inn*</td>
<td>Venue of seminar</td>
<td>Standard Room: USD $350.00</td>
<td>Standard Room: USD $250.00</td>
<td>(+233 (0)302 740930) <a href="http://www.holidayinnaccraairport.com">www.holidayinnaccraairport.com</a> emails: <a href="mailto:reservations1@holidayinnaccraairport.com">reservations1@holidayinnaccraairport.com</a> <a href="mailto:reservations2@holidayinnaccraairport.com">reservations2@holidayinnaccraairport.com</a> <a href="mailto:accra@holidayinnaccraairport.com">accra@holidayinnaccraairport.com</a> attn.: Yvonne Adjei-Ayettey (Block Code 147956)</td>
</tr>
<tr>
<td>Tulip Inn Hotel</td>
<td>1.7 miles from venue</td>
<td>Standard Room: USD $132.00</td>
<td>Standard Room: USD $120.00</td>
<td>(+233)0302520075 <a href="http://www.tulipinnaccra.com">www.tulipinnaccra.com</a> email: <a href="mailto:info@tulipinnaccra.com">info@tulipinnaccra.com</a> attn: Theodora Boakye-Sarpong</td>
</tr>
<tr>
<td>GS Plaza Hotel</td>
<td>1.8 miles from venue</td>
<td>Standard Room: USD $165.00</td>
<td>Standard Room: USD $135.00</td>
<td>(+233)0208723861 <a href="http://www.gsplazahotel.com">www.gsplazahotel.com</a> email: <a href="mailto:reservation@gsplazahotel.com">reservation@gsplazahotel.com</a> attn: Jacob Ogbordjor</td>
</tr>
<tr>
<td>African Sun Hotel</td>
<td>0.2 miles from venue</td>
<td>Standard Room: USD $220.00</td>
<td>Standard Room: USD $180.00</td>
<td>(+233 ) 302742747 <a href="http://www.africansunhotels.com">www.africansunhotels.com</a> email: <a href="mailto:salesmanager@aha.africansunhotels.com">salesmanager@aha.africansunhotels.com</a> attn: William Akwasi Yeboah</td>
</tr>
</tbody>
</table>

*Kindly quote Block Code 147956 to obtain conference rate at Holiday Inn*

### ANNEX 2

**Other Recommended Hotels**

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Distance</th>
<th>Standard Room Rate</th>
<th>Contact / Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport View Hotel</td>
<td>0.5 miles from venue</td>
<td>Standard Room: USD $140.00</td>
<td>(+233)0244358042 <a href="http://www.airportwesthotel.com">www.airportwesthotel.com</a></td>
</tr>
<tr>
<td>Airside Hotel</td>
<td>1.1 miles from venue</td>
<td>Standard Room: USD $185.00</td>
<td>(+233) 0302 783844 (+233) 0302 760480</td>
</tr>
<tr>
<td>Congress Hotel</td>
<td>1.2 miles from venue</td>
<td>Standard Room: USD $129.00</td>
<td>(+233) 0302740750-79 <a href="http://www.the-congress-hotel.com">www.the-congress-hotel.com</a></td>
</tr>
<tr>
<td>Oak Plaza Hotel</td>
<td>1.8 miles from venue</td>
<td>Standard Room: USD $170.00</td>
<td>(+233)0302935059-54 <a href="http://www.oakplazahotel.com">www.oakplazahotel.com</a></td>
</tr>
<tr>
<td>Golden Tulip Hotel</td>
<td>3.4 miles from venue</td>
<td>Standard Room: USD $219.00</td>
<td>(+233) 0302213161 <a href="http://www.goldentulipaccrahotel.com">www.goldentulipaccrahotel.com</a></td>
</tr>
</tbody>
</table>
PLACES OF INTEREST TO VISIT IN ACCRA

Kwame Nkrumah Memorial Park and Mausoleum

This is the last resting place of the first President of Ghana, who was a famous pan-Africanist. The Centre consists of a museum of his life and works, the mausoleum, and his statue, which stands on the spot (the Polo grounds as it used to be called) where he declared Independence for the country on 6 March, 1957.

The Art Centre

Presents traditional handicrafts in various forms from all over Ghana and West Africa, it includes workshops and art galleries. There is an arts and crafts bazaar and a traditional textile market with souvenirs that have been crafted in clay, wood, leather and metal.

Independence Arch

The Independence arch in Accra is shaped as a triumph arch. It commemorates the independence of Ghana in 1957 as the first African country south of Sahara. The façade is inscribed with the words “Freedom and Justice, AD 1957”. The Arch is located in the middle of a traffic circle, beside the Independence Square on one side and the football stadium on the other side.

W.E.B Dubois Memorial Centre for Pan-African Culture
A house declared a National Monument by the Government of Ghana where the remains of the man, Du Bois and the ashes of his wife, Shirley, rest in a peace – enshrined, that their memory will live among men and women in this generation and beyond.

Du Bois was invited to live in Ghana by Ghana's first President, Nkrumah in 1961. Du Bois was invited to work on an African Encyclopedia. So at the ripe old age of 93, Du Bois and his wife travelled to Ghana to take up residence and commence work on the encyclopedia. In early 1963, the United States refused to renew his passport, so he made the symbolic gesture of becoming a citizen of Ghana. His health declined during the two years he was in Ghana, and he died on August 27, 1963.

National Museum of Ghana

The National Museum is quite informative, especially about the history of the Atlantic slave-trade. The cultural exhibits are also interesting and give a good insight into the ethnographic diversity that makes up modern day Ghana. You can see how Kente cloth is woven, and learn about the all-important royal Ashanti stools. There are musical instruments on display as well as some modern paintings.
Oxford Street

It is hip and happening on Oxford Street (Cantonments Road) in the up market area of Osu. Some of Accra’s best restaurants, bars and shops are on this drag. Stalls selling football replica jerseys, art work, and sunglasses line the street; traffic is bumper to bumper, all adding to the general exuberant atmosphere. If you get too hot and overwhelmed, you can cool yourself down with one of the many ice cream shops on the road.

Participants can extend their stay in Ghana and see some attractions. Please visit www.ghanatravel, official website of the Ghana Tourism Authority for more interesting places to see in Ghana.