IMANI Center for Policy & Education is a Think Tank of considerable local and international repute based in Ghana. Founded on the 9th of March 2004, IMANI has carved a niche in Ghana’s policy environment for putting out objective, independent analysis and critique on many issues, using tried and tested techniques that apply across different disciplines. We have carved a niche in Ghana’s policy environment for putting out objective, independent analysis and critique on many issues, using tried and tested techniques that apply across different disciplines. Through effective communication skills and the ability to work with public-spirited media and civil society, we are shaping national, regional and global agenda in order to close the “citizen participation gap” in the governance process. IMANI has over 50 media allies in Africa. Like other public policy think tanks, we produce high-quality, relevant research. We distinguish ourselves when it comes to media impact, and especially when it comes to our capacity to reach out to ordinary citizens through a wide variety of mass-circulation newspapers, the internet, and appearances on popular television and radio shows. We can say that “pound for pound,” we have by far the highest media profile of any think tank in West Africa.

Our Advisory Board
IMANI’s advisory board consists of competent and prominent individuals who continue to make significant contributions towards IMANI’s vision and at the national level. They provide strategic advice, financial support and direction to the management.

Our Centres

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IMANI's advisory board consists of competent and prominent individuals who continue to make significant contributions towards IMANI's vision and at the national level. They provide strategic advice, financial support and direction to the management.

Our Fellows
IMANI fellows are a group of individual’s with diverse backgrounds, rich experience in their respective fields and the academic proficiency across various disciplines.

About IMANI

Our Centres

Centre for Economic Governance and Political Affairs
The Centre for Economic Governance & Political Affairs (CEGPA) at IMANI is committed to influencing programmes and policies relating to monetary and economic issues, political governance, trade and private sector development in Africa. Through education, research and advocacy, CEGPA seeks to promote higher levels of economic freedom and to drive governments’ accountability in the use of national resources.

Center for the Study of Energy and Natural Resources
The Center for the Study of Energy and Natural Resources has as its main focus finding lasting remedies to the persistent problems of the energy sector of Ghana. This is against the backdrop that, despite numerous efforts to remedy the anomalies of the sector, the perceived progress has not been commensurate with these efforts because of a general lack of a “follow through” approach in addressing the problems confronting the sector.

Center for Social Policy
The Centre for Social Policy (CSP) is committed to conducting series of research and advocacy projects aimed at suggesting reforms, drawing policymakers’ attention to critical areas, as well as influencing government decisions in the social sector to improve the social wellbeing of Ghanaians and Africans at large.

Centre for Science Technology and Innovation Policy (CSTI)
CSTI focuses on the economics of innovation, science and technology policy and regulation in Ghana/Africa and how they affect education, health care, economic development, governance. The
Centre conducts research and analysis on Information Technology policy, Telecommunications, Innovation & competitiveness, Infrastructure for sustainable development

**Global Reputation and Praise for IMANI’s Work.**

IMANI has been consistently been ranked among the top 10 most influential policy think tanks in Africa for the past five years. IMANI has been ranked the most influential think tank in Ghana and twice ranked the second most influential think tank in Sub-Saharan Africa. — (Lauder Institute of the University of Pennsylvania). IMANI has won two Atlas’ John Templeton Foundation awards for advancing the institutional foundations of the free society in 2006 and the inaugural Atlas’s Antony & Dorian Fisher $100,000 award for the most innovative and dynamic African think tank. IMANI was the only African think tank finalist in the 2017 Templeton Freedom Award.

“Imani has grown, within a short time of its existence, to become a stalwart for encouraging reality-based solutions to a complex array of economic and social problems in and beyond Ghana. IMANI is known to highlight those critical areas of economic and political policy that find resonance across the artificial borders of Africa. The think-tank courts audience from important policy makers and drives policy matters to the very top of the priority lists of African governments and their allies in the intergovernmental and non-governmental communities. The World Bank has on a number of occasions, collaborated with IMANI, as a whole, and with its fellows.” Ishac Diwan, World Bank Country Director

“I give them [IMANI] the highest points for being most specific and rigorous in applying free-market solutions to an array of complex social problems. Their submission shows the importance of using rigorously derived, quantifiable research outputs to gain credibility in shaping the policy debate. Crisp, clear, compelling data is the most useful tool to provide to any media outlet, and it’s easy for the media to use, without interpretation.” -John Templeton Prize Judge, United States of America

**Star Ghana**

Recommendation for the ‘2013 ONE Africa Award’: IMANI Centre for Policy and Education

STAR-Ghana is a multi-donor pooled fund supporting civil society and Parliament to advocate for increased transparency, accountability and responsiveness in the governance of public goods and services delivery in Ghana. (www.star-ghana.org)

IMANI has grown to be one of the leading civil society research and advocacy organisations in Ghana, at the forefront of innovative thinking to address the country’s developmental challenges. It is one of the very few think tanks unafraid to ask the difficult questions and to challenge conventional thinking by policy makers and citizens.

IMANI has in the recent months taken on the issue of access to quality education for all children in Ghana and managed to put together a panel of eminent citizens and education experts. IMANI, through this panel, has been able to get the President of the Republic to publicly agree to reconsider one of the pillars of his campaign manifesto, a promise to build teacher training colleges across the country.

In recognition of their effectiveness, STAR-Ghana is supporting IMANI with a small grant to strengthen their organisational systems and processes and work towards the sustainability of the organisation.

I recommend IMANI for any support that may be available to enable them continue to push the boundaries of what is possible in ensuring equitable and sustainable development in Ghana.

Kind Regards

Star Ghana

Accra, Ghana

Atlas network press release: imani center for policy and education named finalist for 2017 templeton freedom award

“IMANI demonstrates the vital role that civil society organizations can play in making government leaders more accountable to citizens,” said Atlas Network CEO Brad Lips. “Its IMANI Festo Campaign finally forces politicians to reconcile their campaign rhetoric with the real-world trade-offs that face policymakers in office.”

The IMANI Festo campaign was broad in its digital reach – over 4 million watched the broadcast of the report launch. IMANI Festo reached more than 2 million Facebook users and 1 million Twitter users from August and November 2016. And it had more than 20 direct media placements on radio, traditional, electronic, and state-run media outlets. A famous cartoonist even published a cartoon called “Manifesto Inspector” in the Daily Graphic, Ghana’s most
The impact of the IMANI Festo project is undeniable. It provided a country easy-to-consume information about the issues of the election and the viability of the various political promises from each party and, according to Kenneth Ashigbey (editor-in-chief and managing director of the Daily Graphic), it functioned as “a barometer of legitimacy for the masses.” This allowed the 2016 election to transcend its usual partisan, religious, and tribal lines. IMANI’s work also forced party leaders to revise their party manifestos to increase their feasibility and thus their attractiveness to the electorate. IMANI is even working with think tanks in Nigeria to duplicate this work for Nigerian elections. The campaign on the whole had a dual effect: first, it educated an electorate that previously lacked access to information about the various campaign promises of political parties that preyed upon such a lack of access, and second, it induced those parties to revise their poorly formulated platforms or risk being punished by voters at the ballot box.

IMANI is the only African think tank among the six think tanks from Brazil, Canada, Mexico, U.S. and Ghana named finalists for 2017 Templeton Freedom Award.

"Having seen IMANI work its way to the top in the last 8+ years by tackling real issues with a fact based approach, I have become aware that if our governments and Political actors were to listen more to such Think Thanks, they could achieve more meaningful results in the real areas that matter.

"In the near future as our politics evolves, I expect to see organisations like IMANI, better attended to by Policy makers. I expect them to become key partners in crafting and assessing national policies and programs and supporting the political class with empirical views and critique.

"I trust that increasingly our Political class will listen to views expressed by IMANI and similar real think thanks and factor them into our work to achieve more meaningful results in the lives of our people."

Award winning broadcast journalist, Shamima Muslim Alhassan, admonishes IMANI to continue to be relevant. According to her, IMANI's consistency is key for its survival.

"Congratulations to IMANI for the great feat. It's definitely a mark of consistency and continuous relevance which is key to the survival of any CSO. Over the years IMANI has proven its ability to think and speak and influence policy conversations, direction and results. Now in a highly polarized political environment like Ghana’s the greatest challenge to IMANI is how to guard its integrity, remain consistent and relevant and not pander to any political interest. I have no doubt IMANI will navigate the nuances remarkably."

For Development and Communications Professional, Nana Yaa Ofosu-Ata, IMANI and others who demand critical thinking, consistently challenge assumptions, publicly call out opportunities and challenges based on evidence based research and analysis is an essential commodity.

Bernardino Koku Avle, Director of News Programming at Citi FM says IMANI has redefined the way Ghana approaches pressing issues of our time.

"IMANI’s incisive and eclectic approach to research and advocacy have redefined the way we engage with the pressing issues of our time. They show that great impact can be achieved with little resources and innovative leadership in opening up the African public policy space."
Mr. Franklin Cudjoe, Founding President & CEO, IMANI.

Franklin is the founding President and Chief Executive Officer of IMANI Centre for Policy and Education, a think tank of global repute dedicated to the promotion of the institutions of a free society across Africa. IMANI has been consistently ranked among the top 5 most influential think tanks in sub-Saharan Africa and among the top 100 worldwide. In 2010, Franklin was named a Young Global Leader by the World Economic Forum in Davos, Switzerland. He was named a fellow of the Africa Leadership Network in 2012, and the only named Think Tank Leader in “Top 50 Africans” List of the respected Africa Report Magazine in 2012. In 2010 Franklin was consulted by the U. K’s Prime Minister’s office on how to make effective use of British aid in Africa. Franklin has hosted and shared panels with former Malaysian Deputy Prime Minister, Anwar Ibrahim, Swiss President, Doris Leuthard, German President Frank-Walter Steinmeier and debated former Tanzanian President, Benjamin Mkapa when he was president in 2005.

Franklin currently sits on the Danish International Development Agency’s sounding board for private sector, advising on Danish private sector support to Ghana. Franklin has made several appearances in both print and broadcast media. He has shared insightful perspectives about Africa development issues on the BBC, CBC, Swiss and Swedish National TV, Austrian National Radio and varied local Ghanaian media. He has also been published (sometimes quoted) in the Wall Street Journal, Washington Times, United Kingdom’s Daily Telegraph, Ghanaian Daily Graphic, San Francisco Chronicle, Ottawa Citizen, South African Star and Business Day. Cudjoe is one of nine African think tank leaders and Commissioners of “The Zimbabwe Papers”, a blueprint which examines the causes of Zimbabwe’s social and economic problems and offers urgent and practical reform that will enable the country to become a thriving, peaceful and prosperous country. He is a co-author of Fighting the Diseases of Poverty, The Reality of Water Provision in Urban Africa, The Water Revolution: Practical Solutions to Water Scarcity; and Hobbled Trade: Trade Barriers within Africa. Franklin is a co-author of The State of Education in Ghana.

Franklin is pursuing doctoral studies at Buckingham University (UK). He is an alumnus of Harvard Kennedy School Executive Education, the Atlas Economic Research Foundation’s Think Tank MBA programme and the Montreal Economic Institute’s Think Tank Training Programme. He has a B.Sc. in Land Economy from KNUST.

The Leadership, Board and Staff and the rest of the IMANI can be accessed at www.imaniafrica.org

Please support IMANI today. Please email us at info@imanighana.org and fcdjoe@imanighana.org on how to make tax deductible donation to IMANI.

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Three Important Meeting Updates & Nineteen IMANI Reports and Alerts Published in 2018

In October 2018, IMANI’s Founding President met with the President of Ghana together with few think tank leaders to discuss important matters of state.

The discussion centred on the size of the government, illegal small-scale mining, also known as ‘galamsey’, Ghana Beyond Aid, Ghana’s standing in the comity of nations, public sector reforms, education, decentralisation, debt, procurement
challenges, sanitation etc. It was heavy intellectual discussion that went on for nearly four hours. The President appreciated our candour and frankness and said the meeting was immensely helpful to him.

In October 2018, H.E. Fumio Shimizu, Ambassador Extraordinary & Plenipotentiary of Japan to the Africa Union paid a two hour call on IMANI founding President to discuss Africa Union’s agenda for engaging partners. Japan is interested in making meaningful investment in Africa, especially in the Small and Medium enterprises but for big ticket transformational projects like infrastructure, it wants to engage Africa within a transparent procurement process undergirded by a trusting public-private partnership framework. Japan worries that many African countries are saddling themselves with debts. Mounting debts in Africa are preventing many countries from drawing a $30bn Japanese credit line. The uptake has been slower. The other big subject discussed was education, practical education and how Japan made use of practical skills building to leapfrog the industrial revolution. Finally, both men wondered why the Africa Union Commission wants to do so many things instead of focusing on quick wins that defeats the excruciating unemployment in Africa. Mr. Cujoe promised him, he will raise the concern when he finally signs the IMANI-AU MoU with the Commission that will explore areas of collaboration.

In late October 2018, Franklin Cudjoe, IMANI Founding President met with Ghana’s High Commissioner to South Africa in Pretoria, South Africa. He is H.E. Mr. George Ayisi-Boateng. They discussed Ghana! Mr. Cudjoe said to the High Commissioner that, he had no idea it was through his main efforts that German auto giant, VW branched in South Africa agreed to open a plant in Ghana. He is doing same with Nissan and was a pioneer in the decision of Transnet International, railway giant to do business with Ghana. Snapshot of unemployment
Governments across the world, particularly in developing countries, have renewed their commitments to fighting youth unemployment in recent years. This of course has been on the back of shifts in the structure of labour which appears to be taking on a very youthful profile and different market dynamics at least across some major markets in Africa. Even more crucial is the fight against extreme poverty across most markets, which sees the provision of sustainable jobs to young people as a central strategy.

The case of Ghana is not different. A report by the International Labour Organisation (ILO/O’Higgins) in 2001 examining youth unemployment and employment policy in Ghana[1], argued that ‘...the youth unemployment challenge in Ghana is a consequence of poor macroeconomic performance over the [prior 50 years] and therefore needed to go beyond a purely supply side response...further suggesting that the problem could not be resolved [credibly] in the absence of a sustained economic growth, which must also be sensitive to the profile of unemployed youth in the country.

Surveying nearly a million unemployed people in Ghana, Nsowah-Nuamah and Amankrah (2003), reports the unemployment profile of the country to include: 21.6% school dropouts, 4.7% acquired skills from TVET including apprenticeship training but needed retraining to fit into the changing dynamics of the labour market, 65.8% completed various stages of formal education at the non-tertiary level (most of whom are JSS products), 4.7% senior high school graduates (but deficient in English, Mathematics and Science), 1.2% graduated from Universities and are first time job seekers without the right work experience and are not therefore able to get work after completing their national service, and some 2.5% who sleep, live and work on the streets.

Recent interventions to curb the spate of unemployment

This unemployment profile looks typical of most countries in sub-Saharan Africa until it is closely examined and balanced against the policy propositions observed as solutions from successive governments over the last decade. The focus of governments in the Fourth Republic particularly post our recent ‘good days’ have been in the area of TVET and creation of [as they describe them] opportunities for graduates. Indeed, the government under the NDC of John Mahama went to the extent of renaming / reclassifying polytechnics as technical universities ostensibly to create some parity in qualification with their peers from other degree awarding universities, without recourse to demands of labour from industry. The obvious results is the increase in number of degree wielding graduates [building from the profile of unemployment provided by Nsowah-Nuamah and Amankrah constitute a marginal component the problem]. To augment this, of course not in a chronological manner, programmes such as the National Youth Employment Programme (NYEP) and its successor Ghana Youth Employment and Entrepreneurial Development Agency (GYEEDA, launched in 2014 – never mind that with hindsight the CEO and others are serving jail terms for their mismanagement of resources), which subsequently morphed into the Youth Employment Agency (YEA), Local Enterprise Skills Development Programme (LESDEP, which at a point claimed to have opened 170 offices across the various MMDAs in the country – take note that it was claimed to be a private initiative with a COMPLETE GOVERNMENT BACKUP, whatever that means), Youth Enterprise and Skills Development Centre (YESDEC – a onetime subsidiary of GYEE-DA above, which at one time was training people

IMANI Alert:

What Value Will the Nation Builders Corp Programme Bring to the Economy?
to go into soap production, providing seed capital for such ventures and using ‘susu schemes’ to retrieve funds – never mind that funds were embezzled which led to the abrupt end of the programme), Youth Enterprise Support (YES which was set up with some GHS10million or US$2.5million). The Youth Enterprise Support (YES), has morphed into the now National Entrepreneurship Innovation Programme (NEIP) under the current NPP government.

Are you tired of the count? Wait! Within the same focal period, the Graduate Business Support Scheme (GBSS, aimed at providing 10,000 graduates each year with requisite skills to enhance their potential for self-employment, entrepreneurship and employability – at one time the Export Development and Agriculture Investment Fund [EDAIF] was claimed to be providing some GHS400,000 per annum towards premium payments to unlock some GHS20 million credit/loans without collateral from financial institutions to start businesses), was running together with the Skills Development Fund (SDF which was to improve workforce productivity with agribusiness and sustainable energy as focal areas – never mind it claims to have supported 43,000 businesses across Ghana [measures nearly 84% of total businesses paying SSNIT for their employees including foreign businesses as at 2015]). Again, in agriculture, we saw the Youth in Agriculture (YIAP – coordinated by the Ministry of Food and Agriculture with the objective of motivating the youth to take up farming as a commercial venture). You should definitely have an image of what appears to be the “concerted effort” towards not only developing the economy, but creating jobs for young people, across the identified unemployment profile above. These aren’t the only programmes, there are more!

Somehow, all these efforts appeared not to have left any significant mark in the drive for economic growth and sustainable job creation. Unemployment accentuated over the period of 2011 to date peaking at about 11.9% in 2015 according to the Ghana Statistical Services (GSS). Add the further shrink of agriculture and manufacturing sub-sectors of the economy and the increase in social vices in the last couple of months, protests by nurses and teachers among other workers and the numerous seminars on job creation across the country will make sense.

The Nana Addo Danquah Akuffo Addo government in a bid to reverse this trend has several commitments simultaneously running. The focus of this brief is not to access the potency of all the policy prescriptions and programmes aimed at restoring the economy to sustainable paths and create jobs, but to situate one of these flagship programmes – Nation Builders Corps (NABCO), launched in May 2018, and attempt to see its potency in really making a dent on the challenge of unemployment and the cost at which the government and the economy must make this happen.

Scheme of Nation Builders Corps (NABCO)

The NABCO programme though, the government says, is not like any of its predecessors. However, it is difficult to follow this rationalisation at least from the general objective of the programme’s point of view; an initiative of government to address graduate unemployment to solve social problems. Maybe lexically speaking at least ‘solving social problems’ could be the difference. In terms of specific objectives, which summarily include; provide temporary employment to unemployed graduates, improve skills and employability for transition from programme to permanent employment, improve public service delivery, improve government revenue mobilisation, and provide needed infrastructure to improve access to basic public services, the differences remain to be seen, maybe on the ultimate results over time. The most distinguishing feature of this programme is the sole focus on graduates from tertiary institutions – diploma or degree holders, who must apply to modules closely related to their areas of study.

The scheme of the programme as advertised will
span a 36-month period, with the first 3 months being focused on military and soft skills training of the participants, following 27 months used for actual placement of work, with the remaining 6 months used in developing training and strategy for exit out of the programme. For 100,000 applicants to be subjected to any form of military training, for 3 months, will indeed cost resources (time, allocation of military personnel to provide the training, financial resources amongst others – never mind that we do not know how much this costs per head). If the training is indeed on soft skills, that equally will come at a cost to the programme, and could potentially result in loss of man hours.

**Economic viability**

The proposed programme on the face value is deduced as some kind of a social intervention programme to cushion young people who are aggressively searching for economic opportunities. Some have argued that, it is erroneous to assess the economic viability of the proposed programme given the social orientation and the possible intrinsic value to be accumulated over time. However, this is deceptive! Back of envelop computations indicate that the direct salary cost item alone under the programme could reach some GHS840 million per annum [equivalent to 2.1% of domestic tax revenue including tax revenue from the petroleum sector for 2018]. Clearly to complete the first-year execution of the programme, an additional GHS240million will be required to cover up only the total salary payments due under the programme[2]. Assuming the the mid-point of 10% and 25% which is considered generally as the average cost of general administration of a project is added to this, an additional GHS105million thereabouts will be required per annum. Without accounting for any other potential costs and underlying drivers, a total of GHS945million will be required at least for the first year of the programme, increasing the additional requirement from the salary adjustment of GHS240million to GHS345million. The economy must definitely get something in return for this investment! Table 1 below shows how the labour cost / investment from the programme all factors being equal stacks up against compensation to some key Ministries, Departments and Agencies for 2018.

**New Report:** Is Ghana Ready for More Local Content?

**Lessons from Eight Comparator Countries in Five Sectors**

This study explores the successes and challenges of comparator countries including Botswana, Zambia, Brazil, Nigeria, India, Zimbabwe, South Africa and Ghana in the institution of local content policies for five main sectors of their economies namely Oil and Gas, Mining, Coastal and Inland Water Shipping, Construction and Renewable Energy. The aim is to extricate key thematic issues that hamper the achievement of local content objectives and to tease out lessons for Ghana.

Local content is an intricate concept which can be best appreciated in context. This is demonstrated by the fact that it is defined variously in different countries. However, the crux of local content is to allow countries the opportunity to build capacity in economic sectors where they would otherwise have limited opportunity. Therefore, local content policies generally require foreign investors to purchase domestic goods and services, employ and train citizens, transfer technology and know-how and to contribute to research and development.

In Ghana, several initiatives have been taken over the years to build essential capacity through local content requirements. However, in recent times, there has been a greater impulse to apply local content to several sectors of the economy through the use of distinct local content policies as pertains in the oil and gas industry. Draft local content policies have emerged for the downstream petroleum sector, construction as well as coastal and inland water shipping. Several other local content policies are being considered for power, agriculture, pharmaceuticals and cosmetics sectors.
According to the Fraser Institute, a Canadian-based, global think tank, Economic Freedom (EF) is simply the ability for one to choose and decide “how to use their time and talents to shape their lives”[1]. On a national level then, an economically free country is one that is not weighed down by bureaucracy, excessive regulations and restrictions, but rather, one that allows producers and sellers to compete freely and equally and, also allows consumers to choose freely. EF, extended to all, can generate positive social and economic outcomes[2]. This has been proven in over 600 fact-based studies in top academic journals, which have specifically shown that economic freedom promotes growth and prosperity. Specific examples include a study by De Haan and Sturm. Taking into account educational level, population growth and investment, this study found that positive (negative) changes in economic freedom lead to positive (negative) changes in economic growth rates.[3] Gwartney and Lawson (2004) also found that economic freedom strongly promotes investment.[4]

To measure the level of EF for each country, the Fraser Institute developed the Economic Freedom of the World (EFW) Index. Ultimately, this index aims to determine “the degree to which the policies and institutions of countries are supportive of economic freedom.”[5] The EFW index examines five policy dimensions which are represented under the five main indicators of EF. These are: Size of Government, Legal Systems and Property Rights, Sound
Money, Freedom to Trade Internationally and Regulations. Thus, while each country receives an overall EF score, it is also possible to identify problem-areas based on the individual scores under each of these indicators. Therefore, “for the people of any nation to truly benefit from economic freedom, that nation must score well in all areas.”[6]

Due to the importance of EF and its potential, positive impact on any given economy, the Fraser Institute has been committed to raising awareness about EF. This has involved facilitating discussions on how economic policy can be improved. These discussions, so far, have taken place in the form of Economic Freedom Audit (EFA) programmes that have been held in a number of countries including Sri Lanka, Oman, Panama, Jordan, Egypt, Côte d’Ivoire, Morocco, the Kyrgyz Republic, Tunisia, Malaysia, Lebanon, Greece, Serbia, Uruguay, and Nepal.[7] The end goal of these audits is to i) develop and provide important information to the public, government, media, and opinion leaders on policies that create and fast-track growth and prosperity, and ii) develop practical policy reform ideas, create local ownership, and deliver these ideas and recommendations to government and the people of the nation.

On the 16th of July 2018, at the Coconut Grove Regency Hotel, Ghana held its very first EFA programme, organised by IMANI Center for Policy and Education, in partnership with the Fraser Institute. The exclusive event was well attended by a variety of stakeholders who were specially invited based on their connection to the five indicators under the EFW index. For example, lawyers, judges and police officials (only a select few) attended the event in order to provide insight into the Legal Systems and Property Rights indicator. Similarly, renowned bankers, CEO’s of businesses and representatives from the Lands Commission were also in attendance to provide insight into the Regulations indicator. Other stakeholders who were present included professors, lecturers, representatives from embassies, and the media. The event was divided into 3 sessions: a general overview of Economic Freedom, an intensive group session and finally, a plenary session that brought all stakeholders together to discuss the challenges and recommendations.
“Governance” is a broad term that is often used to describe a government’s overall responsibility and duty of controlling, regulating and managing a nation’s affairs. According to Baker (2011), however, governance is much broader than government. Governance involves “all power relationships, including non-state, sub-state, and supra-state relations.” Moreover, governance is about the exercise of power and authority. This is clearly portrayed in the World Bank’s definition of governance, which it describes as “the manner in which power is exercised in the management of a country’s economic and social resources for development.” To understand governance therefore, is to acknowledge that it entails various actors who use (or misuse) “their power and authority through the institutions in place to manage the resources available for growth and sustainable development.” Common actors involved in the governance process include “politicians, civic institutions, media, religious and cultural organisations, nongovernmental organisations (NGOs), as well as government agencies.” Through the focus on “participation, transparency, accountability, rule of law, effectiveness, and equity” within a “properly functioning democratic system.” Since its emergence however, the ‘Good Governance Agenda’ has been widely criticised for being idealistic, overloaded (containing “a very [long list and] wide range of institutional preconditions for development), westernised and overly technocratic, conveniently ignoring the political dynamics that exist in societies, as well as imposing a “one size fits all solution” for a group of countries that each have unique contexts. Despite the flaws of the GG agenda, a number of African scholars, prominent leaders and organisations have continued to promote the general idea of GG, agreeing with the need for governance to significantly improve if the continent is to enjoy sustainable growth and development. Ghanaian and former UN Secretary General Kofi Annan emphasises this, referring to GG as being perhaps, “the single most important factor in eradicating poverty and promoting development” in Africa. The President of the African Development Bank, Akinwumi Adesina, shares similar sentiments, stating that “good governance is not only a worthy goal […] but also a prerequisite for sustainable development and poverty reduction in the longer term.”
Indeed, the promotion of GG in Africa opened up the discussion on corruption, accountability and transparency in governance, pushing many African countries to focus on these areas. Some efforts so far have been regional including i) the establishment of organisations such as the African Peer Review Mechanism (APRM), which was created “as an instrument for monitoring performance in governance among Member States,” and ii) the enforcement of regional standards such as the AU Convention on Preventing and Combating Corruption and The African Charter on Democracy, Elections and Governance, which was adopted in 2007 and “entered into force on February 15, 2012”. On a national level, countries like Kenya have taken practical steps towards good governance by creatively incorporating anti-corruption lessons and clubs into primary and secondary schools. While these efforts are commendable, the underlying question remains: Are these efforts making a significant difference? Ghana is an ideal case study to examine in this area. This is because the country has made significant gains in democratic governance since it returned to constitutional rule in 1993. Since then, the country has experienced the rapid rise of an independent media, increased political participation of citizens and civil society organisations and the establishment of watchdogs and anti-corruption agencies, among many others. Despite this, Ghana still battles with persistent corruption and bureaucracy, transparency, accountability and weak management of public resources and finances, all of which undermine Ghana’s efforts to achieve good governance.

Using graphical representation and cross-country comparisons of data from the Mo Ibrahim Foundation’s database, this report seeks to assess Ghana’s performance on the MO Ibrahim Index of African governance (IIAG) from 2012 to 2016, addressing the following questions: i) What are the factors or issues that have affected Ghana’s performance in ensuring quality governance over the past five years? ii) What are Ghana’s strengths and weakness as compared to other well (or not so well) performing African countries and iii) What strategies can Ghana adopt to improve upon her performance in ensuring good governance.

**IMANIFESTO Report: How Sierra Leonean Politicians Plan to Fix Country’s Challenges, IMANI’s Analysis and Recommendations Ahead of the March 7 Presidential Elections**

**Public Update: Full Disclosure Re IMANI’s Campaign**

**IMANIFESTO Report: How Sierra Leonean Politicians Plan to Fix Country’s Challenges, IMANI’s Analysis and Recommendations Ahead of the March 7 Presidential Elections**

**IMANI Alert: Menzgold Has Become a Public Policy Issue. IMANI Suggests Way Forward.**
IMANIFesto - ZIMBABWE’S 2018 ELECTION: An Analysis of Manifesto Promises

Event Report: The Proliferation of New Districts and Constituencies in Ghana – 30th May, 2018, Accra

Final Event Reports for the Plural Citizenship Lecture

Report: Morocco’s Accession into ECOWAS: Why Not Morocco?

ALERT: New Information – How MOC Raped Ghana through The KELNI-GVG Sham
MANI’s National

Violations of Public Financial Management Act, Act Must Suffer Same

the First Year of
Born as 5th President
IMANI ALERT: Government Must Clarify A Whole Bauxite-Barter Deal with China. IMANI Recommends Government Should Proceed

IMANI’s Vice President Explains Why the Government’s Luxury Tax on Vehicles is Drain on our Pockets

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The Lot in the Hands How

Government's

Highlights and Plans for 2018