



KEY INSTITUTIONS
AND STAKEHOLDERS IN
**GHANA'S ECONOMIC
TRANSFORMATION
PROCESS**



Support and
Cooperation



Democracy
and Pluralism



Knowledge and
Life-Long Education

ISBN: 9988-572-00-X

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Published by: Friedrich Ebert Stiftung Ghana
Layout and Printing by: Brand Synergy

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PREFACE

This publication has been developed as part of the Economic Transformation Project of the Friedrich Ebert Stiftung (FES) implemented in Ghana and other African countries. In 2016, country studies on industrialization and economic transformation were produced as an output of this project. This was followed by an international conference in 2017 that discussed the findings of the country studies and the political economy bottlenecks of economic transformation in Africa. Recommendations from the conference included the need to assess the extent of collaboration and core mandates of stakeholder institutions in economic transformation at the national level.

This report examines the roles and relationship that exist between key institutions and stakeholders in Ghana's economic transformation process. It explores their institutional mandates, the correlation amongst them and their implications for sustainable national development. Further, it undertakes a stakeholder analysis of institutional actors and interest groups involved in Ghana's economic transformation and industrialization. It maps their roles, interests and influence; assesses pathways for advocacy, and collaboration. Finally, it raises issues, draw conclusions and makes recommendations that can be explored further from a political economy perspective.

It is our hope that this publication will be useful to politicians, policy makers, researchers, civil society activists and other stakeholders with an interest in Ghana's economic transformation process.

Ebow Mensah
Programme Coordinator
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ACRONYMS

AABN	African Aurora Business Network
AAG	Artisans Association of Ghana
ACET	African Center for Economic Transformation
AET	Ahafo Emerging Talent Program
AGI	Association of Ghana Industries
ARB	Association of Rural Banks
ASSI	Association of Small Scale Industries
BAC	Business Advisory Centre
B2B	Business To Business
BOG	Bank of Ghana
BRC	Business Resource Centres
BUSAC	Business Sector Advocacy Challenge
CAGD	Controller and Accountant General's Department
CBMWU	Construction and Building Materials Workers' Union
CETA	Community Education Teaching Assistants
CFTA	Continental Free Trade Agreement
CHF	Cooperative Housing Foundation
CHRAJ	Commission on Human Rights and Administrative Justice
CIBA	Council of Indigenous Business Associations
CIWA	Council of Informal Workers Associations
COCOBOD	[Ghana] Cocoa Board
COTVET	Council for Technical and Vocational Education and Training
CPESDP	Coordinated Programme of Economic and Social Development Policies
CSIR	Centre for Scientific and Industrial Research
CSOs	Civil Society Organizations

CUT	Coalition for Urban Transitions
DACF	District Assemblies Common Fund
DCACT	District Centres for Agriculture, Commerce and Technology
DIP	District Industrialization Programme
DSIP	Development of Skills for Industry Project
DPs	Development Partners
ECOWAS	Economic Commission of West Africa
EDAIF	Export Trade, Agriculture and Industrial Development Fund
ENABLE	Empowering Novel Agribusiness-Led Employment for Youth
ENGINE	Enhancing Growth in New Enterprise Programme
EPA	Environmental Protection Agency
EPZ	Export Processing Zones
EXIM	Export and Import [Bank]
FAGE	Federation of Associations of Ghanaian Exporters
FDA	Food and Drugs Authority
FDB	Food and Drugs Board
FDI	Foreign Direct Investment
FES	Friedrich Ebert Stiftung
FIC	Financial Intelligence Centre
FSEF	Food Security and Environment Facility
GAEC	Ghana Atomic Energy Commission
GAPTE	Greater Accra Passenger Transport Executive
GASIP	Ghana Agricultural Sector Investment Program
GATTA	Greater Accra Tomato Traders Association
GAWU	General Agricultural Workers Union
GCAP	Ghana Commercial Agriculture Project
GEA	Ghana Employers Association
GEPA	Ghana Export Promotion Authority
GETFUND	Ghana Education Trust Fund
GFZA	Ghana Free Zones Authority
GIHOC	Ghana Industrial Holding Company

GIIF	Ghana Infrastructure Investment Fund
GIPC	Ghana Investment Promotion Centre
GIS	Ghana Immigration Service
GNCCI	Ghana National Chamber of Commerce and Industry
GoG	Government of Ghana
GPHA	Ghana Ports and Harbours Authority
GPRTU	Ghana Private Road Transport Union
GRA	Ghana Revenue Authority
GRATIS	Ghana Regional Appropriate Technology Industrial Service Project
GSA	Ghana Standards Authority
GSDI	Ghana Skills Development Initiative
GSTDP	Ghana Skills and Technology Development Project
GSOP	Ghana Social Opportunities Project
GTPCWU	General Transportation Petroleum and Chemical Workers Union
GUMPP	Ghana Urban Management Pilot Project
GUTA	Ghana Union of Traders Association
GYPA	Ghana Youth Porters Association
HEW	Health Extension Workers
HFC	Home Finance Company
HSWU	Health Services Workers Union
IAT	Institute of Accountancy Training
ICCES	Integrated Community Centres for Employable Skills
ICT	Information Communication Technology
IFC	International Finance Company
IIR	Institute of Industrial Research
ILO	International Labour Organization
IMF	International Monetary Fund
ISSER	Institute of Statistical, Social and Economic Research
IPEP	Infrastructure for Poverty Eradication Programme
IRDP	Integrated Rural Development Project
LED	Local Economic Development

LGCSPP	Local Government Capacity Support Project
LGWU	Local Government Workers Union
LI	Legislative Instrument
LPRI	Labour Policy and Research Institute
LUSPA	Land Use and Spatial Planning Authority
MASLOC	Microfinance and Small Loans Centre
MBD	Ministry of Business Development
MDAs	Ministries, Departments and Agencies
MDPI	Management Development and Productivity Institute
MDU	Maritime and Dockworkers Union
MELR	Ministry of Employment and Labour Relations
MESTI	Ministry of Environment, Science, Technology and Innovation
MLGRD	Ministry of Local Government and Rural Development
MMDA	Metropolitan, Municipal and District Assemblies
MME	Ministry of Mines and Energy
MoC	Ministry of Communications
MoE	Ministry of Education
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MoFARI	Ministry of Foreign Affairs and Regional Integration
MoGCSP	Ministry of Gender, Children and Social Protection
MoH	Ministry of Health
MoRT	Ministry of
MoT	Ministry of Transport
MoTI	Ministry of Trade and Industry
MoYS	Ministry of Youth and Sports
MSDI	Ministry of Special Development Initiatives
MUSIGA	Musicians Union of Ghana
MWRWH	Ministry of Water Resources, Works and Housing
NABPTEX	National Board for Professional and Technician Examinations

NACVET	National Coordinating Committee for Technical and Vocational Training
NALAG	National Association of Local Authorities of Ghana
NBSSI	National Board for Small Scale Industries
NCA	National Communications Authority
NDA	Northern Development Authority
NDPC	National Development Planning Commission
NEIP	National Entrepreneurship and Innovation Plan
NGOs	Non-Governmental Organizations
NIC	National Insurance Commission
NITA	National Information Technology Agency
NIRP	National Industrial Revitalization Programme
NLA	National Lottery Authority
NLC	National Labour Commission
NLCD	National Liberation Council Decree
NMTU	New Makola Market Traders Union
NPRA	National Pensions Regulatory Authority
NVTI	National Vocational and Technical Institute
NYEP	National Youth Employment Programme
OICG	Opportunities Industrialization Centres, Ghana
OSH	Occupational Safety and Health
PDA	Participatory Development Associates
PEF	Private Enterprise Fund
PERD	Planting for Export Development
PII	Phinklife Institute Initiative
PNDCL	Provisional National Development Council Law
PPA	Public Procurement Authority
PSC	Public Services Commission
PUWU	Public Utilities Workers Union
R&D	Research and Development
RCC	Regional Coordinating Council
REP	Rural Enterprises Project
REPO	Regional Economic Planning Officer
RPCU	Regional Planning Coordinating Unit

RGD	Registrar General's Department
SAPRI	Structural Adjustment Participatory Review Initiative
SEC	Securities and Exchange Commission
SENet	Student Entrepreneurs Network (SENet)
SME	Small and Micro Enterprises
SNPAP	Street Naming and Property Addressing Project
SSNIT	Social Security and National Insurance Trust
TAC	Technical Advisory Committees
TANOE	The African Network of Entrepreneurs (TANOE)
TIDD	Timber Industry Development Division
TUC	[Ghana] Trades Union Congress
TVET	Technical Vocational Education and Training
UCC	University of Cape Coast
UNECA	United Nations Economic Commission for Africa
UNIDO	United Nations Industrial Development Organization
UNIWA	Union of Informal Workers Associations
USAID	United States Agency for International Development
UTP	Urban Transport Project
WACAM	Wassa Communities Affected by Mining
WTO	World Trade Organization
YEA	Youth Employment Agency
YEF	Youth Employment Fund
YES	Youth Empowerment Synergy
YIEDIE	Youth Inclusive Entrepreneurial Development Initiative for Employment

PART ONE: CONTEXT

1.1 Introduction

The purpose of this brief is to examine the key institutions and stakeholders in Ghana's economic transformation, their roles and the relationships between them. It explores their institutional mandates, relationships and implications for their effectiveness in promoting industrialization and achieving sustainable development. These include players in policy, legislation, regulation and oversight, implementation, monitoring and evaluation. The brief also proposes how these structures can be strengthened for the purpose of driving change. In view of the above, the brief undertakes a stakeholder analysis of institutional actors and interest groups involved in economic transformation and industrialization. It maps their roles, interests and influence; and assesses pathways for advocacy, engagement and collaboration. It raises issues that can be explored further from a political economy perspective. The full terms of reference have been presented in Appendix Five.

The brief identifies the strengths and weaknesses of the lead institutions in the context of the indicated national policy direction in the Coordinated Programme of Economic and Social Development Policies (CPESDP, 2017 to 2024). Based on the outcomes of documentary review, expert discussions and institutional analyses, the report focuses on stronger collaboration as a key element or driver of change to be fostered. The rationale for this driver of change is that better collaboration will lead to more coherent policy actions and consistent and mutually accountable implementation leading to progress towards the shared goal. Stronger and better collaboration would also lead to recognition and exploitation of opportunities to leverage on the individual and collective institutional strengths and compensate for the weaknesses. The report goes on to propose an

analytical framework for analyzing collaboration between parties in economic transformation.

1.2 Background to the Report

The brief has been developed as part of the Economic Transformation Project of the Friedrich Ebert Stiftung (FES) implemented in Ghana and other African countries including Nigeria, Uganda, South Africa, Madagascar and Ethiopia. Amongst the outputs of this Project, country studies on industrialization and economic transformation were produced. An international conference was organized in September, 2017 in Accra to discuss the findings and the political economy bottlenecks with regard to industrialization in Africa. Recommendations from the Conference included building collaboration among key stakeholders focusing on industrialization and economic transformation.

As a follow-up to the Conference, FES Ghana has been engaged in developing a barometer to facilitate tracking of industrial policy implementation and strategies to establish whether decent work has expanded and the economy is transforming in a sustainable way. The Barometer-construction process has involved a series of expert meetings to identify, review and validate indicators for it. Other products of the FES Economic Transformation Project include this institutional stakeholder review in Ghana's economic transformation process.

The report adopts the interpretation of economic transformation proffered in the 2014 African Transformation Report (ACET, 2014). In that document, economic transformation is considered to come down to growth with factors that make up the acronym, "DEPTH". This consists of Diversification of production and exports; Export competitiveness and gains; Productivity increases; Technology upgrading; and Human economic wellbeing improvements, particularly through expanding formal productive employment and raising incomes, that improve people's lives. This description quite adequately reflects the aspirations of the CPESDP (2017 to 2024).

1.3 Study Approach

This study was conducted mainly through secondary information analysis and qualitative discussions with expert and key informants.

Documentary sources included national policy papers including the Coordinated Programme of Economic and Social Development Policies (CPESDP, 2017 to 2024), the National Budget Statements, State of the Nation Addresses for 2018 and 2019, the National Development Policy Framework (2018 to 2021) and the sector medium term plans and annual reports of key Ministries and Agencies identified in the report. Relevant publications such as the synthesis document of the six-country study of the Political Economy of Industrialization and Economic Transformation produced by FES in Africa, the African Center for Economic Transformation (ACET) African Transformation Reports for 2014 and 2017 and the Annual Review of the Economy for 2017 and 2018 by the Institute of Statistical Social and Economic Research (ISSER) of the University of Ghana.

Workshop proceedings of such events as the FES International Conference held in September 2017 on “The Political Economy of Economic Transformation” in Accra; and the Ministry of Foreign Affairs and Regional Integration (MOFARI)/UNECA “Leveraging Economic Diplomacy for Ghana’s Industrialization Agenda” held in November 2018 also provided important sources of information. Reflections at the Public Services Commission (PSC)’s Conference of Chief Directors, Board Chairpersons and Chief Executives of Public Sector Organizations 2018 facilitated reflections on institutional collaboration, policy making, regulation and oversight. Ongoing research under the auspices of the Ghana’s Urbanization Think Tank and work on Ghana Industrial Pathways Analysis by the Coalition for Urban Transitions (CUTs).

Primary sources of information included reflections of the Expert Group Meetings organized by FES Ghana in 2018 and 2019. The Expert Group also provided valuable feedback on initial efforts to develop a model of analysis of collaboration. Interviews with Chief Directors of key Ministries and senior officials of the reviewed organizations as well as economic transformation experts and researchers also enriched the material.

1.4 Coverage of the Report

The report is presented in four parts. Part One focuses on the context of economic transformation in Ghana. It introduces the report, its rationale and coverage and sets out the policy perspective and direction for economic transformation. Part One also provides an

approach for framing the institutional stakeholders and selecting organizations within the proposed categories for further study.

Part Two presents background information on selected players in economic transformation. There are four categories: (a) institutions responsible for fostering the national, enabling environment; (b) institutions involved in policy and programme development including those with regulatory and oversight responsibilities; policy-making entities; programme implementation and monitoring; (c) support-providing organizations including those involved in providing technical, entrepreneurial, research, promotion, technology and financing; (d) production and consumption-related actors, including civil society/membership organizations, organized labour and non-governmental initiatives. The document recognizes a special sub-category of support – the role of local authorities in promoting economic transformation. Therefore, the roles, capacities and orientation of regional coordinating councils (RCCs) and metropolitan, municipal and district assemblies (MMDAs) have been reviewed.

Part Three addresses strengthening the linkages between the players for economic transformation in Ghana. It begins with an introduction that revisits the lessons on requirements for economic transformation. Then it considers the alliances that must exist between stakeholders to facilitate economic transformation. The chapter analyses the strengths, weaknesses and required actions for strengthening collaborative linkages amongst the categories of institutions reviewed in Part Two. It summarizes the challenges to and promoters of strong institutional linkages from the Ghanaian and international experiences.

The Fourth Part of the Report draws from the learning from the previous chapters and makes proposals for a framework to analyze the state of collaboration between the parties in order to zero in on what needs to be done. It sets proposes a set of indicators for collaboration and a model for assessment of institutions based on them. The model is applied to the stakeholder categories proposed in Part Two to demonstrate its use. For instance, it suggests that the regulatory institutions most effectively initiated collaboration followed by the support institutions. The policy institutions/MDAs received the most attention for collaboration followed by the regulatory institutions. Parliament received more overtures and invitations for collaboration that it extended. Policy/MDA institutions

also received gestures for collaboration than they extended. The four sets of appendices elaborate the institutional categories, players and partnerships and assess the strengths and elements of partnerships between stakeholders.

1.5 Economic Transformation: The Policy Perspective and Direction

Prospects for economic transformation are within the prevailing legislative and policy framework. The Ghana Industrial Policy was passed in 2010 and over the past eight years other important policies such as the Employment Policy, have come into being. Currently, Ghana is guided by the President's Coordinated Programme of Economic and Social Development Policies (CPESDP, 2017 to 2024) "The Agenda for Jobs: Creating Prosperity and Equal Opportunity for All".

The CPESDP's five pillars of growth include revitalizing the economy and transforming agriculture and industry. Section 4.2.4 focuses on an industrial transformation agenda and private sector development. It includes Energy for Industry which seeks to ensure energy availability through re-aligning electricity tariff structures, boosting long-term generation of power at lowest possible costs and upgrading, renewing and expanding power transmission.

Other aspirations include making Ghana the most business-friendly country in Africa by addressing the bottlenecks. Areas of focus include lowering the overall tax burden on businesses, instituting incentives for agro-processing, pharmaceuticals, light manufacture, garments and textiles; promoting public-private sector dialogue; improving business financing; supporting entrepreneurship and SME development; promoting export development; enhancing domestic trade; and ensuring consumer protection.

Business environment reform includes using technology to enhance access to business legislation and regulations, thereby promoting transparency and reducing cost implications; regulatory reliefs for SMEs; enhancement of systems of quality controls in the key Ministries, Departments and Agencies (MDAs); and enhanced and inclusive systems of stakeholder engagement.

To improve business financing, the mandate of the National

Investment Bank (NIB) will be re-oriented to focusing on financing to the industrial sector; an Industrial Development Fund (IDF) will be established; the Ghana Investment Promotion Centre (GIPC) will be re-aligned for investments into strategic industries; and state-sponsored micro-finance schemes like the Micro Finance and Small Loans Centre (MASLOC) streamlined to provide credit for SMEs. EXIM Bank will be positioned to finance product for export, particularly in the agricultural and agri-business value chains.

To support SMEs, the Government will strengthen the management of existing entrepreneurship training facilities all over the country. Promoting export development will include a clear national export strategy and an export diversification action plan; restructuring the Ghana Export Promotion Authority (GEPA) to take better advantage of existing international trade agreements such as the EPA, AGOA and intra-African trade; and supporting membership associations such as the Association of Ghana Industries (AGI), Ghana Exporters Association (GEA) and the Ghana National Chamber of Commerce and Industry (GNCCI) in their export promotion activities.

The CPESDP recognizes that to facilitate domestic trade, such fundamentals such exchange rate stability, reduction of inflationary pressures and lending rates, the cost of utility services, taxes, bureaucracy, corruption and high charges at ports must be addressed. Port clearing systems must be reformed and improved and the areas of trade reserved for Ghanaians strictly regulated and enforced. Commitment to deepening local content by ensuring that substantial contracts and procurement activities are executed by domestic corporate entities; legislating competition; and developing modern markets at the district level and facilitating retail trade are required. Consumer protection is an essential part of the agenda which will be ensured through the passage of the Consumer Protection Law and strengthening of the Ghana Standards Authority (GSA).

The CPESDP sets out flagship projects and initiatives as follows: improving the business environment through tax incentives; reviewing import duties and tax exemptions to eliminate abuse and improve efficiency; deepening and giving meaning to local content, with special attention to initiatives owned by women, persons with disability and under the Youth Enterprise Fund (YEF). To this end, strategies include job impact analyses and establishment of an industrial sub-contracting exchange scheme to link large scale

companies to SMEs; strengthening the financial sector through harmonization and streamlining efforts; reviewing the energy sector levy; and capital market development initiatives.

The CPESDP provides for the National Entrepreneurship and Innovation Plan (NEIP) as the primary vehicle for integrated support for early stage businesses with services in business development, business incubation and funding for youth-owned ventures. The NEIP will be supported with multi-purpose industrial parks in each region.

The National Industrial Revitalization Programme (NIRP) intended to provide stimulus for industry has technical and financial support components for distressed but potentially viable industries. The government also intends to establish a permanent consultative forum for public-private sector dialogue.

The One District, One Factor initiative is intended to accompany the Revitalization Programme and is primarily aimed at rural industrialization, driven by the private sector and ensuring a medium to large scale factory in each district. The programme envisages the strengthening of foundry-based manufacturing and precision-machine tooling plants towards the production of basic tools, equipment and parts. It recognizes the contribution of the existing infrastructure under the GRATIS project. It provides for the establishment of technology and innovation incubation centres at public research institutions and a Technology Commercialization Unit at MESTI to facilitate coordination between Government, research, industry and academia.

Other enablers to support economic transformation include the National Identification Programme, the National Digital Addressing System, and an effective and decentralized e-services portal to facilitate delivery of licenses and permits.

Finally, the CPESDP recognizes the importance of

- Raw materials for industry through incentives for the production of selected agricultural products as well as support for recycling and reprocessing of industrial waste and replacement of imported raw materials with local ones
- Research and development for industrial and manufacturing support including re-focus of public research institutions and

incentives for establishment of research and development laboratories by private sector

- Skills development for industry through various policy initiatives including an apprenticeship and skills development centres, collaboration with organized labour, enhancing information on trained artisans and enhance visibility of artisans
- Improving access to land for industrial development including dedicated lands in every region for multi-purpose industrial parks, enclaves and free zones; support of industrial clusters and manufacturing enclaves; and encouragement of regional industrial integration.
- The District Industrialization Programme (DIP) allied to the One-District, One-Factory programme
- Strategic Anchor Industrial Initiatives to develop growth poles for economic transformation including a petrochemical industry, iron and steel, integrated aluminum, pharmaceuticals, vehicle assembly and automotive works, industrial salt, garments and textiles and manufacture of machinery, equipment and component parts with the support of Ghana's foreign trade and investment offices.

Flowing from this vision, there are sectoral initiatives with implications for industrial development including the Planting for Export Development (PERD) initiative led by the Ministry of Local Government and Rural Development (MLGRD) with the Ministry of Food and Agriculture (MOFA), Ministry of Trade and Industry (MOTI), Ministry of Environment, Science, Technology and Innovation (MESTI) and the Ghana Export Promotion Authority (GEPA) which is promoting the commercial support of ten (10) national tree crops. MLGRD is also supporting a programme of the District Centres for Agriculture, Commerce and Technology (DCACT).

The Infrastructure for Poverty Eradication Programme (IPEP) under the Ministry of Special Development Initiatives (MSDI) is coordinating such initiatives as the One Village, One Dam, Agricultural Produce Warehousing and the Special Development Authority Initiatives which could have forward and backward linkages for economic

transformation. The Ministry of Food and Agriculture (MOFA)'s Planting-for-Food-and-Jobs also has some implications.

A stakeholder review must also include emerging initiatives by Development Partners and international players at the sub-regional, regional and world levels including the Economic Commission of West Africa (ECOWAS) and the African Union. The coming into being of the Continental Free Trade Agreement (CFTA) in March 2018 is envisaged to boost intra-African trade. The Agreement endorsed by 44 out of 55 African countries encourages integration and will require the removal of tariffs on several goods and free access to commodities, goods and services across the Continent.

1.6 Framing the Institutional Stakeholders

Arising from these policy provisions, institutional players can be categorized in various ways for study. Framing institutional stakeholders is important to better examine their mandates, scope of operation and relationships.

The first approach is to examine state and non-state organizations and their responsibilities in economic transformation. State players with relevant mandates for aspects of economic transformation may be clustered into four (4) responsibility areas:

- a) Regulatory/oversight bodies including Parliament, Commissions and various Authorities;
- b) Entities with policy-making responsibilities such as Ministries, Agencies and Cabinet;
- c) Institutions with responsibilities for programme development, technical support and backstopping such as Departments and Specialized Agencies; research and training institutions with public financing could be included in this category
- d) Sub-national governance entities with responsibilities for coordination, facilitation, technical backstopping, monitoring and evaluation, namely Regional Coordinating Councils (RCCs), Metropolitan, Municipal and District Assemblies (MMDAs), Decentralized Departments and Agencies.

Non-state players can also be clustered into four (4) groups consisting of:

- a) Civil society organizations (CSOs) including industry membership associations, professional bodies, organized labour and occupational/production groupings;
- b) NGOs involved in social enterprise, entrepreneurship and policy advocacy;
- c) private sector service providers: a number of services for manufacturing and industrialization are expected to be provided by private sector organizations including financing, provision, maintenance and repair of equipment, information technology, marketing support and transportation;
- d) Development Partners (DPs) and International Development Organizations: Development partners have contributed to entrepreneurial development and economic transformation through technical assistance, financial support and resource mobilization.

Another approach to categorizing players in economic transformation and industrial development would be along the lines of responsibilities for (a) providing the enabling environment (b) ensuring requisite policies and programmes (c) delivering the support systems (d) production and consumption of goods and services. The classification is elaborated in Table 1 below. Appendix one presents a list of potential organizations indicated in the first grouping. Appendix two proposes state and non-state institutions engaged in different aspects of industrial promotion which have been identified in the Expert Group Meetings conducted in 2018 and 2019 under the FES Ghana Economic Transformation Project.

Table 1: Institutional Stakeholders in Economic and Industrial Transformation

Institutional Classification	Responsibilities
Promoting an Enabling National Environment	<ul style="list-style-type: none"> • National Visioning and Strategic Direction • Legislation • Resource Allocation and Oversight

Ensuring Requisite Policies and Programmes	<ul style="list-style-type: none"> • Sector medium-term and annual planning and programming • Sector policy formulation, implementation oversight and review • Sector programme planning, budgeting, monitoring and evaluation • Sector regulation, oversight, coordination and supervision
Support Services and Resources	<ul style="list-style-type: none"> • Capacity-building, financing, infrastructure and technology, research and development, reliable and sustainable utilities • Complaints and grievance handling, consumer and employee protection
Production and Consumption-Related Actors and Interest Groups	<ul style="list-style-type: none"> • Investors, entrepreneurs and suppliers • Management, professionals, technical and other employees • Markets including wholesalers, retailers, consumers, agents, facilitators, clients and end-users • Competitors • Employers' associations, organized labour and unions • Advocacy for policy action towards economic transformation.

The key institutional stakeholders selected for further examination were drawn mainly from the organizations identified in the CPESDP (2017 to 2024) indicated in Section 1.5 above. Other organizations, particularly the non-state actors were selected based on such criteria as extent of coverage of key interest groups; demonstrated performance in areas of importance to the transformation agenda as identified Ghana government policy and from the FES Expert Group Meetings; and collaboration with the state actors.

The framework in Table 2 presents the selected institutional stakeholders for the different categories to be explored in the next section. Under the first category, Enabling Environment, the main institution is Parliament. The category also discusses the work of Parliamentary Committees in promoting economic transformation. In the second category, Relevant Policy and Programme Development, three sub-categories have been identified: regulatory/oversight; policy-making; and programme implementation, technical backstopping and monitoring.

The third category focuses on support for economic activity and the two sub-categories were support service organizations and sub-national implementation support. The fourth category consists of Production and Consumption-Related Actors and has two sub-categories: civil society and NGOs/non-state initiatives. A total of thirty (30) organizations and institutions were reviewed for their mandates, scope of responsibilities and institutional partners of interest.

Table 2: Selected Institutional Players in Economic Transformation

CATEGORY	FOCUS	SELECTED INSTITUTIONS
Enabling Environment	1. Legislature	1. Parliament of Ghana 2. Key Parliamentary Committees
Relevant Policy and Programme Development	2. Regulatory/ Oversight	1. Council for Technical and Vocational Education and Training (COTVET) 2. Ghana Standards Authority (GSA) 3. Food and Drugs Authority (FDA)
	3. Policy-Making Entities	1. Ministry of Finance (MoF) 2. Ministry of Trade and Industry (MoTI) 3. Ministry of Local Government and Rural Development (MLGRD) 4. Ministry of Environment, Science, Technology and Innovation (MESTI) 5. Ministry of Special Development Initiatives (MSDI) 6. Ministry of Food and Agriculture (MOFA) 7. Ministry of Business Development (MBD)
	4. Programme Implementation, Technical Backstopping, Monitoring	1. Youth Employment Agency (YEA) 2. National Entrepreneurship and Innovation Plan (NEIP) 3. National Industrial Revitalization Programme (NIRP)

Support Systems	5. Support Organizations	<ol style="list-style-type: none"> 1. National Board for Small Scale Industries (NBSSI) 2. Council for Scientific and Industrial Research (CSIR) 3. GRATIS Foundation 4. Microfinance and Small Loans Centre (MASLOC) 5. Ghana Investment Promotion Centre (GIPC) 6. Ghana Export Promotion Authority (GEPA) 7. EXIM Bank
	6. Sub-National Implementation Support	<ol style="list-style-type: none"> 1. Regional Coordinating Councils (RCCs) 2. Metropolitan, Municipal and District Assemblies
Production and Consumption-Related Actors	7. Civil Society	<ol style="list-style-type: none"> 1. Association of Ghana Industries (AGI) 2. Ghana Exporters Association (GEA) 3. Ghana National Chamber of Commerce and Industry (GNCCI) 4. Ghana Trades Union Congress (TUC) Affiliated Unions
	8. NGOs/Non-State Initiatives	<ol style="list-style-type: none"> 1. Youth Inclusive Entrepreneurial Development Initiative for Employment (YIEDIE) 2. African Center for Economic Transformation (ACET)

PART TWO: BACKGROUND INFORMATION ON SELECTED PLAYERS IN ECONOMIC TRANSFORMATION

The following section discusses the mandates and roles of the organizations indicated above in economic transformation. It also identifies some of the guiding legislative and policy provisions and institutional collaborators of these organizations.

2.1. CATEGORY ONE: ENABLING ENVIRONMENT

2.1.1 Parliament of Ghana

The Parliament of Ghana is the legislative body of Ghana and has four (4) main responsibilities, pertinent to economic transformation. These are legislation, deliberation, oversight and representation. There are two hundred and seventy-five (275) Members representing the constituencies in the country. A term of the Parliament of Ghana spans a period of four (4) years from the first Sitting Day following a general election as stipulated by Article 113 (1) of the 1992 Constitution.

Law-making is required of Parliament under Article 93(2) of the Constitution. Parliament has financial oversight and allocation functions as control of all public funds (power of the public purse) is vested in this body by Chapter 13 of the Constitution. Parliament is expected to exercise oversight of the Executive by keeping watch over the performance of the latter and ensuring that the implementation of public policy conforms to the approved developmental agenda of the state and expenditure provisions.

Parliament's deliberative responsibilities are exercised through the Committees which scrutinize bills, policy matters and other public issues. The Standing Committees deal with matters of continuing importance such as the Appointments, Business, Committee of

Selection, Finance, Gender and Children, Government Assurance, House, Judiciary, Members Holding Offices of Profit, Privileges, Public Accounts, Special Budget, Standing Orders and Subsidiary Legislation.

Parliament's Select Committees have the responsibility to scrutinize the expenditure, the management and the policies of ministries, government departments and other public agencies. There are Select Committees for Communications, Constitutional, Legal and Parliamentary Affairs, Defence and Interior, Education, Employment, Social Welfare and State Enterprises, Environment, Science and Technology, Food, Agriculture and Cocoa Affairs, Foreign Affairs, Health, Lands and Forestry, Local Government and Rural Development, Mines and Energy, Roads and Transport, Trade, Industry and Tourism, Works and Housing and Youth, Sports and Culture.

The Parliament of Ghana is serviced by a Parliamentary Service which provides administrative support to the House, its committees and agencies for the purpose of ensuring full and effective exercise of the powers of the Legislature.

Parliament in its entirety has responsibilities for facilitating economic transformation through enabling legislation and review of inimical regulations and policies; appropriate and favourable budgetary allocations and financial allocations; and oversight and follow-up on the actions of state and non-state players towards achievement of national goals and aspirations.

2.1.2 Key Parliamentary Committees

Fifteen (15) Committees have been identified as being particularly pertinent to economic transformation, as presented in Table 3 below. Ten (10) are considered to have primary responsibilities for facilitating economic transformation; and five (5) with secondary responsibilities that have a bearing on economic transformation.

Table 3: Committees of Parliament with Key Functions for Economic Transformation

Committees with Primary/Direct Relationship	Interests/Role in Economic Transformation
1. Trade, Industry and Tourism	The Committee has responsibility for assessing trends in industrial development; direction of trade and tourism; and performance of state institutions with responsibilities for providing requisite services and adequate budgetary resources to these ends
2. Mines and Energy	The Committee exercises oversight in relation to the mining sector which is linked to the economic development of Ghana, mining policy; and energy issues as a critical dimension of economic transformation.
3. Environment, Science and Technology	The Committee is charged with science and technology which is linked to industrial development, innovation and efficiency. The relationship between the environment, climate change, the green economy and economic transformation is key to promoting change.
4. Local Government and Rural Development	The Committee oversees local government which has responsibility for the overall development of sub-national areas including economic transformation. The Committee's responsibility for rural development should also give impetus to optimizing the opportunities that the rural areas and rural populations offer for employment creation and natural resource management.
5. Finance	The Committee has responsibility for overseeing major financial transactions of the country; and by implication have influence on how these have been applied to promote economic transformation.
6. Gender and Children	This Committee would be required to oversee how gender equality is pursued including in economic activities. Therefore, the opportunities that economic transformation offer for bridging gender gaps and for optimizing human resource capacity would be of interest to the Committee.
7. Food, Agriculture and Cocoa Affairs	This Committee is critical to economic transformation, given the role of agriculture in employment and economic productivity. Economic transformation also requires diversification of products and improvements in productivity which lies in its purview.

8. Lands and Forestry	The Committee on Lands and Forestry also oversees the economic opportunities that natural resources offer and how these can be utilized sustainably.
9. Employment, Social Welfare and State Enterprises	The Committee has responsibility for the creation and quality of employment, including the circumstances of the informal sector, expanding formal employment, incomes and relationships between stakeholders in this arena
10. Youth, Sports and Culture	The Committee targets young people, a special segment of the population key to Ghana's economic transformation. In line with international trends, creative industry and sports offer innovative opportunities for economic growth.
Committees with Secondary/ Complementary Roles	
1. Works and Housing	The Committee on Works and Housing is key to ensuring the requisite infrastructural support to facilitate economic transformation, in the works aspect of its mandate.
2. Government Assurances	The Committee is critical to following up on commitments by government functionaries and agencies, including economic transformation.
3. Communications	The Committee's responsibilities include oversight on digitization and innovations in electronic communication and data. This is essential to economic transformation.
4. Foreign Affairs (Economic Diplomacy)	In the quest to diversify exports and to build export competitiveness and gains, effective economic diplomacy is required. The Committee on Foreign Affairs has critical roles to play in facilitating the gains.
5. Roads and Transport	The Committee has responsibility for road infrastructural support for economic transformation on the one hand; and the place of transport in fostering development.

CATEGORY TWO: RELEVANT POLICY AND PROGRAMME DEVELOPMENT

2.2 REGULATORY/OVERSIGHT

2.2.1. Council for Technical and Vocational Education and Training (COTVET)

The Council for Technical and Vocational Education and Training (COTVET) is a key player in promoting economic transformation. Its contribution is in the area of human capacity development for expansion in employment, income generation and innovative development.

COTVET was set up by an Act of Parliament (Act 718) to formulate policies on skills development across pre-tertiary and tertiary education in both the formal, informal and non-formal sectors of the economy. COTVET is also expected to coordinate and harmonize the activities of public and private providers of technical and vocational training including apprenticeships. The Technical Vocational Education and Training (TVET) system overseen by COTVET seeks to improve the productivity and competitiveness of the skilled workforce and raise the income generating capacities of people, especially women and low income groups through provision of quality-oriented, industry-focused and competency-based training programmes and complementary services.

COTVET has a number of on-going projects including the Ghana Skills and Technology Development Project (GSTDP) which seeks to improve efficiency and effectiveness of the TVET system and ensure sustainable sources of funding for TVET. One of its projects, the Development of Skills for Industry Project (DSIP) focuses on supporting equitable access to public institutions, targeting females and the rural poor as well as building the capacity of training institutions.

Another COTVET intervention, the Ghana Skills Development Initiative (GSDI) builds capacity in the informal sector. Under the initiative, COTVET assists trade associations to improve the traditional apprenticeship system, standardize training and cope with technological developments.

2.2.2. Ghana Standards Authority (GSA)

The Ghana Standards Authority (GSA)'s mission is to contribute towards the growth of industry, protect consumers and facilitate trade through standardization, metrology and conformity assessment. It has evolved over the years from the National Standards Boards created in August, 1967, which was carved out of the Institute of Industrial Research (IIR).

The authority is mandated to undertake national standards development and dissemination, testing services, inspection activities, product certification scheme, calibration, verification and inspection of weights, measures and weighing and measuring instruments, pattern approval of new weighing and measuring instruments, destination inspection of imported high risk goods, promoting quality management systems in industry. GSA is also required to advise the Ministry of Trade and Industry on standards and related issues.

The services rendered by GSA are essential for economic growth. This is because standards bring technological, economic and societal benefits by reassuring consumers that products are safe, efficient and good for the environment. The GSA also provides a platform where consumers can also verify and check for certified goods anywhere and at any time. The GSA contributes to the growth of industry, protecting consumers and facilitating trade through standardization, metrology and conformity assessment.

2.2.3. Food and Drugs Authority (FDA)

The Food and Drugs Authority (FDA) is the National Regulatory Body responsible for the control of food, drugs, food supplements, herbal and homeopathic medicines, veterinary medicines, cosmetics, medical devices, household chemical substances, tobacco and tobacco products and the conduct of clinical trials protocols. FDA ensures quality, safe and efficacious, effective and wholesome products through registration, inspections, licensing, surveillance and

clinical trials activities in conformity with the applicable national and international standards; and to meet consumer needs.

The FDA was established in 1992 as the Food and Drugs Board (FDB) on the basis of the 1992 Food and Drug Law which was later amended by the Food and Drugs Act of 1996. The Food and Drugs legislation was revised in 2012 and integrated into a new Public Health Act 851 that gave birth to the Food and Drugs Authority. The mission of FDA is to protect public health by assuring the safety, efficacy and security of human and veterinary drugs, food, biological products, cosmetics, medical devices, household chemical substances, tobacco and the conduct of clinical trials in the country.

The functions of the Authority are to ensure adequate and effective standards for food, drugs, cosmetics, household chemicals and medical devices, monitor through the District Assemblies and any other agency of State compliance with the provisions of Part 6, 7 and 8 of the Public Health Act (Act 851 of 2012). The Authority advises the Minister (of Health) on measures for the protection of the health of consumers and the preparation of effective regulations. GSA approves the initiation and conduct of clinical trials and any other ancillary functions. The FDA also works through four (4) technical advisory committees (TAC) that are made up experts from different scientific backgrounds responsible on advising for safety of medicines, safety of vaccines and biological products, medical devices and clinical trials.

2.3 POLICY MAKING ENTITIES

2.3.1. The Ministry of Finance

The Ministry of Finance (MoF)'s responsibility is to ensure the country's macro-economic stability required to promote sustainable economic growth and development. This involves quality financial management, exacting accountability and ensuring good economic governance. MoF formulates and implements sound fiscal and financial policies, effective mobilization and efficient allocation of resources and improve public financial management in the country.

The Ministry is also responsible for the mobilization of external and internal resources, allocation of these resources to all sectors of the economy, ensuring sustainability of public debt, preparation and

implementation of the annual budget and economic and financial statement of Government, the management of public expenditure and developing and implementation of financial sector policies.

The Ministry has the following the divisions: Budget, Debt Management, Economic Research and Forecasting, External Resource Mobilization (Bilateral), External Resource Mobilization (Multilateral), Financial Sector, General Administration, Legal, Monitoring and Evaluation, Public Investment, Real Sector and Revenue Policy.

The following agencies operate under the supervision of the Ministry of Finance: Ghana Revenue Authority (GRA), Controller and Accountant General's Department (CAGD), Institute of Accountancy Training (IAT), Financial Intelligence Centre (FIC), Securities and Exchange Commission (SEC), National Lottery Authority (NLA) and the Ghana Infrastructure Investment Fund (GIIF). It collaborates with the Public Procurement Authority (PPA), the Bank of Ghana (BOG), National Pensions Regulatory Authority (NPRO) and the Ghana Cocoa Board (COCOBOD).

2.3.2. Ministry of Trade and Industry

The Ministry of Trade and Industry (MOTI) is responsible for government policy to promote the growth and development of domestic and international trade, industrial sector initiatives and private sector development. MOTI is expected to develop and implement innovative programmes and special interventions to provide strategic growth for the Ghanaian economy. The Ministry is required to ensure maximum benefit from international trade relations for Ghana and the conduct of domestic trade in a smooth and orderly manner. Furthermore, MOTI must strive to strengthen trade relations with all friendly countries on a most favored nation basis consistent with Ghana's membership of the World Trade Organization (WTO).

MOTI collaborates with the following institutions towards the fulfilment of its goals and performance of its functions: Ghana Investment Promotion Centre (GIPC), Registrar General's Department, Association of Ghana Industries (AGI), Ghana Free Zones Authority (GFZA), Ghana Revenue Authority (GRA), Ghana National Chamber of Commerce and Industry (GNCCI), Private Enterprise Forum (PEF), Federation of Associations of Ghanaian Exporters (FAGE), Association of Small Scale Industries (ASSI), and the Ghana Trade Fair Company.

The Ghana Free Zones Authority (GFZA) oversees the implementation of the provisions of the Free Zones Act, Act 504 (1995). The law seeks to promote the processing and manufacturing of goods through the EPZs and encourage the development of commercial and service activities at sea and airport areas. Free zones companies can be located in any part of the country under the approval of the GFZA for the production of goods and services intended for foreign markets where 30% of manufactured products can be sold locally and the remaining 70% exported.

MOTI works with the following agencies: Ghana Export Promotion Authority (GEPA), National Board for Small Scale Industries (NBSSI), Ghana Standards Authority (GSA), GRATIS Foundation of Ghana, Rural Enterprises Programme (REP) and the Ghana Heavy Equipment Limited. MOTI also oversees productive activities such as those by GIHOC Distilleries, Volta Star Textiles Limited, Northern Star Tomato Company Limited, and Ayensu Starch Factory.

Some of the Ministry of Trade and Industry (MoTI)'s flagship initiatives that have the potential to contribute to economic transformation include

- National Entrepreneurship Innovation Plan (NEIP) Secretariat, Ministry of Business Development
- Ghana Warehouse Receipt System (Ministries of Finance; Trade and Industry; and Food and Agriculture)
- District Industrialization Programme (DIP)
- One-District, One-Factory Programme
- Technical Apprentice and Skills Training Programmes through the GRATIS Foundation
- Empowering Novel Agribusiness-Led Employment for Youth (ENABLE Youth) under the Rural Enterprise Programme of the Ministry of Trade and Industry.

MOTI's Rural Enterprises Programme (REP) is intended to increase the number of micro and small-scale enterprises in various districts and to generate profit, growth and employment opportunities at the local level. The Business Resource Centres (BRCs) are to provide the necessary services and advice for the start-ups in the various districts to enable the programme achieve its objective. The programme is also to support government initiatives such as the Planting for Food and Jobs.

MOTI has developed a ten-point agenda for industrial transformation. The agenda consists of:

- Industrial Revitalization Programme (Stimulus Package)
- One District One Factory Programme
- Strategic Anchor Industries
- Business Regulatory Reforms
- Industrial Sub-Contracting Exchange
- Industrial Parks
- Development of SMEs
- Export Diversification
- Enhancing Domestic Retail Infrastructure and
- Public-Private Sector Dialogue

2.3.3. The Ministry of Local Government and Rural Development (MLGRD)

The Ministry of Local Government and Rural Development (MLGRD) is responsible for promoting effective governance at the sub-national level and balanced rural based development through the Metropolitan, Municipal and District Assemblies.

The vision of MLGRD is to achieve substantial and equitable economic growth through citizen participation and accelerated service delivery at the local level within a decentralized environment. Its mandate is executed through formulation of policies on relevant issues including decentralization, rural and urban development. MLGRD provides assemblies with guidelines on the acquisition and use of various resources, supports the localization of sector plans, provides advisory services and designs and delivers systems to set targets for and monitor the performance of Assemblies.

Therefore, MLGRD promotes the establishment and development of a vibrant and well-resourced decentralized system of local government for the people of Ghana. Some of the projects the Ministry has implemented in the past decade include the Local Government Capacity Support Project (LGCSP), Street Naming and Property Addressing Project (SNPAP), Greater Accra Passenger Transport Executive (GAPTE), The Urban Transport Project (UTP), Ghana Urban Agenda, Integrated Rural Development Project (IRDP), Ghana Social Opportunities Project (GSOP), Ghana Urban Management Pilot Project (GUMPP) and Food Security and Environment Facility (FSEF).

Current initiatives of relevance to economic transformation include

- The Establishment of the District Centres for Agriculture, Commerce and Technology (DCACT).
- Functioning of Vocational and Technical Training Institutes under the Department of Community Development
- Infrastructural development for economic activities (markets) and industrial parks in collaboration with MOFA
- Planting for Export Development (PERD) focusing on tree crops being implemented in collaboration with MOFA, MOTI, MESTI and GEPA.

2.3.4. Ministry of Employment and Labour Relations

The Ministry of Employment and Labour Relations (MELR) is responsible for policy formulation, planning, coordination and oversight of labour and employment issues in Ghana across the various sectors. By its mandate, it works to promote harmonious labour relations, workplace safety and decent work. It has responsibility for ensuring an enabling environment for profitable job creation, career and professional development and generally facilitating accelerated employment creation for national development.

MELR oversees issues that contribute to the quality of jobs for the employed such as collective bargaining, non-discrimination in the workplace and compliance with labour standards and employment protection regulations. It has responsibility for promoting social dialogue and ensuring fundamental rights of workers. . The Ministry has such Departments as the Labour Department, Department for Factory Inspectorate and the Department of Cooperatives and hosts the National Tripartite Committee. The Ministry collaborates with such entities as the National Labour Commission, the Fair Wages and Salary Commission, the National Pensions Regulatory Authority.

MELR in 2014 sponsored the National Employment Policy. It is presently overseeing the development of a comprehensive Occupational Safety and Health (OSH) policy, the National Labour Migration Policy, guidelines on domestic workers and a Domestic Workers' Bill. The Ministry is also working on formalizing the informal economy. It has organized graduates into cooperatives with a view to nurturing viable enterprises. Relevant programme initiatives in the sector to support economic transformation include the

- Functioning of Integrated Community Centers for Employable Skills(I.C.C.E.S)
- Building competencies through the Management Development and Productivity Institute (MDPI)
- Youth livelihood enhancement through the Opportunities Industrialization Centres, Ghana(OICG) and
- The Graduate Entrepreneurship Business Support Scheme Implementation.

2.3.5. The Ministry of Food and Agriculture (MOFA)

Ghana's Ministry of Food and Agriculture (MOFA) is the government agency responsible for the development and growth of agriculture in the country. Agriculture has a critical role to play in achieving economic transformation. It is currently the mainstay of the economy, with critical contributions to agribusiness and the potential to impact poverty reduction efforts, perhaps more than other sectors. It is central to rural development and has associations with cultural values, social stabilisation, environmental sustainability and provision of buffers during economic shocks. Its mission is to promote sustainable agriculture and thriving agribusiness through research and technology development, effective extension and other support services to farmers, processors and traders for improved livelihood. However, the Ministry's jurisdiction does not cover the cocoa, coffee or forestry sectors¹.

The vision of the Ministry is to achieve a modernized agriculture sector culminating in a structurally transformed economy and evident in food security, employment opportunities and reduced poverty. The ministry's roles include the following: formulation of appropriate agricultural policies; planning and coordination of various development projects; monitoring and evaluation of the projects and programmes; assessing and reviewing progress of the sector. Some of its agencies include the Grains and Legumes Development Board, the Ghana Irrigation Development Authority, the National Food and Buffer Stock Company and the Veterinary Council. Some key programmes of MOFA for economic transformation include the:

¹ Ghana Cocoa Board under the Ministry of Finance is responsible for cocoa affairs. The Ministry of Lands and Forestry has responsibility for the Forestry Commission, while the Ministry of Fisheries and Aquaculture Development is responsible for the fisheries sub-

- Ghana Commercial Agriculture Project (GCAP)
- Ghana Agricultural Sector Investment Program (GASIP)

2.3.6. Ministry of Environment, Science, Technology and Innovation (MESTI)

The Ministry of Environment, Science, Technology and Innovation (MESTI) envisages sustainable development through the use of science, technology and innovation for wealth creation and sound environmental governance in a modern and competitive economy. Therefore, it exists to establish a strong national scientific and technological base for accelerated sustainable development of the country. The overall objective of MESTI is to ensure accelerated socio-economic development of the nation through sound policies and regulatory frameworks to promote the use of appropriate, environmentally friendly, scientific and technological practices and techniques.

MESTI has a mission to promote sustainable development by deepening and strengthening market driven research and development (R&D) for sound environmental governance, science, technology and innovation through intensive awareness creation, collaboration and partnership.

The Ministry oversees and partners these agencies in pursuit of its mandate: the Council for Scientific and Industrial Research; Ghana Atomic Energy Commission; Environmental Protection Agency; Land Use and Spatial Planning Authority; the National Biosafety Authority and the Nuclear Regulatory Authority, Ghana.

2.3.7. Ministry of Special Development Initiatives (MSDI)

Ministry of Special Development Initiatives was created in 2017 to spearhead a transformative program of local infrastructure development especially in the rural and deprived communities. The Ministry has commenced the construction of 1,000 community-based water systems with reservoir tank and solar pumps with a number of distribution points across the 275 constituencies. The Ministry has oversight of the three (3) Development Authorities to deliver projects to respond to needs assessment conducted in 2017. The responsibilities of the Development Authorities as enshrined in the Northern Development Authority (NDA) Act 963 of 2017; Central Development Authority (Act 962); Southern Development Authority (Act 961).

2.4 PROGRAMME DEVELOPMENT, MONITORING AND OVERSIGHT

2.4.1. Youth Employment Agency (YEA)

The Youth Employment Agency (YEA) is established by Act 887 of 2015 is a successor to the National Youth Employment Programme (NYEP). The Programme had been established to empower young people to contribute to national socio-economic and sustainable development. Its objective was to support youth between the ages of 18 to 35 years to transit from unemployment through skills training and internship modules.

The organization seeks to identify and create economically viable jobs, check rural-urban drift and inculcate self-discipline, good morals and a sense of patriotism in the youth. In pursuit of its mission, innovative employment modules are developed to train, place and exit beneficiaries into mainstream employment and improve employment opportunities for the youth. The agency is also required to coordinate all youth employment and entrepreneurial programmes, supervise and facilitate job-creation modules. YEA is expected to engage between 45,000 and 100,000 young people across the country and particularly vulnerable and at-risk youth such as those on the street.

Modules have included Youth in Waste and Sanitation; Youth in Security Service; Community Education Teaching Assistants (CETA); Health Extension Workers (HEW); and Youth in Agriculture and Agri-Business. Over the years, the policy focus of the organization has shifted from traditional employment channels and modules which have pay roll implications and paid internships to the self-employment modules such as Trades and Vocation Modules.

YEA intends to promote employment in the art-making industry. Sources of funding for the Agency under the law include 80% of Communications Service tax, 10% of the District Assemblies Common Fund (DACF), 5% of Ghana Education Trust Fund (GET-FUND) and other sources including donations from local and international partners.

The Agency is expected to collaborate with existing agencies and Ministries in youth and entrepreneurial development in pursuit of its mandate as well as players in the informal and formal sectors of the economy.

2.4.2. The National Entrepreneurship and Innovation (NEIP)

The National Entrepreneurship and Innovation Plan (NEIP) is a flagship policy initiative of the current government of Ghana with the primary objective of providing an integrated national support for start-ups and small businesses. NEIP primarily focuses on providing business development services, startup incubators and funding for young businesses to enable them grow successfully.

NEIP is set within the context of Ghana's long-term strategic vision of consolidating its middle-income status, building an industry-driven economy capable of providing decent and sustainable jobs. Four (4) key implementation modules have been identified towards the achievement of NEIP's objectives. These are the

- NEIP Incubation and Acceleration Programme
- NEIP Business Competition and Business Support Programme
- NEIP Industrialization Plan and
- NEIP Fund.

NEIP has other initiatives to support young entrepreneurs including the NEIP Greenhouse, the NEIP Marketplace, NEIP eMall and NEIP Local Services. NEIP seeks to enable new businesses to emerge, provide the growth space, facilitate financing and business development services and to link them to secure orders during the critical formative years. NEIP will support them to tap into a wide supply chain network for their growth years and help to create widely distributed jobs at a national level.

2.4.3. National Industrial Revitalization Programme (NIRP)

The National Industrial Revitalization Programme (NIRP) is a strategic intervention set up under the Ministry of Trade and Industry (MOTI)'s 10 Point Agenda for Industrial Transformation to create a quick disbursing Stimulus Fund of up to USD 200 million. It is also intended to revamp distressed but viable companies, provide technical assistance to such entities, provide business development services and facilitate access to markets. Accessing funding under the Programme requires the applicant to go through the following steps:

- Submission of an expression of interest (EOI) to the programme
- Completing and submitting a Business Diagnostic Toolkit
- Submitting other documentations such as tax returns, audited accounts

- Assessment and shortlisting of applications received
- Site inspection and auditing of shortlisted companies by a group of experts
- Ceding shortlisted companies to participating financial institutions
- Disbursement of funds to shortlisted companies
- Monitoring and evaluating the performance and impact of financing.

The criteria for the identification and selection of the beneficiary companies include but not limited to the following:

- High potential for enhanced job creation
 - For companies employing 100 or less people, the potential for 100% increase in employment.
 - For companies employing between 100 and 300 people, the potential for a 50% increase in employment.
 - For companies employing more than 300, a potential for a 20% increase in employment.
- Competent management team or evidence to engage qualified personnel for key functional areas,
- Sound financial and accounting reporting system,
- Good corporate governance including effective Board structure or evidence to restructure Board,
- Good track record of operational and commercial performance
- Clear evidence of existing/available market for products or services
- Interest and willingness of existing shareholders and Governing Board, including but not limited to providing a board resolution to take advantage of proposed Stimulus Package,
- Potential to export products to other markets outside Ghana is an added advantage,
- Location in peri-urban and rural communities is an added advantage.

CATEGORY THREE: SUPPORT SYSTEMS

3.1 SUPPORT PROVISION ORGANIZATIONS

3.1.1 The National Board for Small Scale Industries (NBSSI)

The National Board for Small Scale Industries (NBSSI) operates under the supervision of the Ministry of Trade and Industry (MOTI). It is governed by the National Board for Small Scale Industries Act (Act 434 of 1981). The Board was given a wide range of responsibilities indicated by its functions in Section 2 of its law, which included regulatory, policy-formulation, supervisory and implementing functions. NBSSI was expected to establish criteria for small scale industries and policy implementation with a view to helping to develop them. The Board was charged with designing, developing and implementing plans of action and establishing infrastructure to accelerate policy implementation and programme execution.

The Board was also expected to organize field extension networks, advise on approval of applications for establishment of industries and import licences, coordinate the efforts of agencies, ministries and donor agencies on information flow, build industrial estates, control the inflow and outflow of foreign aid and foreign loans and monitor the utilization of funds earmarked for small-scale industries. Other responsibilities included assignment of appropriate agencies the implementation of projects and programmes, help to improve their capabilities and ensure that all assignments delegated to them are duly fulfilled. Per the law, the Board was to be consulted and to give written approval to any other organizations performing the above functions.

This scope has been too wide for NBSSI to implement, including the potential for duplicating and contradicting the responsibilities of other sector agencies. Over the past three decades, NBSSI has helped to identify and define small-scale industry in Ghana and assist in the development and support of such establishments. NBSSI has also encouraged the formation of associations, groups and other organizations beneficial to the development of small scale operators. NBSSI's activities have been in business development services for micro and small enterprises, including operating through Business Advisory Centres (BACs) at the district level.

For the nation's current requirements, NBSSI offers a range of relevant programmes for fostering entrepreneurship amongst smaller operators including

- Entrepreneurship Programmes - Starting and Running Businesses
- Incubation Programs
- Kaizen Business Acceleration Program
- Apprenticeship to Entrepreneurship
- ICT for Master-crafts
- Digital For Inclusion Programme

NBSSI can promote economic transformation and enhance industrialization through

- Provision of relevant technical training: programmes tailored to the needs and experiences of beneficiaries
- Ongoing collaboration with various initiatives and civil society organizations (CSO) including faith, community, membership development and production-oriented entities towards promoting their micro-operations and grassroots capacity
- Availability of wide-ranging services that accommodate other needs of clients including language and their stage of capacity requirements
- Its presence on a national scale of operation with regional offices and Business Advisory Centres (BAC) at the district levels
- Its existence as a statutory entity with a clear legal mandate, management and implementation structures and accountable to Parliament and the Cabinet through the Ministry of Trade and Industry; and assured funding for staff costs and some level of operational funding through national budgetary allocation
- Experience in collaboration with development partners and international sponsors and access to international best practice

3.1.2 Council for Scientific and Industrial Research (CSIR)

The Council for Scientific and Industrial Research (CSIR) was established by NLC Decree 293 of October 10, 1968 amended by NLCD 329 of 1969, and re-established in its present form by CSIR Act 521 on November 26, 1996. Its mandate as a Research Coordinating Centre is to pursue the implementation of government policies on scientific research and development and to advise the sector Minister on scientific and technological advances likely to be of importance to national development.

CSIR coordinates all aspects of scientific research in the country and ensures that the Research Institutes of the Council and other organizations engaged in research cooperate in their efforts. CSIR exercises control over the Research Institutes and projects of the Council. It has the power, after consultation with the Minister, to create, reconstitute, merge or dissolve Any Institute, Centre, Unit or Project of the Council.

The vision of CSIR is to deploy the transforming power of science and technology for wealth creation. Its mission is to become the force for accelerated social and economic development of Ghana through examining, exploring and creating science and technology catalysts for public and private wealth creation.

The establishment of CSIR encourages coordinated employment of scientific research for the management, utilization and conservation of the natural resources of Ghana in the interest of developing agriculture, health, medicine, environment, technology and other sectors. To this end, it envisages that close linkages with the productive sectors of the economy must be encouraged.

3.1.3 Ghana Investment Promotion Centre (GIPC)

The Ghana Investment Promotion Centre (GIPC) is responsible under the GIPC Act, 2013 (Act 865) for encouraging and promoting investments in Ghana, including an attractive incentive framework and a transparent, predictable and facilitating environment for investments. The object of the Centre is to (a) create an enhanced, transparent and responsive environment for investment and the development of the Ghanaian economy through investment; and (b) encourage, promote and facilitate investment in the country.

The vision of GIPC is to make Ghana “the first destination of choice for investing in Africa and their mission is to be the official and most accurate information hub for investors in Ghana by providing seamless “one stop shop-high value added” services.

GIPC in pursuance of its mandate of coordinating and monitoring all investment activities facilitate investments by:

- maintaining liaison between investors and Ministries, Government departments and agencies, institutional lenders and other authorities concerned with investments;
- providing and disseminating up-to-date information on incentives available to investors
- assisting incoming and existing investors with support services including assistance to procure permits required for the establishment and operation of enterprises.

GIPC also co-ordinates and monitors all investment by:

- Evaluating the impact of the Centre on investments in the country and recommending appropriate changes where necessary,
- Registering and keeping records of all enterprises to which the Act is applicable;
- Registering and keeping records of all technology transfer agreements relating to investments.

GIPC partners various institutions that play key roles in the establishment and running of businesses in Ghana. They include the Bank of Ghana (BOG), Registrar General's Department (RGD), Ghana Immigration Service (GIS), Social Security and National Insurance Trust (SSNIT), Ghana National Chamber of Commerce and Industry (GNCCI), Environmental Protection Agency (EPA), Ghana Free Zones Authority (GFZA), Ghana Export Promotion Authority (GEPA), Minerals Commission, Ghana Tourism Authority (GTA), Ghana Standards Authority (GSA), among others.

3.1.4. Ghana Export Promotion Authority (GEPA)

The Ghana Export Promotion Authority (GEPA) is the national export trade support institution which operates under the Ministry of Trade and Industry (MOTI). GEPA is responsible for the facilitation, development and promotion of Ghanaian exports. It was established by Act 396 in 1969 as an agency of the Ministry of Trade and Industry with the mandate to develop and promote Ghanaian exports. Its

focus has been primarily to diversify Ghana's export base from the traditional products such as gold and other unprocessed minerals, cocoa beans, timber logs and lumber. GEPA's goal as an institution is to ensure that export trade contributes to accelerated economic growth through strategic and aggressive marketing of Made-in-Ghana products in the competitive global economy. GEPA's mission is to build internal systems and strategic external networks to develop Ghanaian non-traditional exports throughout the value chain and promote made-in-Ghana goods and services in strategic markets to achieve national targets for economic development.

Internationally GEPA partners with the International Trade Centre, Centre for the Promotion of Imports from Developing countries (CBI), Trade Facilitation Office Canada and United Nations Industrial Development Organization (UNIDO). Internally, GEPA affiliates with Ministry of Trade and Industry (MOTI), Ghana Exim Bank, Ghana Free Zones Authority (GFZA), the Ghana Investment Promotion Centre (GIPC), the Ministry of Foreign Affairs and Regional Integration (MOFARI), Association of Ghana Industries (AGI), Forestry Commission, Ghana Standards Authority (GSA), COCOBOD, Ghana National Chamber of Commerce and Industry (GNCCI) and Timber Industry Development Division (TIDD).

Services provided by GEPA include export training, international market research, trade fairs and market missions, personal advisory services and driving national export awareness. Through all of the stated services GEPA stimulates awareness among the business community to get involved in international trade.

3.1.5. GRATIS Foundation

GRATIS Foundation was incorporated in December 1999 and evolved from the Ghana Regional Appropriate Technology Industrial Service (GRATIS) Project. The project was established in 1987 by the Government of Ghana with support from the European Union and the Canadian International Development Agency to promote small-scale industrialization in Ghana. The organization has a presence all over Ghana with nine regional centres, each providing specialised programmes and services.

The organization's mission is to develop, promote and disseminate marketable technologies and skills for the growth of industry,

particularly micro, small and medium scale enterprises in Ghana and West Africa. The main activities of GRATIS have included (a) manufacturing with a focus on agriculture/agro-processing, environmental, sanitation, textile and industrial equipment (b) technology-based training. GRATIS also undertakes equipment installation, repair and maintenance services. It produces agricultural, agro and food-processing equipment including processing plants for cassava, palm oil, palm kernel oil, shea butter, groundnuts, fruit juice, honey, cereal and grain; driers, ovens and stoves; farming implements and tools; and animal traction implements. In relation to environment and sanitation, GRATIS has the capacity to produce open and closed solid waste containers; garbage push-trucks; hospital equipment; and steel well and concrete moulds.

GRATIS has also developed packaging and sealing machines, mechanical harvesters, fruit extractors, twin waste bins for street factories, computer imaging machines for precision-cutting for industry and cocoa pod breakers. GRATIS organizes training programmes aimed at equipping men and women with technical, vocational and entrepreneurial skills for self-employment. The organization also provides extension training services to support rural industries and communities to enhance productivity and improve local incomes.

Apart from classroom-based training, GRATIS encourages hands-on training, industrial attachment and practical experiences as part of its methodology. The organization has produced a range of training materials, manuals and video documentaries, investment studies, technology profiles, baseline studies and rural infrastructure for public, private and non-governmental clients and informal small and micro-enterprise initiatives.

GRATIS provides technical assistance and entrepreneurial training in such areas as food processing, beekeeping and textiles production, batik, tie and dye/screen printing and blacksmithing. GRATIS Client Associations provide platforms for beneficiaries to network to improve and expand their businesses. Through these platforms and services, beneficiaries are able to access working capital and equipment on hire-purchase basis.

GRATIS collaborates with research-oriented bodies in the design of prototypes and manufacture of relevant equipment. Its collaborators'

include the Kristo Asafo Mission and the Council for Scientific and Industrial Research (CSIR). To certify and validate its employable skills building efforts, it has relationships with the Council for Technical and Vocational Education and Training (COTVET) and the National Coordinating Committee for Technical and Vocational Training (NACVET).

3.1.6. Microfinance and Small Loans Centre (MASLOC)

Microfinance and Small Loans Centre (MASLOC) is a microfinance apex body responsible for implementing the Government of Ghana's (GoG) microfinance programmes targeted at reducing poverty, creating jobs and wealth. It was established in 2006 by the Government of Ghana.

MASLOC is mandated to hold in trust, Government of Ghana and/or Development Partners' funds for the purpose of administering micro and small-scale credit programmes. It is also to provide, manage and regulate approved funds for microfinance and small-scale credit, loan schemes and programmes. MASLOC is also responsible for:

- co-ordination and facilitation of the activities of institutions and organizations in the micro-finance subsector of the economy;
- promotion and enhancement of the development of a decentralized micro financial system; and
- co-operation, collaboration and complementarities with other non-bank finance institutions in the operations of microfinance services.

Over the years MASLOC has established itself by disbursing micro and small loans to the identified poor in various sectors of the Ghanaian economy and has also provided business advisory services, training and capacity building for small and medium scale enterprises (SMEs) as well as collaborating institutions.

3.1.7 Ghana Export-Import Bank (EXIM Bank, Ghana)

Ghana Export-Import Bank was established under Act 911 in 2016 to support the government's efforts to strengthen Ghana's export initiatives. It succeeded and carried on the work of the Export Trade, Agriculture and Industrial Development Fund (EDAIF) which was created in 2013 through Act 872. The Bank is a body corporate with perpetual succession that may sue and be sued in its corporate

identity. The objects of the Bank are to support and develop directly or indirectly, trade between Ghana and other countries; and to build Ghana's capacity and competitiveness in the international market place. To these ends, the Bank's functions include providing

- Providing credit facilities for exports and imports of inputs of export products
- Making available off-balance sheet credit facilities like bank guarantees to support export and imports of inputs of export products
- Providing insurance against risks of non-payments for exports and commercial risks in overseas investments
- Supporting equity investments in overseas Ghanaian businesses and also manage equity financing schemes to support export-oriented Ghanaian firms
- Conducting research into finance, economics, technology, markets and related subjects; and compiling and disseminating market and credit information on international trade, in order to provide technical, administrative and financial assistance to exports and imports
- Supporting small and medium enterprises engaged in agro-processing and export trade
- Acting as agent of the Government as shall be required or authorized.

Ghana EXIM Bank has seven (7) main products, namely:

1. Pre-shipment credit
2. Post-shipment credit
3. Contingent liabilities
4. Export development finance
5. Cross-border investments
6. Project export guarantees
7. Research and advisory services

3.2 SUB-NATIONAL OVERSIGHT AND IMPLEMENTATION SUPPORT

3.2.1 Regional Coordinating Councils (RCCs)

In Ghana's public administration system, Regional Coordinating Councils (RCCs) have coordinating, monitoring, backstopping and evaluation roles at the sub-national level to support and integrate the efforts of assemblies towards local development. Act 936 empowers

them to undertake these efforts, oversee and integrate planning, budgeting, financial management and other development activities of assemblies. They are required to provide capacity support, conflict resolution and mediation as well as facilitate inter-district initiatives, promote joint development activities that provide economies of scale and other undertakings (such as in natural resource management) that cannot be easily disaggregated along geographical and other lines. RCCs support assemblies' planning and development efforts through the Regional Planning Coordinating Unit (RPCUs) of which regional departmental heads are members. Their responsibilities are outlined in LI2232.

RCCs have links with and often host regulatory and support organizations with a presence at the regional level such as the GSA, FDA, GIPC and NBSSI. Producer umbrella organizations such as the GNCCI and the AGI also have a presence in most regions. The expanded RPCUs can include other support and regulatory entities that facilitate economic development and the RCC is expected to work with them through an inter-sectoral and inter-service collaboration and cooperation mechanism (as provided for in Act 936). The RCC is expected to facilitate a inter-district, multi-assembly coordinating platform in Ghana's local economic development (LED) and rural development policies.

3.2.2 Metropolitan, Municipal and District Assemblies (MMDAs)

Metropolitan, Municipal and District Assemblies (MMDAs) have the constitutional mandate for ensuring overall development of local areas or the districts. MMDAs through their planning, budgeting, programme executing, infrastructural development, municipal services provision, spatial development, rating, taxing, monitoring, evaluating and collaborating functions can promote economic transformation. This is expected to be done in collaboration with local stakeholders such as economic associations, producer groups and other players, as indicated in Act 936.

The departments of assemblies and decentralized departments have sectoral responsibilities of oversight, implementation, coordination, monitoring and evaluation. These are coordinated by the assemblies' Planning Coordinating Units (M/DPCUs). They collaborate with local level developments such as the Business Advisory Centres (BACs)

and Medium and Small Loans Centres (MASLOC). Assemblies are expected to facilitate bottom-up, integrated development planning under LI2232 and can also enter into joint planning initiatives under the supervision of the RCCs. Collaborative arrangements to foster innovation, resource access and other forms of strengthening are envisaged in the National LED Policy. Act 936 also makes provision for enhanced efforts by assemblies at promoting citizens' engagement and participation and public communication, which will foster local economic transformation efforts.

CATEGORY FOUR: PRODUCTION AND CONSUMPTION-RELATED ACTORS

4.1 CIVIL SOCIETY/MEMBERSHIP ORGANIZATIONS

4.1.1 The Association of Ghana Industries (AGI)

The Association of Ghana Industries (AGI) is a voluntary business association of over 1200 members, made up of small, medium and large scale manufacturing and services industries in agro-processing (food and beverages), agri-business, pharmaceuticals, electronics and electrical, telecommunications, information technology, utilities, service industries, transport, construction, textiles, garments and leather, banking and advertising. AGI is dedicated to:

- Advocating policies that advance the growth and development of industries;
- Facilitating international trade through exhibition of member products in countries across the sub-region;
- Strengthening national industry associations through the sharing of knowledge, experience and critical information;
- Providing members with a vast network of contacts, especially in the West African sub-region; and
- Hosting the industry and technology exhibition to promote members' goods.

AGI's mission is to carry out proactive support services to the industrial sector with the view to contributing substantially to the growth and development of industry in Ghana. The Association is able to do these through:

- Analysis and monitoring of policy impact on businesses in order to support and influence legislations or other measures considered to be favourable for the advancement of industry;
- Challenging policies which are considered inimical to industrial growth and development;

- Presenting industry's position papers on specific policies to government and stakeholders; and
- Providing quality service to member-companies, particularly small and medium-scale enterprises in order to bring about continuous improvement in their operations.

AGI collaborates with the Private Enterprise Federation/Forum (PEF), the Ghana National Chamber of Commerce and Industry (GNCCI), Ghana Chamber of Mines, and Ghana Employers' Association (GEA).

4.1.2 Ghana National Chamber of Commerce and Industry (GNCCI)

The Ghana National Chamber of Commerce & Industry (GNCCI) is an association of business operators, firms, and industries with interests spanning every sector of private enterprise in Ghana. As an advocacy organization, the GNCCI was established with the prime objective of promoting and protecting commercial and industrial interests in the country. The Chamber's vision is to provide leadership for the growth and prosperity of businesses in Ghana.

The Chamber represents the voice of the business community with total commitment to playing a leadership role towards propelling Ghana's economy to higher heights. The Chamber maintains regular consultations with government on policies and measures affecting business and the economy. It makes representations to the Government on issues of interest to the business community and the economy. To discharge its duties effectively, the Chamber is structured into sectoral groups. These are

- Agriculture and Non-Oil Export
- Automobile
- Construction and Engineering Services
- Financial Services
- Petroleum and Energy
- Freight Forwarding
- Industrial
- Information Communications Technology
- Liquefied Petroleum Gas
- Professional Practice
- Small and Medium Enterprises
- Distributive and
- Transport.

Services provided by the Chamber are advocacy, business to business (B2B) networking, trade fairs and missions, certificate of origin, capacity building, policy dialogues and business and trade information.

The Chamber also partners with Ministry of Trade and Industry (MOTI), Ministry of Foreign Affairs and Regional Integration (MOFARI), Ministry of Transport (MOT), Ministry of Business Development (MBD), Ghana Revenue Authority (GRA), Customs Division, Ghana Ports and Harbours Authority (GPHA), Exim Bank Ghana, USAID West Africa Trade and Investment Hub, World Bank- IFC, Business Sector Advocacy Challenge (BUSAC) Fund.

Chamber will continue to influence government policies and programmes to inure to the benefit of the private sector and promote the overall development of the Ghanaian economy.

4.2 ORGANIZED LABOUR

4.2.1. Ghana Trades Union Congress and Key Affiliated Unions

Ideally, economic transformation should result in better conditions for workers and their families. However, efforts to attract foreign and domestic investments have made it more urgent to secure workers' rights including participation in decision-making. The Ghana TUC is the largest labour organization and is important for economic transformation in terms of mass membership and potential for influencing public. It relates largely with workers in formal, work organizations but some of its affiliates work in the informal economy. The TUC brings together, a federation of eighteen (18) national unions. It has departments of organization, education and research, runs the Labour Policy and Research Institute and has regional and district offices overseeing the regional and district councils of labour.

The TUC through its Labour Policy and Research Institute conducts ongoing research into concerns such as the status and nature of employment and the implications of new trends such as workers' rights in export free zones, franchising and outsourcing of work. Other issues related to economic transformation the TUC and its affiliates are working on include the larger macro-economic environment, climate change, prospects for the green economy and the shifting

focus in natural resource management particularly relating to oil and gas. Other factors the TUC has concerned itself with include the implications of the changing economic status of Ghana (Middle-Income Country status), reducing aid inflows, beyond aid and international partnerships (such as with non-traditional partners like the Chinese); with the International Monetary Fund (IMF) and other Bretton Woods Institutions. The rights of domestic workers, street operators and informal economy operators, the changing population structure and migration patterns and the implications for young people and women at work are also areas of priority for unions.

TUC is involved in social partnerships such as the Tripartite Committee with government and employers. It is therefore associated with the MELR. Affiliate unions with their various sector ministries, the Ghana Employers Association (GEA) and the National Labour Commission. It is represented on such bodies as the Social Security and National Insurance Trust (SSNIT) TUC is also increasing associated with various civil society initiatives as more efforts at holding government accountable have emerged. From the late 1990s, the TUC has been a member of such coalitions as the CSO network in the Structural Adjustment Programme Review Initiative (SAPRI); the coalition against water privatization; the right to information; and gender-related ones. It works with the University of Cape Coast (UCC) in the conduct of the Certificate, Diploma in Labour Studies as well as other qualifications. Internationally, it works with the ILO, the ITUC and partner national unions in various countries.

Key affiliates of the Ghana Trades Union Congress (TUC) envisaged for involvement in an economic transformation platform would include

- General Agricultural Workers Union (GAWU)
- Ghana Mineworkers Union
- Health Services Workers Union (HSWU)
- Public Utilities Workers Union (PUWU)
- Maritime and Dockworkers Union (MDU)
- General Transportation Petroleum and Chemical Workers' Union (GTPCWU)
- Construction and Building Materials Workers' Union (CBMWU)
- Local Government Workers Union (LGWU)
- Ghana Private Road Transport Union (GPRTU) and
- Union of Informal Workers Associations (UNIWA)

4.2.2. Union of Informal Workers Associations (UNIWA)

The Union of Informal Workers Associations (UNIWA) is intended to create a platform to bring informal operators together, to build their capacities, engage in advocacy, access services and share information. The Union was founded in April 2013 as the Council of Informal Workers Associations (CIWA) and registered as a trade union in 2014. It assumed the name UNIWA in September, 2014. Its original member associations included

1. Ghana Union of Physically Disabled Workers
2. Ga East Traders Union
3. Agbobloshie Chop Bar Keepers Association
4. Wassa Communities Affected by Mining (WACAM)
5. New Makola Market Traders Union (NMTU)
6. Greater Accra Tomato Traders Association (GATTA)
7. Ghana Youth Porters Association (GYPA)
8. Ghana Actors Guild
9. Musicians Union of Ghana (MUSIGA)
10. Indigenous Caterers Association
11. Informal Hawkers and Vendors Association, Ghana (Ghana Chapter of Streetnet International)
12. Novotel Market No. 2 Odorna
13. Tema Station Market Association
14. Greater Accra Market Association

By January, 2016, UNIWA had expanded with members including the Abinkyi Market Traders, Petty Traders Association, Ghana Association of Visual Artistes, Wood Workers Association of Ghana, Cassava Sellers Association, Fruits Sellers Association, Shoe Makers Association, Lotto Writers Association, Cooperative Butchers Association, Professional Musical Spinners Association, second-hand clothing Dealers Association, Batik and Tie-Dye Manufacturers Association. It had had established branches in Ashanti and Brong Ahafo Regions.

UNIWA promotes and advocates the rights of all workers in the informal economy. It recognises that the vulnerability of informal workers arises from their inability to benefit from social security systems and poor working conditions. In view of these overwhelming needs, UNIWA is establishing pension schemes to enable members contribute towards their pensions. UNIWA has mobilized its members with support from National Pensions Regulatory Authority (NPRO) to

this end. Some of its other activities have been

- Organization of sensitization workshops to deepen members' understanding of the Ghana Labour Act
- Working towards formalization and mainstreaming of the informal economy
- Promoting access of members to credit through linkage with selected financial institutions
- Sensitization of members on social protection initiatives
- Engaging stakeholders on taxation and sanitation
- Collaborating with labour organizations in advocacy against inimical living conditions including utility tariffs
- Organizing women empowerment programmes for member associations/groups
- Educating members and other informal economy actors and street vendors on their rights as workers
- Training youth operators in information communication technology (ICT).

4.3 NON-GOVERNMENTAL INITIATIVES

4.3.1. Youth Inclusive Entrepreneurial Development Initiative for Employment (YIEDIE)

The Youth Inclusive Entrepreneurial Development Initiative for Employment (YIEDIE) has been included in this review as non-governmental intervention that reflects some of the priorities outlined in the CPESDP. It is youth-focused and provides capacity-building as well as entrepreneurial skills development with a focus on the construction sector. It is also an intervention that fosters partnership between public, civil society and private sector organizations. It is also a collaborative effort between national and international development partner agencies.

YIEDIE is a five-year project implemented by the international non-governmental organization (NGO) Global Communities. Global Communities has been active in Ghana since 2007 (formerly operating under the name Cooperative Housing Foundation – CHF – headquartered in the United States of America). Over a decade, Global Communities has worked in slum improvement, water, sanitation and hygiene, solid waste management, local government capacity building, municipal finance, agriculture, nutrition and livelihoods, and youth vocational and entrepreneurial development.

The YIEDIE Project is funded by the Master Card Foundation and is intended to create economic opportunities in Ghana's construction sector for economically disadvantaged youth. The project targets young people between the ages of 17 and 24 years and aims to reach 23,000 beneficiaries directly with training in technical, life skills and entrepreneurship development. A typical target beneficiary would have dropped out of school and or living on less than US\$2 a day.

The project adopts an integrated, youth-led, market-systems model to improve the capacities of young people and service providers down the value chain. It is being implemented in five of Ghana's largest cities – Accra, Kumasi, Sekondi-Takoradi, Ashaiman and Tema – to create improved access to employment, including self-employment. The Project expects as its outcomes that 90% of the 23,700 targeted youth will realize increased incomes, find new jobs or better employment and would have increased their savings by 90%.

The Programme also works to improve coordination, capacity and support resulting in a more enabling environment for construction sector stakeholders. These stakeholders include private firms, financial service providers, training institutions and government agencies. Based on this, the YIEDIE Project has five components:

- Youth Readiness for Employment and Entrepreneurship
- Access to Financial Service Providers Capable of Serving Youth
- Access to Demand-Driven Training and Service Providers
- Youth Enterprise Start-Up and Recruitment by Employers
- Collaboration for Positive Government Policies

YIEDIE was expected to reach the target group widely with relevant information, provide targeted training, increased income and savings. Young people would participate in apprenticeship programs and benefit from entrepreneurship, life skills and safety and health training. Support for microenterprise start-up or growth as well as financial literacy education would be provided.

Apart from the critical insights the Project provides by addressing youth employment from a multi-dimensional perspective, it is interesting from an institutional collaboration and partnerships perspective.

At the international level, YIEDIE is part of the Youth Forward Initiative funded by MasterCard Foundation in Ghana and Uganda,

launched in 2015. The Youth Forward Initiative is a comprehensive undertaking. In Ghana, it is a collaborative effort between MasterCard Foundation, Overseas Development Institute, Solidaridad and Global Communities. The wider programme involves the agricultural and construction sectors and provides market relevant skills training, mentorship, internships and access to financial services to help young people to transition out of poverty into sustainable livelihoods. It has a learning dimension where Overseas Development Institute working with Participatory Development Associates (PDA) in Ghana has been engaged to generate critical lessons about the needs of young people and how to improve economic opportunities for them. The learning is to facilitate conversations between implementing agencies, the private sector and government and to use the evidence to inform decision-making.

At the national level, to deliver the YIEDIE Project, Global Communities is collaborating with the following entities:

- Youth Empowerment Synergy (YES-Ghana), a non-governmental organization
- Opportunities Industrialization Centre Ghana (OICG) – a public sector service agency operating under Ministry of Employment and Labour Relations (MELR)
- African Aurora Business Network (AABN) – an enterprise support organization
- HFC-Boafo Microfinance Services Limited – a microfinance organization
- Artisans Association of Ghana (AAG) - a membership organization of artisans

The achievements of the Project attracted collaboration with the Otumfuo Charity Foundation – a philanthropic facility associated with the Asantehene, the Overlord of the Asante Kingdom. Further information about the Ghanaian partners is provided below.

Youth Empowerment Synergy (YES-Ghana)

YES is a Ghanaian non-governmental youth organization bringing together young people to promote a sustainable and productive future for that segment of the population. YES works in the areas of active citizenship, employment and livelihoods generation and policy and inclusive governance. Under YIEDIE, YES has provided practical on-the-job training in technical skills, tailored training in

entrepreneurship, life skills, job readiness, financial literacy and peer networking. YES has connected young people to demand-driven jobs, linked them to master craftspeople, private sector employers and industry associations. YES has used mobile technology to reach young people and linked informal operators to job opportunities.

Opportunities Industrialization Centre Ghana (OICG)

OICG is a government agency under the Ministry of Employment and Labour Relations (MELR). It is a technical vocational education and training (TVET) provider with training centres in Accra, Kumasi and Sekondi/Takoradi which has been in operation since April 1971. OICG which is affiliated to Opportunities Industrialization Centres (OICs) International, USA, also promotes community-based, market-driven social enterprise programmes. OICG is offering entrepreneurial training with life, job and business skills components. OICG has brought its national and international experiences in formal vocational skills training to the YEDIE Project. OICG provides an innovative apprenticeship experience by placing trainees as apprentices at master trainers' workshop sites between six and twelve months.

African Aurora Business Network (AABN)

AABN is a market oriented enterprise development organization that empowers business sector stakeholders through strategic partnerships, capacity building, creative products and advisory for sustainable business development. AABN certifies young entrepreneurs under the YIEDIE programme from its Young Executive Business Growth Program. Young entrepreneurs undergo six months training where they develop business plans, have training in technical, life and entrepreneurship skills. With AABN, participants can access business advisory support and links to government institutions for assistance.

HFC-Boafo Microfinance Services Limited

Boafo is a micro-finance service company established through a partnership between HFC Bank Limited and Global Communities (then CHF) in 2007 with funding support from USAID and the United Nations. Traditionally, Boafo has helped clients to expand their businesses, home-ownership and pursue other aspirations. It worked with Global Communities to develop products for youth engagement

in service delivery. Boafo MicroFinance Services developed a range of new financial products for the YIEDIE Project learning from its previous efforts. Boafo provides an outreach service with field officers to open accounts for participants, provide loan facilities and providing financial literacy training to complement entrepreneurship and technical skills training.

Artisans Association of Ghana (AAG)

Artisans Associations of Ghana (AAG) is an association of construction-sector craftspersons which was established in January 2011 with membership in the targeted cities of the YIEDIE Project. It seeks to reduce youth unemployment in the informal sector. It is described as a social enterprise that enables sustainable livelihoods for men, women and young people through skills training and upgrading in the construction industry. It is affiliated to NVTI and COTVET and trains beneficiaries in trade-related skills (masonry, electricals, plumbing, steel bending, welding, tiling amongst others). Its' programmes aim at improving productivity levels, reducing wastage, improving safety standards and enhancing coordination at work. It also provides a job placement service to match trained crafts people with jobs. The Association supports the YIEDIE project through provision of skills training, upgrading and certification in the construction industry.

4.3.2. The African Center for Economic Transformation (ACET)

The African Center for Economic Transformation (ACET) is an Accra-based economic policy institute engaged in supporting long-term growth of Africa's economies with transformation. ACET provides research, policy advice, and institutional strengthening for African countries to develop their economies, reduce poverty, and improve livelihoods for all Africans. ACET produces reports and organize events to promote development in Africa through economic transformation (as opposed to growth).

The vision of ACET is to have an economically transformed Africa within a generation. Their mission is to help governments and businesses deliver economic transformation that improves lives. Their long-term outcome is economic transformation and improved human well-being through diversified production, competitive exports,

increased productivity, and upgraded technology.

ACET focuses on the “how-to” of policy reform, drawing on the best experiences and practices from within Africa and around the world. The organization has a core set of objectives and activities supported by the following operating pillars:

- Economic Strategies and Management for Transformation,
- Making Economic Growth Inclusive,
- Leveraging Extractives for Transformation,
- Modernizing Agriculture
- Promoting Light Manufacturing and
- Boosting Trade Facilitation and Regional Integration.

ACET economists, researchers, and support staff advise African governments on economic matters. ACET also advises on increasing Foreign Direct Investment (FDI) inflows, recommends export promotion policies and strategies, and steers education and skills development. Currently, ACET has prepared country transformation studies for 15 countries assessing their transformation records, platforms, and prospects. These countries are Senegal, Burkina Faso, Ghana, and Nigeria in West Africa; Ethiopia, Kenya, Uganda, Tanzania, and Rwanda in East Africa; Cameroon in Central Africa; and Zambia, Botswana, South Africa, Mozambique, and Mauritius in Southern Africa.

STRENGTHENING LINKAGES BETWEEN PLAYERS FOR ECONOMIC TRANSFORMATION IN

5.1 Introduction: Linkages Amongst Key Players

The tasks of this assignment included an examination of relationships (if any) between the key institutions and stakeholders in Ghana's economic transformation. There are several key players in economic transformation and strategic collaboration is required amongst them to expedite action, avoid duplication and contradictions, leverage their strengths and add value to their processes. The organizational profiles in the preceding sections identified some partnerships amongst the different players and with other collaborators. (See Appendix Three also).

The Ministries of Trade and Industry (MOTI), Environment, Science, Technology and Innovation (MESTI) and Food and Agriculture (MOFA) were cited most often as institutional partners by the organizations reviewed in Sections 2, 3 and 4. Other organizations indicated as institutional partners were the Council for Scientific and Industrial Research (CSIR), the Ghana Export Promotion Authority (GEPA) and the Ghana National Chamber of Commerce and Industry (GNCCI). Some partnerships were also noted with the National Board for Small Scale Industries (NBSSI), the Ghana Investment Promotion Centre (GIPC) and the Ghana Standards Authority (GSA).

Fewer entities indicated partnerships with the Ghana Revenue Authority (GRA), the National Pensions Regulatory Authority (NPRO), the Ghana Free Zones Authority (GFZA), the Association of Ghana Industries (AGI), Bank of Ghana (BoG) and the Ministries of Local Government and Rural Development (MLGRD), Education (MoE) and Employment and Labour Relations (MELR). Institutions with which other organizations indicated low levels of partnerships included the Ghana Atomic Energy Commission (GAEC) and the National Vocational Technical Institute (NVTI).

The discussion above refers to the individual institutions. However, the study considered the groupings/framework of responsibilities developed in the introduction of the brief and how to look at their partnerships and alliances collectively. The fourth task of this assignment was to make proposals on how the identified structures/institutions/stakeholders could be strengthened to drive changes. The seventh task was to explore alliances that exist between these stakeholder groups when it comes to economic transformation and in their absence, how these could be cultivated.

Alliances and the level of collaboration between stakeholder institutions were considered as the extent of coordinated or joint action, activities to promote coherence in policy implementation, regular communication between them, commitments to shared planning, monitoring and performance assessment with a view to reducing competition and contradictions, amongst others. The next section considers the strengths, weaknesses and required actions for strengthening alliances and collaborative linkages for the various categories of economic transformation stakeholders. The matrix in Table 4 below was generated from expert interviews and discussions.

Table 4: Strengths, Weaknesses and Required Actions for Strengthening Alliances and Collaborative Linkages

STAKEHOLDER	STRENGTHS	WEAKNESSES	REQUIRED ACTIONS
1. The Legislature	Constitutional mandate for law-making, policy approval, budget-approval and oversight, review, citizens' representation and general custodian of national development, government performance.	Inadequate research and analytical support; limited capacity for outreach and collaboration with non-state actors	To facilitate oversight, budget tracking, performance of government commitments and policy review, there is the need to strengthen capacity for initiating collaboration with key research, producer, consumer and membership organizations

2. Policy-Making Entities	Requisite institutional mandate; Dedicated institutional structures; Access to other offices in the public administration system; Understanding of how government functions; Specialized staff with some relevant capacity	Insufficient coordination with other sectors; Insufficient collaboration with non-state actors; Logistic and budgetary constraints; Orientation and upkeep with trends	Strengthen coordination and collaboration by <ul style="list-style-type: none"> • Updating lists of collaborators; • Widening review events to include more partners; • Building awareness of activities of non-state actors' initiatives in economic transformation and perspectives on policy performance • Exploring areas of policy coherence; • Generating qualitative assessment of policy performance effects • Forging partnerships to augment logistics.
3. Regulatory/Oversight and Monitoring Institutions	Legislation/legal mandate for ensuring standards and applying sanctions Access to technical staff/capacity Budget for operation Structures with specialized offices; awareness of international commitments in their sectors;	Some logistic and budgetary constraints Lack of appropriate orientation and understanding of economic transformation; inadequate coordination with other institutions, information-sharing; turf concerns; capacity for delivery	<ul style="list-style-type: none"> • Strengthen public education on the activities and mandate of regulatory institutions; • Address image of punitive/policing orientation and invest in more cooperative attitude/postures; • Facilitate collaborative relationships with membership associations for production and consumption activities

<p>4. Support Agencies for Industrialization and Entrepreneurial Development</p>	<p>Specialized exposure and technical capacity; Familiarity with trends and emerging and good practices in the different sectors Familiarity with beneficiary characteristics</p>	<p>Lack of reliable, consistent budgetary resources; Inadequate coordination with other agencies and sector agencies</p>	<ul style="list-style-type: none"> • Increase outreach activities and public education on support activities; • Build collaborative relations to track effects of their interventions and performance; • Share learning with state and non-state institutions towards economic transformation
<p>5. Sub-national level, namely RCCs, MMDAs, Decentralized Departments and Agencies</p>	<p>Ongoing implementation of key policies in local economic development (LED), and government economic programmes Powers for resource mobilization Access to non-state actors at the local level Knowledge of local communities</p>	<p>Lack of ownership of state interventions in spite of involvement Incomplete departmental integration Lack of adequate staff capacity Lack of adequate budgetary resources</p>	<ul style="list-style-type: none"> • Strengthen collaboration with non-state actors: employers, manufacturers and production associations at district, regional and national levels • Utilize inter-sectoral cooperation and collaboration mechanism prescribed in Local Governance Act

<p>6. Civil Society particularly membership organizations; associations of producers, manufacturers, entrepreneurs and organized labour</p>	<p>Access to key interest groups Conduct of relevant studies Organization of training for membership Familiarity with government policy Standards-setting and oversight Track record in advocacy</p>	<p>Insufficient internal cohesion Inadequate coordination amongst key membership organizations; and with public agencies Danger of duplication Danger of co-optation by elites</p>	<ul style="list-style-type: none"> • Strengthen collaboration amongst themselves, production, manufacturing, consumers and organized labour to foster effective, evidence-based advocacy; • Undertake joint tracking, analysis and performance on policy initiatives
<p>7. NGOs in Entrepreneurship Development, Social Enterprise and Economic Transformation</p>	<p>Familiarity with the challenges of small operators Familiarity with capacity-building techniques Understanding of accountability to principals and collaborators Some experience in emerging ICT Have accountability to their principals and collaborators Source of adaptation, experimentation and innovation</p>	<p>Too little understanding of concept of social enterprise in Ghana and the potential contribution to economic transformation.</p>	<ul style="list-style-type: none"> • Strengthen relationships with policy, regulatory and support institutions to enhance understanding of social enterprise in economic transformation in Ghana; • Engage key interest groups such as associations for young people, entrepreneurs and sector players to promote culture of social enterprise in Ghana

<p>8. Private Sector Service Providers</p>	<p>Relative efficiency and agility Linkage to other private sector players including international suppliers Freedom from red-tape in operations</p>	<p>Extensive dependence on imports High cost of credit and utilities and lack of alternatives Quality of service and capacities of smaller private sector organizations Inadequate in-country linkages between organizations</p>	<ul style="list-style-type: none"> • Strengthen internal collaboration with other private sector operators especially between smaller and larger operators • Strengthen collaboration with research and advocacy institutions to communicate initiatives and concerns to policy and regulatory institutions and the Legislature
<p>9. Development Partners (DPs) and International Development Organizations</p>	<p>Support national aspirations Facilitate access to technical, financial and other resources</p>	<p>Limitations on influence on government Non-continuity of pilot interventions Danger of being seen as political interfering</p>	<ul style="list-style-type: none"> • Foster collaboration between local players (policy makers, regulators, support institutions) and development partners to share international best practice • Widen public awareness of innovative, pilot interventions to foster upscaling Collaborate with local non-state advocacy organizations to promote adoption of good practices towards economic transformation

5.2 Challenges to the Formation of Strong Institutional Linkages from the Ghanaian Experience: National Policy and Oversight Issues and an Agenda for Advocacy

From the stakeholder matrix in the preceding section and subsequent discussions with key informants, some of the challenges that have hampered institutional linkages require national level policy action. These problems while impacting on individual institutions must be resolved at within a national framework. Therefore, they could constitute an agenda for further research and advocacy:

- Fragmentation of national/country initiatives with the potential to support economic transformation between institutions, ministries and agencies;
- Non-sustenance of institutional efforts including “hollowing-out” of existing institutions through the creation of new institutions following regime change or over political periods
- Lack of continuation and sustainability of political initiatives aimed at economic transformation;
- Initiation of special presidential initiatives managed under the Presidency and not mainstreamed into the national public system resulting in lack of institutional roots and resources
- Inadequate collaboration between public sector and civil society entities in economic transformation policy development, monitoring and review
- Insufficient recognition of the role of research and development including inadequate financing of programme support institutions and research and development efforts
- Inability to generate and utilise evidence to support policy making coupled with weak research and information management capacity of MDAs
- Lack of consolidation and follow-up on earlier efforts and lessons learning;
- Lack of comprehensive and deliberate framework for fostering collaboration for economic transformation
- Insufficient investment in decentralized approaches or strong support for economic transformative support at the sub-national level
- Unrealistic missions and visions of some programmes and organizations

- Limited resources and capacities of oversight institutions to perform functions; for instance, inability of Parliament to deepen its oversight efforts to engage implementing and support agencies
- Delayed review of functions and orientation of key institutions to keep up with economic trends and realities such as the National Board for Small Scale Industries (NBSSI).

TOWARDS A FRAMEWORK FOR ANALYSING COLLABORATION BETWEEN PARTIES IN ECONOMIC TRANSFORMATION

6.1 Introduction

Constraining factors emerged from the generic stakeholder analysis in the preceding section and actions were proposed to address them for each stakeholder category. To add value to the discourse on economic transformation in Ghana, the proposed solutions have to be prioritized into a strategy for action on fostering alliances and institutional collaboration. The challenges to effective institutional collaboration and actions to promote institutional linkages for economic transformation within participating institutions have been summarized in Table 5 below.

Table 5: Challenges to and Promoters of Strong Institutional Linkages for Economic Transformation

Key Challenges to Effective Institutional Collaboration	Promoting Capacity for Institutional Collaboration in Key Institutions
<ul style="list-style-type: none"> • Differences in institutional approaches/strategies for economic transformation • Lack of awareness of potential collaborators' activities • Lack of explicit framework for fostering alliances and building/maintaining linkages • Perceived costs of collaboration—transaction, time and opportunity costs • Lack of sufficient institutional freedom and competency for collaboration • Lack of [political] will of stakeholding organizations to engage in partnerships. 	<ul style="list-style-type: none"> • Acknowledgement of the need for collaboration by institutional stakeholders • Fostering appropriate institutional [internal] orientation to collaboration • Identification of implementation gaps and overlaps with other organizations; • Appreciation of potential synergies and where relationships can be built to advantage • Clear institutional policy support for collaborative activities • Allocation of requisite resources to collaboration • Building capacities for collaboration with appropriate partners (See following section for components)

From the forgoing and the proposals for required actions in Table 4, a set of indicators (of strong institutional linkages) were derived for a framework within which the performance of institutional collaboration could be assessed. Ultimately, a standardized system could be derived that could form the basis for further investigation, consultations and targeted intervention. The Framework is presented below.

6.2 The Indicators of Collaboration

The indicators are categorized into four core areas, namely, (a) level of formalization of relationships (b) regularity of communication

between parties (c) internal/individual organizational orientation and (d) joint action towards fostering collaboration.

Table 6: Indicators of Collaboration

Level of formalization of relationship between parties	Regularity of communication between parties
<ul style="list-style-type: none"> • Documented agreements or instruments of collaboration • Standardized interpretation of their roles and tasks in the collaboration • Clarity of goals, objectives and roles in promoting collaboration 	<ul style="list-style-type: none"> • Use of multiple means of communication between collaborating institutions • Formal obligation for information-sharing • Clear mechanisms for information-sharing
Organizational orientation	Joint action towards fostering collaboration
<ul style="list-style-type: none"> • Organizational climate and appetite for collaboration is evident in its communication and programming • Goals of the organization explicitly provide for collaboration eg. organizational policies outline explicit linkages • Objectives of collaborative relationships are clearly indicated 	<ul style="list-style-type: none"> • Joint and shared efforts at capacity-building and refreshing the relationship • Documentation of collaborative efforts/ proceedings • Conduct of joint reviews

6.3 The Model

The above indicators were translated into a model or framework of assessment for scoring relationships. The model matched the state of relations between each of the five (5) groups of stakeholder institutions with the others, based on the four (4) characteristics indicated above.

The institutions were (a) Parliament as an institution for creating the enabling environment (b) policy institutions/MDAs, (c) Regulatory Actors/ Authorities and Commissions, (d) Support Institutions/

Agencies and (e) Production/Consumption Entities. The four (4) characteristics were formalization of collaborative relations; regularity of communication and consultation; positive internal organizational orientation to collaboration; and joint action towards economic transformation. A qualitative assessment of the relationships between each of the five stakeholder groups for each of the indicators was undertaken and scored, the details of which have been presented in Appendix Four.

Performance on each indicator was scored on a scale of 1 to 5, based on the strength of the characteristic (1 being weak and 5 being extremely strong). The scores were totaled for each institutional relationship and further assessed out of 20 as follows:

- Total score of between 1 and 5: Very poor or non-existent linkages
- Total score of between 6 and 10: Weak linkages that need strengthening
- Total score of between 11 and 15: Fair efforts at building linkages
- Total score of between 16 and 20: Excellent linkages.

The scores for each institutional relationship have been posted in the matrix, with the institutions indicated horizontally on x-axis as initiating collaboration; and vertically, on the y-axis as recipients of collaborative overtures (as indicated above, the breakdown and justification for scoring has been presented in Appendix 4).

Table 7: Collaboration Matrix

R E C E I V I N G	INITIATING COLLABORATION						
	Initiating	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6
	Receiving	Parliament	Policy Entities/MDAs	Regulatory Actors	Support Institutions	Producers and Consumers	AVE-RAGE
	Row 1: Parliament		11	14	11	7	10.75
	Row 2: Policy Entities/MDAs	11		16	13	10.5	12.63
	Row 3: Regulators	10	13		12	11.5	11.63
	Row 4: Support Institutions	6	13	11		12	10.5
	Row 5: Producers and Consumers	9	10	10	13		10.5
	AVERAGE PERFORMANCE	9	11.75	12.75	12.25	10.25	

Column One depicts the strengths of the relationships initiated by Parliament with the following:

- Policy Institutions/MDAs
- Regulatory Actors/ Authorities, Commissions
- Support Institutions/ Agencies
- Production/ Consumption Entities

Column Two depicts the strengths of the relationships initiated by Policy Institutions/MDAs with the following:

- Parliament
- Regulatory Actors/ Authorities, Commissions
- Support Institutions/ Agencies
- Production/ Consumption Entities

Column Three depicts the strengths of the relationships initiated by Regulatory Actors/ Authorities, Commissions with the following:

- Parliament
- Policy Institutions/MDAs
- Support Institutions/ Agencies
- Production/ Consumption Entities

Column Four depicts the strengths of the relationships initiated by Support Institutions/Agencies with the following:

- Regulatory Actors/ Authorities, Commissions
- Parliament
- Policy Institutions/MDAs
- Production/ Consumption Entities

Column Five depicts the strengths of the relationships initiated by Production/Consumption Entities with the following:

- Support Institutions/Agencies
- Regulatory Actors/ Authorities, Commissions
- Parliament
- Policy Institutions/MDAs

6.4 Commentary on the Findings

The scores generated above suggested that the regulatory institutions were the most effective/or did best at initiating collaboration followed by the support institutions. The policy institutions/MDAs received the most attention for collaboration followed by the regulatory institutions. This could be due to the responsibility of the regulatory agencies of exacting performance and adherence to standards, without whose approval, the other players could not function. The MDAs in their policy-formulation, monitoring and evaluation roles would be reached out to more often.

Parliament received more overtures and invitations for collaboration that it extended. Building this capacity will be necessary in realizing its

oversight function. Policy/MDA institutions also received gestures for collaboration than they extended. However, the gap between what policy institutions extended and what was proffered was smaller than it was for Parliament.

Regulatory institutions extended more collaboration that they received; as did support institutions. The production/consumption entities had the closest measures for initiating as well as receiving collaboration.

There were weak linkages that needed strengthening between

- Parliament and support institutions and agencies (initiated on both sides);
- Parliament and production/consumption entities (initiated on both sides);
- Parliament and regulatory entities (as initiated by Parliament)
- Policy institutions and production/consumption entities (as initiated by the policy institutions)
- Regulatory institutions and production/consumption entities (as initiated by regulatory institutions)

There were fair efforts at collaboration and linkages that needed to be further sustained between

- Parliament and policy institutions (initiated by both sides)
- Policy institutions and regulatory institutions (as initiated by the policy institutions)
- Policy institutions and support institutions (initiated by both sides)
- Regulatory institutions and Parliament (initiated by the regulatory institutions)
- Regulatory institutions and support institutions (initiated on both sides)
- Support institutions and production/consumption entities (initiated on both sides)
- Production/consumption institutions and policy institutions (initiated by the production/consumption institutions)

However, there were excellent efforts at collaboration and sustaining linkages between regulatory institutions and policy institutions (as initiated by regulatory institutions).

These observations are in line with the proposals for action outlined in the Stakeholder Analysis Matrix presented in Section 5.4 above and are further explained by the reasons for the scoring in Appendix Four.

CONCLUSION

Economic transformation requires sustained political will, underpinned by a robust policy framework. It will result from the coordinated efforts of different organizations with mandates relevant for the right policy orientation, coherence, oversight, standards setting and regulation, capacity-building, service delivery and information management. Towards this, partnerships and existing collaborative arrangements must be optimized between Ministries, Departments and Agencies (MDAs), private sector, associations and professional groupings and local government structures.

The responsibility of local authorities for creating an enabling environment for local economic development is evident in the Local Government Act 963 and is attested to by the proposal for creation of key departments of assemblies such as the Department of Trade and Industry and the strengthening of Business Advisory Centres (BACs). The passage of the Land Use and Spatial Planning Authority (LUSPA) Act in 2018 attests to the need to ensure effective spatial arrangements to facilitate economic transformation at all levels. Increasing interest of the private sector in partnering assemblies and local communities in establishing industries and factories, as well as outreach by members organizations are also trends that should be taken advantage of.

International experiences encourage attention to social enterprise as a source of employment, skills-building, innovative infrastructural development and service delivery. Renewable energy and the green economy are also considered to provide prospects for economic transformation. The versatility of technology for promoting economic transformation has to be taken into account. Technology through e-platforms and websites is essential for providing critical information. The increasing availability of social media channels and citizens' awareness of technology should be optimized for information dissemination, communication, monitoring, data-collection, public education and financial transactions.

In pursuit of transformation, the diversity of players in the economy and industrialization must be utilized optimally. In particular, emerging potentials to be leveraged include those currently in the informal economy. Acknowledging and consciously stimulating the involvement of informal actors requires creative and diversified information communication mechanisms. Young people, persons with disabilities, women and other less-represented sections of the population must be targeted and encouraged with the right incentives. These incentives include ensuring decent work conditions, protection of workers' rights and affirmative action and targeted support for small and micro-scale operations.

To sustain efforts at entrepreneurial development and economic transformation, younger entrepreneurs and potential industrialists must be encouraged by linking them with larger, private sector entities. Marketing support for less established entities and creative financing mechanisms are required. Capacity development of both entrepreneurs and industrialists as well as staff of regulatory, coordinating and facilitating entities at all levels is required. Institutional linkages to sustain wide scale efforts particularly at the district level between enterprise-support, financing and regulatory actors are pertinent. Strong measures for social accountability and reducing susceptibility to corruption are required.

The institutional analyses demonstrated that apart from the separate institutional weaknesses and capacity requirements, some generic interventions are required including policy direction to foster collaboration. The application of the model suggested that the regulatory institutions were the most effective at initiating collaboration followed by the support institutions. The policy institutions/MDAs received the most attention for collaboration followed by the regulatory institutions. Parliament received more overtures and invitations for collaboration that it extended. Policy/MDA institutions also received gestures for collaboration than they extended. However, the gap between what policy institutions extended and what was proffered was smaller than it was for Parliament. Regulatory institutions extended more collaboration that they received, as did support institutions. There is still a lot of work to strengthen linkages between players and relationship-building between economic transformation institutions should be a priority area of attention.

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APPENDIX ONE: INSTITUTIONAL CATEGORIES

STAKEHOLDER	DESCRIPTION OF CATEGORY	ORGANIZATIONS
Government Agencies		
<p>1. National Visioning, Strategic Direction, Legislation and Inter-Sectoral Coordination</p>	<p>The players in this category are at the apex of national development. They consist of the key agencies with whom overall legislative, policy and or financial approval lie. They also have a coordinated view of the system – the effects initiatives in the different sections work together or affect each other and the relationships between the different sectors. These include designated units in the Presidency, the Economic Management Team and Parliament. Others such as the Bank of Ghana, the Ghana Statistical Service, the National Development Planning Commission and the Senior Minister’s Office provide critical information about the development options for the country as a whole from a multi-sectoral, multi-dimensional perspective.</p>	<p>1. Office of the President 2. Office of the Vice President/ Economic Management Team 3. Cabinet 4. Parliament and Relevant Parliamentary Committees (Finance, Trade and Industry, State Enterprises, Employment) 5. Bank of Ghana 6. National Development Planning Commission (NDPC) 7. Ghana Statistical Service 8. Senior Minister’s Office</p>

<p>2. Regulatory/ Oversight</p>	<p>This category consists of the bodies with the responsibility to exercise oversight of various aspects of economic and industrial development on behalf of the government. These bodies ensure adherence to standards and effective management of public resources, including budgetary allocations and human resources. The entities identified include the legislature, constitutional governance commissions, audit institutions and standards-setting, regulating, licensing, authenticating and approval bodies.</p>	<ol style="list-style-type: none"> 1. Registrar-General's Department 2. Council for Technical Vocational Training (COTVET) 3. National Development Planning Commission (NDPC) 4. Minerals Commission 5. National Information Technology Agency (NITA) 6. National Insurance Commission (NIC)
<p>3. Policy-making Entities</p>	<p>Ministries and government agencies are by law (PNDCL 327 and sector establishing legislative instruments) have responsibility for sectoral policy direction, planning, monitoring, budgeting, evaluation, research and information management. This category lists a number of ministries with responsibility for the sectors and activities identified to support economic transformation.</p>	<ol style="list-style-type: none"> 1. Ministry of Trade and Industry (MOTI) 2. Ministry of Employment and Labour Relations (MELR) 3. Ministry of Environment, Science, Technology and Innovation (MESTI) 4. Ministry of Finance (MOF) 5. Ministry of Food and Agriculture (MOFA) 6. Ministry of Local Government and Rural Development (MLGRD) 7. Ministry of Communication (MoC) 8. Ministry of Mines and Energy (MME) 9. Ministry of Roads and Transport (MORT) 10. Ministry of Water Resources Works and 11. Housing (MWRWH) Ministry of Youth and Sports (MOYS)

<p>4. Implementation-oversight, standards in service delivery and monitoring</p>	<p>This category consists of agencies, institutions, departments and commissions which have responsibility not only for providing inputs for policy direction, but also have some level of involvement in coordinating implementation and ensuring effective service delivery. They also have responsibility for monitoring for quality and standards of services.</p>	<ol style="list-style-type: none"> 1. Energy Commission 2. Forestry Commission 3. Data Protection Commission 4. Environmental Protection Agency (EPA) 5. Ghana Export Promotion Authority 6. Ghana Investment Centre 7. Ghana Free Zones Authority 8. Food and Drugs Authority 9. Ghana Standards Authority 10. Environmental Protection Agency 11. Land Use and Spatial Planning Authority 12. Ghana Revenue Authority
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<p>5. Support organizations</p>	<p>This category consists of the organizations involved in the direct delivery of entrepreneurial and industrial support programmes. Most of these agencies operate as agencies of sector Ministries; publicly funded research and training institutions; specialized non-governmental organizations; and some private sector organizations.</p>	<ol style="list-style-type: none"> 1. Council for Scientific and Industrial Research (CSIR): Food Research Institute, Building and Road Research Institute, 2. National Vocational Technical Institute (NVTI) 3. Management Development and Productivity Institute (MDPI) 4. National Vocational Training Institute (NVTI) 5. Ghana Investment Promotion Centre (GIPC) 6. GRATIS Foundation 7. Micro-Finance and Small Loans Centre (MASLOC) 8. National Board for Small Scale Industries (NBSSI) 9. Development Authorities 10. Social Security and National Insurance Trust (SSNIT) 11. Youth Employment Authority (YEA) 12. Department of Community Development (National Office) 13. Department of Cooperatives (National Office)
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6. Sub-national agencies and decentralized departments	<p>Regional Coordinating Councils (RCCs) through the Regional Planning Coordinating Units (RPCUs) exercise monitoring, oversight, technical backstopping as well as coordination of region-wide efforts.</p> <p>Metropolitan, Municipal and District Assemblies (MMDAs) and decentralized departments have key roles in planning, implementation, monitoring and evaluating local development initiatives.</p>	<ol style="list-style-type: none"> 1. Regional Economic Planning Offices (REPOs) 2. Regional Departments in Industrial Development Support 3. [District] Business Advisory Centres 4. MMDAs) 5. (MMD) Planning, Coordinating Units 6. District Departments of Trade and Industry
Non-State		
7. Civil Society	<p>Civil society organizations (CSOs) including membership organizations, labour organizations, employers' associations and other non-state entities focus on standards-setting, engaging in policy advocacy, membership support, grievance-handling, social-accountability, evidence building, knowledge and information-sharing and monitoring.</p>	<ol style="list-style-type: none"> 1. Association of Ghana Industries (AGI) 2. Association of Rural Banks (ARB) 3. Association of Small Scale Industries (ASSI) 4. Council of Indigenous Business Associations (CIBA) 5. Chamber of Mines 6. Ghana Employers Association (GEA) 7. Ghana National Chamber of Commerce and Industry (GNCCI) 8. Private Enterprises Forum (PEF) 9. Other Professional Associations

<p>8. NGOs in Entrepreneurship and Enterprise Development Support</p>	<p>Beyond the NGOs that have worked to support citizens to participate in the economy as entrepreneurs, there is an emerging group of NGOs that foster social enterprises. These are enterprises which pay attention to the social and environmental impacts of their interventions and solve social problems with market driven approaches.</p>	<ol style="list-style-type: none"> 1. Venture Support facilitated by Impact Hub Accra 2. Entrepreneur-In-Training Program coordinated by Meltwater Foundation 3. Reach for Change Program administered by Reach for Change Foundation 4. Skills Development and Training operated by Africa Entrepreneurship Academy 5. Enhancing Growth in New Enterprise programme (ENGINE) coordinated by Technoserve 6. Student Entrepreneurs Network (SENet) coordinated by the African Network of Entrepreneurs (TANOE) 7. ServLed Accelerator Program administered by ServLed Africa 8. Enablis Ghana 9. Youth Inclusive Entrepreneurial Development Initiative for Employment (YIEDIE) facilitated by Global Communities 10. Youth Farm and Market Program implemented by Africa Youth Network Ahafo Emerging Talent Program (AET) by Phinkliffe Institute Initiative (PII)
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APPENDIX TWO: PLAYERS IN ASPECTS OF ECONOMIC TRANSFORMATION

Diversification of the economy	<ul style="list-style-type: none"> • Ministry of Trade and Industry • Ghana Investment Promotion Centre • Ministry of Finance • Ministry of Business Development
Value addition to primary production	<ul style="list-style-type: none"> • Ministry of Trade and Industry • Ministry of Business Development • Ministry of Finance
Stimulating the agriculture sector and deepening domestic value chains	<ul style="list-style-type: none"> • Ministry of Food and Agriculture • Ministry of Finance • Agricultural NGOs
Increasing the share of non-traditional exports	<ul style="list-style-type: none"> • Ghana Export Promotion Authority • Ghana Investment Promotion Centre
Increasing growth of informal operations	<ul style="list-style-type: none"> • Ministry of Employment and Labour Relations • Ministry of Business Development/ National Entrepreneurship Innovation Plan (NEIP) • Ministry of Local Government and Rural Development • Ministry of Trade and Industry
Expansion and growth in the manufacturing sector	<ul style="list-style-type: none"> • Manufacturers, industrialists and entrepreneurs • Marketing establishments • Ghana Manufacturers Association • Ghana National Chamber for Commerce and Industry

Job creation	<ul style="list-style-type: none"> • Council for Technical Vocational Education and Training (COTVET) • National Board for Small Scale Industries (NBSSI) • Association of Ghana Industries • Ghana Employers Association • Association of Small Scale Industries • Ghana National Chamber for Commerce and Industry • Private Enterprise Foundation
	<ul style="list-style-type: none"> • Entrepreneurs • Ghana Employers Association • Association of Ghana Industries • Ministry of Business Development/ National Entrepreneurship Innovation Plan (NEIP)
Ensuring expansion in decent work and qualitative employment	<ul style="list-style-type: none"> • Ministry of Employment and Labour Relations • Department of Cooperatives • Factory Inspectorate • Labour Department • National Labour Commission • Organized Labour • Ministry of Employment and Labour Relations • International and National NGOs
Formalization of informal sector	<ul style="list-style-type: none"> • Ministry of Employment and Labour Relations • Organized labour • Association of Small Scale Industries
Interest rate regime	<ul style="list-style-type: none"> • Bank of Ghana • Economic Management Team • Ministry of Finance

Cost of power and utilities	<ul style="list-style-type: none"> • Public Utilities Regulatory Commission • Energy Commission • Ghana Water Company • Electricity Company of Ghana
Export promotion	<ul style="list-style-type: none"> • Ghana Export Promotion Authority • Ghana Embassies and Missions/ Ministry of Foreign Affairs and Regional Integration
Import Substitution	<ul style="list-style-type: none"> • Research and Development Institutions • National Commission on Civic Education • Ministry of Tourism and Culture • Manufacturers' Associations

Key Players in Supporting the Business Environment

Business registration processes	<ul style="list-style-type: none"> • Registrar-General's Department • Ghana Revenue Authority • Metropolitan, Municipal and District Assemblies/Local Authorities
Access to infrastructure	<ul style="list-style-type: none"> • Ministries of Water Resources, Works and Housing • Metropolitan, Municipal and District Assemblies • Industrial and Commercial Developers
Access to equipment	<ul style="list-style-type: none"> • Ghana Infrastructure Investment Fund (GIIF). • Ministry of Special Development Initiatives • Plant Pools • GRATIS

<p>Access to education, skills training and capacity development</p>	<ul style="list-style-type: none"> • Kwame Nkrumah University of Science and Technology • Technical Universities • GRATIS • COTVET • Blue Crest University • National Vocational Technical Institute (NVTI) • Opportunities Industrialization Centres (OICs) • Private sector capacity developers
<p>Access to credit and financing</p>	<ul style="list-style-type: none"> • Bank of Ghana (Policy and financial sector responses; interest rates; governance of financial institutions; attraction of foreign investments) • Domestic and Financial Institutions • Ghana Investment Promotion Centre (Foreign Direct Investments) • Ghana Stock Exchange • National Investment Bank • Exim Bank • Venture Capitalists
<p>Access to power/electricity</p>	<ul style="list-style-type: none"> • Electricity Company of Ghana • Energy Commission • Public Utilities Regulatory Commission • Ghana Atomic Energy Commission • Ministry of Energy • Private energy providers/solar energy
<p>Importing</p>	<ul style="list-style-type: none"> • Freight Forwarders Association • Importers and Exporters Association of Ghana • Federation of Associations of Ghanaian Exporters • Ghana Union of Traders Association
<p>Product Research and Development</p>	<ul style="list-style-type: none"> • Council for Scientific and Industrial Research • GRATIS • Private sector product developers (eg Kristo Asafo)

<p>Advocacy</p>	<ul style="list-style-type: none"> • Membership Associations • Ghana National Chamber of Commerce and Industry • Association of Ghana Industries • Private Enterprises Foundation • Association of Small Scale Industries • Organized Labour
<p>Grievance Handling and Accountability</p>	<ul style="list-style-type: none"> • Commercial Courts • Organized Labour • Commission on Human Rights and Administrative Justice • National Labour Commission • Ghana Police Service
<p>Data Collection, Analysis, Forecasting</p>	<ul style="list-style-type: none"> • Ghana Statistical Service • Institute of Statistical, Social and Economic Research • African Center for Economic Transformation • Ministry of Trade and Industry • Ministry of Finance • Ghana Investment Centre • Market/Consumer Survey Companies • Membership Associations

APPENDIX THREE: LISTING OF SOME ONGOING PARTNERSHIPS

CATEGORY OF PLAYER	ORGANIZATION	ENTITIES/OTHER ORGANISATIONS INDICATING PARTNERSHIP
REGULATORY/ OVERSIGHT Data Collection, Analysis, Forecasting	1. Council for Technical and Vocational Education and Training (COTVET)	Ministry of Education (MoE) Ministry of Environment, Science, Technology and Innovation (MESTI) Council for Scientific and Industrial Research (CSIR) National Board for Professional and Technician Examinations (NABPTEx) National Vocational and Technical Institute (NVTI) Departments of Community Development and Social Welfare TVET Institutions Technical Universities Ghana Telecom University College Ghana Atomic Energy Commission (GAEC) Private Sector Audit Firms (including Price-Waterhouse Coopers)
	2. Ghana Standards Authority (GSA)	Ministry of Trade and Industry (MOTI) Ministry of Environment, Science, Technology and Innovation (MESTI) Council for Scientific and Industrial Research (CSIR) National Board for Small Scale Industries (NBSSI)
	3. Food and Drugs Authority (FDA)	Council for Scientific and Industrial Research (CSIR) Ministry of Food and Agriculture (MOFA) Ministry of Health (MOH) Ministry of Environment, Science, Technology and Innovation (MESTI)

POLICY MAKING ENTITIES	4. Ministry of Finance	Ghana Revenue Authority (GRA), Financial Intelligence Centre (FIC), Securities and Exchange Commission (SEC) National Lottery Authority (NLA) Ghana Infrastructure Investment Fund (GIIF), Public Procurement Authority (PPA) Bank of Ghana (BOG) National Pensions Regulatory Authority (NPRA) Ghana Cocoa Board (COCOBOD), Ghana Warehouse Receipt System
	5. Ministry of Trade and Industry (MOTI)	Ministry of Business Development (MBD) Ghana Investment Promotion Centre (GIPC), Registrar General's Department, Association of Ghana Industries (AGI), Ghana Free Zones Authority (GFZA), Ghana Revenue Authority (GRA) Ghana National Chamber of Commerce and Industry (GNCCI), Private Enterprise Forum (PEF), Federation of Associations of Ghanaian Exporters (FAGE) Association of Small Scale Industries (ASSI), Ghana Trade Fair Company Ghana Export Promotion Authority (GEPA) National Board for Small Scale Industries (NBSSI) Ghana Standards Authority (GSA), GRATIS Foundation Rural Enterprises Programme (REP), Ghana Heavy Equipment Limited, GIHOC Distilleries Volta Star Textiles Limited Northern Star Tomato Company Limited, Ayensu Starch Factory.

	<p>6. Ministry of Local Government and Rural Development (MLGRD)</p>	<p>Metropolitan, Municipal and District Assemblies (MMDAs) National Association of Local Authorities of Ghana (NALAG) Local Government Service Ministry of Food and Agriculture (MOFA) Ministry of Trade and Industry (MOTI) Ministry of Environment, Science, Technology and Innovation (MESTI) Ghana Export Promotion Authority (GEPA)</p>
	<p>7. Ministry of Employment and Labour Relations (MELR)</p>	<p>Ministry Departments: Labour Department Department for Factory Inspectorate Department of Cooperatives National Labour Commission Fair Wages and Salary Commission National Pensions Regulatory Authority Integrated Community Centres for Employable Skills (ICES) Management Development and Productivity Institute (MDPI) Opportunities Industrialization Centres, Ghana(OICG)</p>
	<p>8. Ministry of Food and Agriculture (MOFA)</p>	<p>Grains and Legumes Development Board Ghana Irrigation Development Authority National Food and Buffer Stock Company Veterinary Council</p>
	<p>9. Ministry of Environment, Science, Technology and Innovation (MESTI)</p>	<p>Council for Scientific and Industrial Research (CSIR) Ghana Atomic Energy Commission (GAEC) Environmental Protection Agency (EPA) Land Use and Spatial Planning Authority (LUSPA) National Biosafety Authority Nuclear Regulatory Authority</p>

	10. Ministry of Special Development Initiatives (MSDI)	Metropolitan, Municipal and District Assemblies (MMDAs) Development Authorities Ghana Irrigation Development Authority
PROGRAMMING, IMPLEMENTATION, MONITORING AND OVERSIGHT	11. Youth Employment Agency (YEA)	National Communications Authority (NCA) Office of the Administrator of the District Assemblies Common Fund (DACF) Ministry of Education, Ministry of Youth and Sports Ministry of Food and Agriculture Ministry of Employment and Labour Relations Youth Agencies and Organizations
SUPPORT PROVISION ORGANIZATIONS	12. The National Board for Small Scale Industries (NBSSI)	Ministry of Trade and Industry Ministry of Local Government and Rural Development Regional Coordinating Councils Metropolitan, Municipal and District Assemblies Business Advisory Centres (BAC)
	13. Council for Scientific and Industrial Research (CSIR)	Ministry of Environment, Science, Technology and Innovation (MESTI) Universities – University of Ghana, Legon; Kwame Nkrumah University of Science and Technology; University of Cape Coast, Ministry of Food and Agriculture (MOFA) Ministry of Health (MOH)
	14. Ghana Investment Promotion Centre (GIPC)	Bank of Ghana (BOG) Registrar General's Department (RGD), Ghana Immigration Service (GIS), Social Security and National Insurance Trust (SSNIT) Ghana National Chamber of Commerce and Industry (GNCCI), Environmental Protection Agency (EPA) Ghana Free Zones Authority (GFZA), Ghana Export Promotion Authority (GEPa) Minerals Commission Ghana Tourism Authority (GTA) Ghana Standards Authority (GSA), Investors

	15. Ghana Export Promotion Authority (GEPA)	Ministry of Trade and Industry (MOTI), Ghana Exim Bank Ghana Free Zones Authority (GFZA), Ghana Investment Promotion Centre (GIPC) Ministry of Foreign Affairs and Regional Integration (MOFARI) Association of Ghana Industries (AGI) Forestry Commission Ghana Standards Authority (GSA), COCOBOD Ghana National Chamber of Commerce and Industry (GNCCI), Timber Industry Development Division (TIDD).
	16. GRATIS Foundation	Client Associations Kristo Asafo Mission Council for Scientific and Industrial Research (CSIR) Council for Technical and Vocational Education and Training (COTVET) National Coordinating Committee for Technical and Vocational Training (NACVET)
	17. Microfinance and Small Loans Centre (MASLOC)	National Board for Small Scale Industries (NBSSI) Ministry of Local Government and Rural Development (MLGRD) Ministry of Gender, Children and Social Protection (MoGCSP)
	18. Ghana Export-Import Bank (EXIM Bank, Ghana)	Bank of Ghana (BoG) Ministry of Finance (MoF) Ghana Export Promotion Authority (GEPA) Ministry of Trade and Industry (MOTI) Ghana Investment Promotion Centre (GIPC)

PRODUCTION AND CONSUMPTION-RELATED ACTORS	19. The Association of Ghana Industries (AGI)	Private Enterprise Federation/ Forum (PEF) Ghana National Chamber of Commerce and Industry (GNCCI) Ghana Chamber of Mines Ghana Employers' Association (GEA).
	20. Ghana National Chamber of Commerce and Industry (GNCCI)	Ministry of Trade and Industry (MOTI), Ministry of Foreign Affairs and Regional Integration (MOFARI) Ministry of Transport (MOT) Ministry of Business Development (MBD) Ghana Revenue Authority (GRA), Ghana Ports and Harbours Authority (GPHA) Exim Bank Ghana West Africa Trade and Investment Hub Business Sector Advocacy Challenge (BUSAC) Fund
	21. Ghana Trades Union Congress and Key Affiliated Unions	Labour Policy and Research Institute (LPRI) Ministry of Employment and Labour Relations (MELR) Ghana Employers Association (GEA), National Labour Commission (NLC) Social Security and National Insurance Trust (SSNIT) University of Cape Coast (UCC), National Pensions Regulatory Authority (NPRA)

APPENDIX FOUR: ASSESSMENT OF STRENGTH AND ELEMENTS OF PARTNERSHIPS BETWEEN CATEGORIES OF STAKEHOLDER INSTITUTIONS

Partnerships between Parliament and Policy Institutions

		1	2	3	4	5
A	Formalization of collaborative relations	3	By law, Parliament is required to engage with the MDAs; and to review their budget proposals annually. Policies developed by policy institutions are also reviewed by Parliament, however, this is more at the instance at the organizations than Parliament			
B	Regularity of communication and consultation	3	This happens at budget preparation periods and when the sector has a policy consultation			
C	Positive internal organizational orientation to collaboration	3	Parliament and policy institutions recognize the need to consult but do not do so on a regular basis			
D	Joint action towards economic transformation	2	Not clear that there are regular sponsored activities towards economic transformation			
TOTAL (20)		11				

Partnerships between Parliament and Regulatory Actors

		1	2	3	4	5
A	Formalization of collaborative relations	3	The regulatory actors relate to parliament through the Ministries and committees. Agency may invite parliament on policy issues and may be represented on tender committees			
B	Regularity of	3	Little evidence of direct engagement and consultation. Annual? May have parliamentarian on governance board			
C	Positive organizational orientation to collaboration with the other party	3	Agencies recognize need to collaborate with and engage parliament on their issues			

D	Joint action towards economic transformation	1	Little incidence or joint action
	TOTAL (20)	10	

Partnerships between Parliament and Support Institutions

			1	2	3	4	5
A	Formalization of collaborative relations	2	The support institutions have little contact with Parliament except through the coordinating Ministries and sometimes at more individual and committee levels				
B	Regularity of	1	Communication is relatively limited				
C	Positive organizational orientation to collaboration	2	While the need for collaboration is recognized, the opportunities for actualization have been limited				
D	Joint action towards economic transformation	1	Little incidence of joint action				
	TOTAL (20)	6					

Partnerships between Parliament and Production/Consumption Entities

			1	2	3	4	5
A	Formalization of collaborative relations	3	Some advocacy-related entities engage Parliament				
B	Regularity of communication and consultation	2	Documentation is shared with and invitations extended to Parliament. Parliamentary committees may use their data for analysis and decision-making				
C	Positive organizational orientation to collaboration	3	Production and consumption entities on behalf of their membership recognize the importance of collaboration with Parliament and make explicit statements				

D	Joint action towards economic transformation	1	Limited, joint action
	TOTAL (20)	9	

TWO: Partnerships between Policy Institutions/MDAs and Parliament

		1	2	3	4	5
A	Formalization of collaborative relations	4	MDAs and policy institutions have formal engagement requirements on annual basis especially around budgetary provisions, policy formulation and review etc			
B	Regularity of communication and consultation	3	Policy institutions are required to report to Parliament annually; and will engage/invite the requisite parliamentary committees to events			
C	Positive internal organizational orientation to collaboration	2	Policy institutions recognize the importance of engaging Parliament; though they may not always welcome parliamentary scrutiny and questions			
D	Joint action towards economic transformation	2	Some joint action may be undertaken in reflections, deciding policy direction and legislation to support economic transformation. However, more could be done in this regard			
	TOTAL (20)	11				

Partnerships between Policy Institutions/MDAs, Regulatory Actors/ Authorities and Commissions

		1	2	3	4	5
A	Formalization of collaborative relations	4	There are formal provisions for collaboration. Some authorities relate to cabinet through sector Ministers, necessitating oversight by Chief Directors, joint annual and mid-term reviews etc			
B	Regularity of communication and consultation	3	While there are reporting requirements and reports are shared, it is not clear whether these are done on time; or whether MDAs or regulatory bodies always follow up on a timely basis			

C	Positive internal organizational orientation to collaboration	3	Policy institutions increasing recognize the need for collaboration and engagement being required to do so for policy purposes and report on these in annual plans etc. This does not mean they like to do so
D	Joint action towards economic transformation	3	Since policy institutions may not have the requisite capacity for technical oversight, they need the authorities and regulatory actors to execute required actions
	TOTAL (20)	13	

Partnerships between Policy Institutions/MDAs and Support Institutions/Agencies

			1	2	3	4	5
A	Formalization of collaborative relations	4	There are formal provisions for collaboration. The support institutions relate to cabinet and parliament through sector Ministers, necessitating oversight by Chief Directors, joint annual and mid-term reviews etc				
B	Regularity of communication and consultation	3	Here too, there are reporting requirements and reports are shared. However, it is not clear how effectively this works in implementation or whether MDAs follow up on agency issues in a timely and adequate manner				
C	Positive internal organizational orientation to collaboration	3	Policy institutions increasing recognize the need for collaboration and the support agencies need the MDAs to support and backstop their efforts.				
D	Joint action towards economic transformation	3	Policy institutions have to rely on agencies to implement policies and programmes and have had to work together in this regard. However, there is more that can be done together to track policy implementation, harnessing lessons for policy review.				
	TOTAL (20)	13					

Partnerships between Policy Institutions/MDAs and Production/Consumption Entities

		1	2	3	4	5
A	Formalization of collaborative relations	2	There are some agreements, memoranda of understanding between producers, advocacy bodies to ensure standards. There is some provision for representation of stakeholders on the Ministerial Advisory Boards (MABs) of MDAs. However, linkages are relatively weak.			
B	Regularity of communication and consultation	3	Policy institutions recognize their stakeholders as recipients of their documentation and may invite them to consultations and meetings to receive their inputs			
C	Positive internal organizational orientation to collaboration	2	While the production/consumption entities recognize consistent collaboration, the policy institutions may not assign the same priority to engaging these parties			
D	Joint action towards economic transformation	3	Some activities are undertaken together as interest groups may be invited to participate in fairs, commemorative days, celebrations and workshops. May include them on sector-working group arrangements			
TOTAL (20)		10				

Three: Partnerships between Regulatory Actors/Authorities/Commissions and Parliament

		1	2	3	4	5
A	Formalization of collaborative relations	4	The regulatory bodies by law are required to report to Parliament annually and dependent on Parliament for budgetary allocations through sector Ministries; therefore subject to oversight including representation on their governing bodies			
B	Regularity of communication and consultation	3	There is some communication where regulatory bodies send their documentation, reports and invite Parliament to their consultations etc			
C	Positive internal organizational orientation to collaboration	4	Regulatory entities recognize the importance of collaboration with Parliament and keeping the Parliament aware of their activities and intentions			

D	Joint action towards economic transformation	3	Entities invite relevant parliamentary committees and legislative actors to their events. Parliamentary committees may visit these bodies on familiarization visits
	TOTAL (20)	14	

Partnerships between Regulatory Actors/Authorities/Commissions and Policy Institutions/MDAs

			1	2	3	4	5
A	Formalization of collaborative relations	4	Formal relationships indicated in Establishing Acts of the Authorities/Commissions including representation on their governing bodies and report through sector Ministers				
B	Regularity of communication and consultation	4	Regular reporting relationships and participation in sector review events facilitates communication and consultation between the two parties				
C	Positive organizational orientation to collaboration	4	Regulatory entities recognize their dependence on policy institutions for provision and review of guidelines for action and representation in cabinet				
D	Joint action towards economic transformation	4	Policy institutions rely on the regulatory bodies to implement guidelines and ensure standards; will collaborate on monitoring and related activities				
	TOTAL (20)	16					

Partnerships between Regulatory Actors/Authorities/Commissions and Support Agencies

			1	2	3	4	5
A	Formalization of collaborative relations	3	The regulators recognize the responsibility of the support institutions for implementation within the standards they set; and work together in this regard				
B	Regularity of communication and consultation	3	In support of their collective agenda and common sector, information will be circulated sometimes through the agency of the supervising MDA				
C	Positive internal organizational orientation to collaboration	3	Regulators may recognize the work of the support institutions but may see their functions as separate; theirs being disciplinary; and the support institutions, facilitating or enabling.				

D	Joint action towards economic transformation	2	Regulators and support agencies may work together but not as often as should be. Support agencies may invite regulators in their educational and standard-setting activities, for instance.
	TOTAL (20)	11	

Partnerships between Regulatory Actors/Authorities/Commissions and Production/ Consumption Entities

			1	2	3	4	5
A	Formalization of collaborative relations	3	Regulatory bodies may recognize producers and consumers as stakeholders, sometimes provided for by law on their governing bodies. To these ends, they will be listed amongst stakeholders for consultation etc				
B	Regularity of communication and consultation	3	Regulatory entities will look for and utilize channels of dissemination to reach key production and consumption entities. However, it is not clear there are enough efforts to utilize the products of producers and consumers and reflect their evidence in timely review of regulations				
C	Positive internal organizational orientation to collaboration	2	Regulatory bodies recognize key production and consumption entities but may not prioritize smaller, non-formal players adequately				
D	Joint action towards economic transformation	2	Regulatory bodies could do more with production and consumption entities towards economic transformation. Focus has been on key, large-scale, formal sector players but as not much on non-formal, micro players				
	TOTAL (20)	10					

Four: Partnerships between Support Institutions/Agencies and Parliament

			1	2	3	4	5
A	Formalization of collaborative relations	3	Parliament is responsible for the establishing legislation of such support agencies and budgetary provisions. Legislators may be members of governing bodies of support agencies. Support institutions may also be active in constituencies. There may be interest in collaboration				

B	Regularity of communication and consultation	3	Support institutions report to Parliament annually and through their sector reports. Other documentation and reports of agencies may be made available to Parliament, but not necessarily as routine practice.
C	Positive organizational orientation to collaboration	3	Support agencies may recognize the importance of Parliament in the creation of an enabling environment but may not seek direct linkage
D	Joint action towards economic transformation	2	Support agencies may invite relevant Parliamentary Committees to their events. There could be more collaboration between support agencies and Parliament in joint activities including advocacy, towards economic transformation.
	TOTAL (20)	11	

Partnerships between Support Institutions/Agencies and Policy Institutions/MDAs

			1	2	3	4	5
A	Formalization of collaborative relations	3	Support institutions function under the supervision of sector Ministers as indicated in their establishing legislation. They are required to cooperate with policy institutions				
B	Regularity of communication and consultation	3	Through such mechanisms as annual and mid-term review meetings, there will be a minimum of communication. Support agencies will require the assistance and facilitation of policy institutions for implementation of programmes				
C	Positive organizational orientation to collaboration	4	Support institutions would appreciate the need to cooperate with policy institutions secure resources and assistance				
D	Joint action towards economic transformation	3	Support institutions will involve policy institutions in monitoring, evaluation and policy review events				
	TOTAL (20)	13					

Partnerships between Support Agencies and Regulatory Actors/
Authorities, Commissions

		1	2	3	4	5
A	Formalization of collaborative relations	3	Support institutions and regulators have formal collaboration through the supervisory responsibilities of sector Ministers and in some cases, representation on governing bodies.			
B	Regularity of communication and consultation	3	Support institutions may circulate their documentation to regulatory bodies; invite regulatory bodies to provide capacity-building support; but necessarily on routine basis			
C	Positive internal organizational orientation to collaboration	3	Support agencies recognize collaboration as important to their functioning but may not sufficiently engage regulatory authorities, proactively			
D	Joint action towards economic transformation	3	Support agencies may collaborate with regulatory bodies to undertake joint training, public education and other events to raise awareness and implement multi-action programmes			
TOTAL (20)		12				

Partnerships between Support Institutions/Agencies and Production/
Consumption Entities

		1	2	3	4	5
A	Formalization of collaborative relations	3	Support agencies will have production and consumption entities prescribed as members of their governing bodies. May also have internal strategy of collaboration, identifying key stakeholders			
B	Regularity of communication and consultation	3	Production and consumption entities as targets and beneficiaries of support institutions are regularly identified and communicated with. However, they may not be necessary recipients of critical reports.			
C	Positive organizational orientation to collaboration	4	Recognition of production and consumption entities as the primary stakeholders in the work of support agencies.			

D	Joint action towards economic transformation	3	Some activities may be undertaken together to implement programmes, including joint-planning, monitoring and evaluation and review. However, may not give lead or co-lead responsibilities to them
	TOTAL (20)	13	

Five: Partnerships between Production and Consumption Entities and Parliament

		1	2	3	4	5
A	Formalization of collaborative relations	1	Parliament may engage with membership associations of producers and consumers. May participate in consultations etc			
B	Regularity of communication and consultation	2	Parliament may receive reports from associations; may visit key production establishments; Parliament may solicit inputs for legislation			
C	Positive organizational orientation to collaboration	3	Increasingly, associations of producers and consumers recognize the importance of engaging parliament in advocacy efforts			
D	Joint action towards economic transformation	1	Little joint action between Parliamentary Committees, Parliament and associations of producers and consumers			
	TOTAL (20)	7				

Partnerships between Production/ Consumption Entities and Policy Institutions/MDAs

		1	2	3	4	5
A	Formalization of collaborative relations	2.5	Production and consumption entities may be represented on Ministerial Advisory Boards (MABs). Associations will be recognized as key stakeholders to be consulted and invited to events. However, individual and smaller entities may not be so captured			
B	Regularity of communication and consultation	2.5	Policy-making entities will be the recipients of reports and advocacy-related documentation from production and consumption associations.			

C	Positive organizational orientation to collaboration	2.5	Increasingly, consumer and production associations recognize the importance of collaboration with policy institutions to ensure appropriate policy action and to reach other key players
D	Joint action towards economic transformation	3	Producer and consumer associations will involve policy institutions in their events; make representations to the sector heads and Ministers and respond to invitations.
	TOTAL (20)	10.5	

Partnerships between Production/Consumption Entities and Regulatory Actors/ Authorities, Commissions

			1	2	3	4	5
A	Formalization of collaborative relations	3	Production and consumption entities recognize the regulatory authorities as the gate-keepers or standard-setters. They will indicate engagement of these in their key strategy and programme documents. In turn, they will be represented on the of governing bodies of regulatory bodies				
B	Regularity of communication and consultation	3	Regulatory bodies will be recipients of communication and consultative efforts of production and consumption entities				
C	Positive organizational orientation to collaboration	3	Increasingly, production and consumption entities recognize the importance of collaboration				
D	Joint action towards economic transformation	2.5	Production associations will make efforts to engage regulatory authorities in their activities to promote transformation. However, there could further joint action				
	TOTAL (20)	11.5					

Partnerships between Production/Consumption Entities and Support Institutions/Agencies

			1	2	3	4	5
A	Formalization of collaborative relations	3	Consumption and production entities recognize the inputs of support institutions and articulate these in their strategic plans, publicity and programme documents				

B	Regularity of communication and consultation	3	Production and consumption entities do communicate with support institutions; and are often collaborators in data collection and analysis, monitoring and review events
C	Positive organizational orientation to collaboration	3	Production and consumption entities recognize the importance of support institutions and their potential to strengthen their activities and undertakings
D	Joint action towards economic transformation	3	Production and consumption entities engage in some joint activities towards economic transformation, recognizing the backstopping roles of support institutions
	TOTAL (20)	12	

APPENDIX FIVE: TERMS OF REFERENCE – POLITICAL ECONOMY MAPPING OF ECONOMIC TRANSFORMATION IN GHANA

Background

Social justice and sustainable development in Africa are not possible without economic transformation. Friedrich Ebert Stiftung (FES) believes that the creation of decent jobs in the context of an industrialized, green economy is a key foundation for the fight against poverty and the creation of equitable societies.

The FES has been working on the topic of Economic Transformation for some time. In 2016, FES' work on Economic Transformation was streamlined and the Ghana Office was chosen to coordinate this work. There is currently an ongoing initiative to explore the possibility of bringing like-minded institutions working on economic transformation together to explore ways of adding value to the process. We believe that in as much as various institutions are working independently on Economic Transformation, sharing information and probing the scope for cooperation will add value to the work of all concerned. Within the context of the above initiative, an exercise as the political economy mapping of economic transformation is crucial. This will enable the would-be coalition of organizations on economic transformation better understand the political economy issues and identify entry points for its work.

Against this background, the FES would like to engage your services to further probe the terrain with other identified institutions.

Expectations

1. Examine the key institutions and stakeholders in Ghana's economic transformation, their core mandate/roles and the relationships (if any) between them
2. Outline their institutional interests, performance and implications for their effectiveness in promoting industrialization and other initiatives for achieving sustainable development
3. Your report should also highlight the various units that should come into play in bringing about structural and sustainable change. These include key parties and players in policy, legislation, regulation and oversight, implementation, monitoring and evaluation
4. Make proposals on how these structures/institutions/stakeholders can be strengthened to drive change
5. Make specific suggestions to FES on how this exercise will add value to the discourse on Economic Transformation in Ghana
6. For various stakeholder groups, are there institutions/units that should be of key concern when it comes to economic transformation. For instance, which parliamentary committee should concerns of economic transformation be addressed with?
7. What alliances exist between these stakeholder groups when it comes to economic transformation and if not, how can that be cultivated and in which possible way?

AUTHOR'S PROFILE

Esther Ofei-Aboagye (PhD) is social policy analyst and a trained teacher. She was the Director of the Institute of Local Government Studies (ILGS) from January, 2005 to January 2015. Prior to joining ILGS in June 1999, she was a senior lecturer at the Ghana Institute of Management and Public Administration (GIMPA). Dr. Ofei-Aboagye was educated at the University of Cape Coast, Carleton University in Canada and University of Birmingham in the United Kingdom where she obtained a Bachelor of Arts (Social Sciences), Master of Arts (Public Administration) and PhD (Public Policy) Degrees, respectively. She has consulted extensively for various national and international clients including the United Nations Children's Fund (UNICEF), the International Labour Organization (ILO) and the World Bank.

Dr. Ofei-Aboagye has also served on various public and civil society governing boards over the two and a half decades. Since 1996, she has collaborated with the Friedrich Ebert Stiftung in various aspects of economic development including women's enterprise development, local economic development and the political economy of African industrial development and economic transformation. She is currently the chairperson of the STAR Ghana Foundation and a member of the Local Government Service Council.

FES GHANA

The Friedrich-Ebert-Stiftung (FES) is a political not-for-profit organisation with offices worldwide. It has been operating in Ghana for 50 years now. Some of the topics FES works on are: political participation, economic development & social justice, security policy, gender and youth.

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