



## **FINAL REPORT**

# **Expanding Exports and Building Consensus on Services Reforms and Negotiations: a Coalition of Service Industries in Ghana**

**15-16 June 2010  
Alisa Hotel – Accra, Ghana**

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## List of Abbreviation and Acronyms

|        |   |
|--------|---|
| CEPA   | Centre for Policy Analysis                              |
| CSI    | Coalition of Service Industries                         |
| ECOWAS | Economic Community of West African States               |
| EPA    | Economic Partnership Agreement                          |
| GAC    | Ghana Association of Consultants                        |
| GEPC   | Ghana Export Promotion Council                          |
| GHATOF | Ghana Tourism Federation                                |
| GIMPA  | Ghana Institute of Management and Public Administration |
| ILEAP  | International Lawyers and Economists Against Poverty    |
| MOTI   | Ministry of Trade and Industry                          |
| MSME   | Micro, small and medium enterprises                     |
| PEF    | Private Enterprise Foundation                           |
| PIA    | Participating Institutes and Associations (GAC)         |
| SESI   | Services Export Support Initiative                      |

## Introduction

The Services Export Support Initiative (SESI), the Ghana Association of Consultants (GAC) and the International Lawyers and Economists Against Poverty (ILEAP) organized a workshop titled “*Expanding Exports and Building Consensus on Services Reforms and Negotiation: A Coalition of Service Industries in Ghana*” in Accra, Ghana on 15 and 16 June 2010.

The overall objective of the workshop was to help create awareness about the role of services coalitions in expanding exports and pursuing services reforms and negotiations to the benefit of the Ghanaian services sector.

The specific objectives of the workshop were:

- to build consensus amongst service associations and professionals on the need for the formation of a Coalition of Services Industries in Ghana;
- to help elaborate on how a Ghanaian CSI can be properly situated within the existing institutional landscape; and
- to help catalyze the formation of a national services coalition in Ghana.

The workshop was attended by approximately sixty (60) participants drawn from various stakeholder groups, institutions and sectors, including the following:

- Private sector operators and representatives of services associations;
- Government officials from relevant ministries and regulatory bodies involved in the development of services export strategies and/or services negotiations; and
- Researchers in academia, think tanks and national research networks concerned with trade and regulatory policies, as well as export development and promotion.

The workshop Aide Memoire and Agenda are contained in Annex A. Annex B contains the list participants.

## Opening Session

The opening session of the workshop was chaired by the President of GAC, who underscored the importance of the services sector in Ghana and expressed GAC’s pleasure to be associated with the laudable effort to promote the development of the sector particularly as an export activity. He pledged the active support of GAC to this agenda. The official opening was performed by the Deputy Minister of Trade and Industry. In his keynote remarks, the Deputy Minister welcomed the formation of the CSI in Ghana as a private sector vehicle for engaging Government in positioning the services sector as a growth pillar through expansion of exports. He reaffirmed the Ministry’s willingness to work with a Ghana CSI to position services in its right developmental context. He also reiterated the Ministry’s readiness to facilitate the cooperation of all other sector ministries to ensure that they also play their respective roles to ensure the success of the development of the services sector.

The Acting Executive Director of ILEAP started by explaining ILEAP's key aims in providing technical support to developing countries in the international trade regime, which included ensuring that developing countries were able to articulate and defend their interests within the multilateral trading system. He outlined the importance of services generally in world trade and in Ghana specifically, and pointed to the need for the private sector to become more organised around services policy, industry development and trade negotiations. He stressed that such organisation was a continuing process for which ILEAP would be happy to assist. He emphasised that the workshop was designed to build consensus around the concept of a CSI for Ghana, and that it was up to the stakeholders to decide how to take such a concept forward.

The Coordinator of SESI said that establishment of SESI was motivated by the need and his desire to catalyze the creation of a strong private sector platform that would actively engage Government to harness the export potential of Ghana's services sector. He expressed gratitude to ILEAP for coming onboard to assist in achieving that objective and to GAC for partnering SESI in this direction.

The CEO of GEPC expressed delight at the initiative to establish a CSI in Ghana and commended the initiators of the idea whilst promising the cooperation of the Council to support the work of the CSI within the framework of the Ghana Services Export Strategy. He intimated that this initiative would go a long way to complement the Council's efforts to facilitate the achievement of a US\$5 billion export earnings target for the entire Non-Traditional Export Sector by 2015.

## **Session I: Services in the Ghanaian Economy**

### **Presenters:**

- Martin Williams, Trade Economist, Ministry of Trade and Industry, Ghana
- Dr. Charles Jebuni, Core Fellow, Centre for Policy Analysis
- Tawiah Akyea, Institute Secretary & Lecturer, Ghana Institute of Management and Public Administration

In this session presenters set the context of the state of the services economy in Ghana and provided some insights on both economic and trade-related issues, including regulatory matters. They also helped to situate these discussions in the appropriate policy context.

Over the past decade, services have been the fastest growing sector of the Ghanaian economy. This has led to an increase in its share of Gross Domestic Product (GDP) since 1993. The services sector has ranked second to agriculture in terms of contribution to both GDP and employment – contributing about one-third of GDP.

In spite of their importance in GDP and employment, their role in exporting is not much appreciated and almost all export promotion incentives are concentrated on merchandise exports. More recently, tourist receipts have ranked as the third largest export earner after gold and cocoa. Export of other services such as freight and insurance, financial services, education and health are not documented leading to difficulties in the assessment of their importance.

World Bank data shows Ghana as the largest exporter of services in the ECOWAS region, however it lags behind other African competitors such as South Africa, Mauritius and Kenya. Ghana also ranks first in sub-Saharan Africa in A.T. Kearney's Global Services Location Index<sup>1</sup>, but only 15<sup>th</sup> globally. GSLI also ranks Ghana top globally for attractiveness in financial services, but bottom in people skills and availability.

Ghana's Non-Traditional Services Export Strategy<sup>2</sup> identifies four priority sectors for promotion. These are business process outsourcing, consultancy, higher education and medical tourism.

Ghana's existing GATS commitments cover telecommunications, construction, education, finance, tourism and transport. Ghana's commitments under the Interim Economic Partnership Agreement do not include services. There is however a 'rendez-vous' clause that envisages future negotiations on trade in services.

Services constitute the real and dynamic aspect of every economic activity and Government has a responsibility to provide the policy framework within which trade and other economic activities are carried out. A viable approach is to design policy initiatives that are responsive to the changing needs of the sector. Policy initiatives need careful planning and might include investing in new fields, creating awareness of new skills and technology, and reorganizing industries and institutions, among others.

### **Key Conclusions and Recommendations from Session I**

Participants showed an understanding of the importance of the services sector as a growth pillar in the national economy. The expansion of the sector would have far reaching positive implications for the economy. They called for appropriate policies to promote the development of the sector generally and the realization of its exports potential in particular. Government has the responsibility to take the lead in facilitating exports, including services exports. Both services reforms domestically, as well as trade negotiations to secure market access and support to overcome domestic supply constraints were seen as essential components to achieving success.

## **Session II: The Role of Service Coalitions in International Trade**

**Presenter:** David Primack, Acting Executive Director, ILEAP

This session provided an overview of the potential role a service coalition could play, focusing on the specific needs in a developing country context.

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<sup>1</sup> The GSLI analyzes and ranks the top 50 countries worldwide as the best destinations for providing outsourcing activities, including IT services and support, contact centers and back-office support. Each country's score is composed of a weighted combination of relative scores on 43 measurements, which are grouped into three categories: financial attractiveness, people skills and availability, and business environment.

<sup>2</sup> ADD CITATION pls

Ghanaian service firms are essentially small and belong to the MSME sector, and aside from professional associations, the services sector is largely fragmented with little representation. As a result, the interests of the sector seldom receive political attention and are often marginalized in terms of incentives and policies to promote exports, as well as from deliberations on trade negotiations.

Among other things, coalitions can serve as a focal point to help articulate their needs and commercial interests, raise awareness in the public and private sector on services issues, provide training to SMEs and other sectoral associations, advocate for regulatory development, standards, incentives, assist services providers to increase exports and assist public sector officials in trade negotiations through identifying and proposing ways of handling offensive/defensive interests.

Experience to-date has show that coalitions usually require funding support to sustain the first five (5) years before becoming financially self-sufficient. Similarly, success was often conditional on the presence of at least one (if not multiple) influential coalition champions who would promote the sector and the coalition at the highest political levels (as well as in the boardroom). On the other hand, government buy-in, needed to provide a window for the coalition to influence negotiation positions and policy decisions was also seen as an ‘must-have’ for such an initiative to succeed.

Some of the ‘nuts and bolts’ that a CSI would have to sort out included their mission statement, aims & objectives, organization and structure, membership, funding, etc.

The presentation closed by listing some options to consider in Ghana

- Is there agreement on the need for a services coalition
- How soon should a coalition be established?
- Should the coalition be strictly private sector or a public-private-partnership?
- What role for the government?
- What role for the private sector?
- How and whom to move the process forward?

### **Key Conclusions and Recommendations from this session**

Participants understood the importance of a CSI in galvanizing private sector efforts towards improving the services sector on multiple fronts (i.e. expanding exports, improving the domestic regulatory environment, and pursuing services negotiations). The importance of national champions from the private sector to promote the initiative (and the sector more generally) were also acknowledged.

## Session III: A Proposed Ghana Services Coalition of Services Industries

**Presenter:** Edmund Opoku-Agyeman, Coordinator, SESI

This session provided an overview of preliminary research on the formation of a Ghana CSI. It discussed how this body could coexist under an existing apex private sector association and complement their broad mandate, with a specified focus on trade in services.

The study seeks to explore the feasibility of establishing a coalition of service industries in Ghana. It is still work-in-progress to be finalized with comments from stakeholders, including the outcome of this workshop.

The preliminary work is divided into the following sections:

- **Section 1:** Highlights of the performance of services in Ghana's economy.
- **Section 2:** Information on other CSIs around the world (benchmarking CSIs)
- **Section 3:** Stock-taking of existing organisations providing a CSI-type role in Ghana
- **Section 4:** A rationale for a possible CSI in Ghana
- **Section 5:** Possible parameters of a Ghanaian CSI.
- **Section 6:** Suggestion about next steps and forecast the implications of a CSI in Ghana for the rest of the sub-region.

The study preliminarily identified the following two existing institutions that could, if deemed appropriate, house a possible Ghana CSI (both temporarily and permanently).

The Private Enterprise Foundation (PEF) is a member-based organisation and national centre for advocacy and promotion of private enterprise. It undertakes policy-based research for making effective representation to government in order to influence policies and regulations towards the creation of an enabling environment for private sector-led economic growth. PEF has collaborated with GEPC to undertake a number of services initiatives that have culminated in stakeholders identifying in 2007 the need for establishing a formalized private sector platform to engage Government in services reforms and exports.

The Ghana Association of Consultants (GAC) was established in 1989 as an umbrella organisation to promote the professional and commercial interests of its members, and liaise with government, the donor community and other users of consultancy services to establish transparency in the consultancy selection process. Its membership includes participating institutes and associations (PIAs) and individual professionals. The PIAs are the Ghana Institution of Engineers, Ghana Institution of Surveyors, Ghana Institute of Architects, Ghana Institute of Planners, Institute of Chartered Accountants (Ghana) and the Ghana Bar Association.

Other associations and institutes surveyed were essentially established to promote interests that are specific to particular sub-sectors. Their objectives include the promotion of sector-specific professional standards and ethics, capacity development, and policy reform advocacy. These

associations include the Ghana Institute of Architects, Ghana Institution of Surveyors, Ghana Institute of Planners, Ghana Institution of Engineers, Institute of Chartered Accountants and the Ghana Bar Association (all of which are participating institutions and associations of GAC). The other members are the Ghana Institute of Freight Forwarders, the Advertisers' Association of Ghana and Ghana Insurers Association.

The study revealed that following recommendations from various consultative stakeholder forums facilitated by Ghana Export Promotion Council (GEPC) and PEF between 2003 and 2007, the desirability and necessity of a CSI-type framework in Ghana has been firmly established.

Going forward, study calls for the formation of a leading national agency or organization on trade in services, with strong links to both the private and public sector (e.g. GAC, GEPC, MOTI, PEF, etc.). Forming the CSI could thus be pursued alone or in collaboration with other agencies, such as one or more of the leading sectoral umbrella bodies or national business bodies (such as PEF or GAC). It was noted however that these preliminary recommendations would be revisited in light of the workshop discussions and that further insights from stakeholders would be sought to incorporate into the study. Stakeholders welcomed and agreed to providing further input.

**Discussant:** Beatrice Chaytor, Programme Officer, ILEAP

Touching again on the key roles of a CSI, the discussant recalled that the objective of Ghana's Non-Traditional Services Export Strategy is to increase exports of non-traditional services to a level equivalent to 10 per cent of total non-traditional exports. This translated into increasing non-traditional services exports by US\$ 106 million over a five year period. The Strategy also prioritizes awareness creation, identification and removal of constraints and sector specific promotion for consultancy services, medical tourism, higher education and business process outsourcing. Such activities constituted perfect examples of where and how a Ghana CSI could specifically intervene, and in doing so, assist in the implementation of the NTE Strategy. In this way, the Strategy provides a challenge and opportunity around which a Ghana CSI could coordinate and partner with Government.

Touching on other experiences with CSIs in Africa, the discussant outlined ILEAP's ongoing work in facilitating the formation of CSIs in three African countries, Uganda, Cote d'Ivoire and Nigeria.

For example, in Uganda, a meeting was held in September 2009 with the Ministry of Trade, Tourism and Industry and the Private Sector Foundation Uganda. This resulted in a strong consensus for a stand-alone CSI to be established in that country. Efforts to bring that to fruition were well underway.

In Cote d'Ivoire, a meeting was held in November 2009, organized by ILEAP, BNETD and the Ministry of Integration. Strong consensus and support for the establishment of a CSI also emerged in this context and a steering committee has been established to prepare terms of reference for a feasibility study (akin to the one being undertaken in Ghana). This study would

aim to establish the existing institutional landscape and identify gaps that would advise on the possible future formation of an Ivorian CSI.

In Nigeria, following an initial stakeholder meeting in May 2009, ILEAP and the National Association of Nigerian Traders (NANTS) convened stakeholders in November 2009, who expressed broad-based support for the formation of a CSI in that country. A draft scoping study has also been prepared which explores the feasibility of a Nigerian CSI. Once the draft is finalized, its findings will help feed into the establishment of the CSI.

### **Key Conclusion and Recommendation from Session III**

Participants confirmed the centrality of a CSI to the improvement of the environment for expanding and realizing the export potential of the services sector. In particular, against the background of the recommendation by the Ghana Non-Traditional Services Export Strategy to form Working Groups as a vehicle for achieving the stated strategic objectives, participants called for steps to establish a Ghana CSI. Participants however, stressed the importance of demonstrating how membership of the CSI could specifically benefit services suppliers, since many services suppliers had not attained export level in their businesses. A demonstration of the direct benefits of membership was necessary to encourage paying of dues and fees, in order to enhance available resources for the CSI to operate.

### **Session IV: Ghana Services Associations in Action**

This session delved into the salient features of three existing national services bodies. Attention was drawn to issues such as objectives, activities, membership, and structure, etc., as well as the manner in which they interact with partners at the national, regional and international level.

#### **Presenters;**

- Dan Sam, Executive Secretary, Ghana Association of Consultants (GAC)
- John Asante, Private Enterprise Foundation (PEF)
- David Nana Anim, Vice-President, Ghana Tourism Federation (GHATOF)

The GAC is an umbrella organization for the local consulting industry established in 1989 as a product of a programme initiated by some Ghanaian consultants, supported and financed by the UNDP and the Netherlands Government. The main aim was to establish a viable association of consultants in Ghana.

The Association is made up of Participating Institutions and Associations including the Ghana Bar Association, Ghana Institute of Planners, Institute of Chartered Accountants Ghana, Ghana Institute of Architects, Ghana Institution of Engineers, Ghana Institution of Surveyors, etc. There are also individual 'non-aligned' professional individuals and firms as members of GAC. The association has developed a general Code of Professional Conduct for its members as well as a Code of Ethics for each association in its membership. A key priority is to develop its members professionally through symposia and other capacity building activities.

The GAC acknowledges that funding through dues from its members is not sufficient to run the organization, thereby limiting the activities it can undertake. Similarly, they recognize the need to reach out beyond their own members, including the relatively new Ghana Institute of Consulting (which provides accredited training courses for consultants). With a view to developing opportunities for services exports, GAC also understands the need to develop relationships outside Ghana.

In terms of engagement on broader policy or negotiating issues, the association does not have an advisory relationship with the Ghanaian government.

As part of the tourism development programme, the Ghana Tourism Federation (GHATOF) was established in 1994 at the insistence of the Government of Ghana as an umbrella organization for 23 professional trade associations within the tourism industry. Its aim is to act as an advocate for the tourism industry (over 10,000 firms), as well as to promote responsible tourism in Ghana.

Membership is voluntary and is open to anyone residing within Ghana. There are various categories of membership. Full membership requires firms or NGOs to be fully paid up in fees and other dues and licensed by the Ghana Tourism Board and the Ministry of Tourism; for this they enjoy all the benefits provided by the association. Organizations not directly involved in the tourism business can also join and are considered Affiliate Members. Associations of other bodies whose aims are identical to the GHATOF are considered Associate members. Such members cannot vote in the organization's meetings. Stated benefits for GHATOF members include: access to market promotion, increased visibility and prestige; access to information and business opportunities; networking and linkages with overseas markets, etc..

GHATOF, it was noted, was in the midst of renewal – both in its leadership and as an institution. A key constraint was the low levels of membership dues, which limited activities. Towards this end, GHATOF was taking steps to set up a financial institution to ease access to credit and finance, particularly for SMEs, in the tourism industry. Limited government support for business was another key challenge highlighted.

Similar to GAC, GHATOF had little input on policy and/or negotiations in its sector.

The Private Enterprise Foundation (PEF) is a member-based organisation and national centre for advocacy and promotion of private enterprise. It was founded with support by USAID in 1994, and its vision is to become the most effective private sector advocacy institution in Ghana.

The group's membership includes six major associations, including the Association of Ghana Industries (AGI), Ghana National Chamber of Commerce and Industry (GNCCI), the Ghana Employers Association (GEA) and the Federation of Association of Ghanaian Exporters (FAGE), as well as more recently the Ghana Association of Bankers (GAB) and the Ghana Chamber of Mines (GCM).

The Foundation's activities cover three main areas:

- Policy research and advocacy
- Contract management services
- Institutional capacity development and training

It undertakes policy-based research to lobby government for the creation of an enabling environment for private sector-led economic growth. Capacity development is aimed particularly at SMEs, focusing on pro-poor growth activities, and offering training for free. Other activities have included research into growth poles in the economy that SMEs can take advantage of. In doing so, PEF has gained recognition at the national level and participated in various policy processes (e.g. the National Economic Dialogue and Ghana's African Peer Review mechanism).

On services, the PEF, alongside GEPC and the Support Programme for Enterprise Empowerment and Development (SPEED), organised three retreats on services exports in June 2007. The themes covered ICT, finance and higher education. The need for promoting services exports and the expected benefits to the national economy was captured in the Government's Budget Statement and Economic Policy for 2007, and formed the basis for some of the discussions at the workshops. On trade negotiations, PEF has had little involvement, aside from participating in some workshops and training sessions. The challenge of ensuring a briefing from the government on trade negotiations after the fact was emblematic of the need to enhance their role (and that of the private sector more generally).

A key constraint, as above, related to funding. Membership dues amount to merely 4-5% of PEF's income and thus donor-funded projects form a major part of their revenue stream of the organization. Funding from USAID stopped in 2002, leaving the current donors as ProInvest, DANIDA, and the US Centre for Enterprise.

The three associations considered have distinct governance structures that include Governing Councils, Executive Committees and a Secretariat. Benefits to members usually include advocacy on behalf of the sector, trade promotion and market intelligence, training, conflict resolution, and references. However, the majority had little role on policy issues and none were active on trade negotiations. This provides a window into the types of gaps and hence opportunities for a coalition of service industries to add value to the private sector landscape in Ghana.

### **Key Conclusions and Recommendations from Session IV**

Participants found the level of private sector participation in trade negotiations at various levels to be unacceptable and called for a more proactive approach from the sector in influencing negotiation positions. While there was broad support for the concept of the CSI, most participants advocated the need to examine closely the issue of sustainability. It would be important to ensure that the CSI, once established, has a solid resource foundation for operation.

## **Session V: Breakouts – Options for a Ghana CSI**

This Session saw participants break up into smaller groups to discuss in more detail the issues surrounding the formation of a CSI in Ghana. Feedback was also sought regarding possible roles for a CSI in their sector. In addition, the session addressed the question of how a Ghana CSI might situate itself within existing private sector structures.

The breakout session was grouped around the following sectors:

- Professional Consultancy services
- Health/medical services
- Tourism (hotel/tour operator) services
- Higher Education services
- Public sector/Business Membership Organisations (BMOs)

Each break-out group considered the following:

- Should the CSI be grown out of an existing services sector association or should it be started from the scratch as a standalone institution?
- If it should be part of an existing institution, which institution would be most appropriate to situate the CSI?
- What would be the specific mandate of the CSI? What broad objectives would it have?
- Which areas of focus would you prioritize for the CSI?
- Identify precisely what you would want the CSI to do for your sector organization? In other words, what areas does your sector organization do now and what gaps exist which can be plugged by a CSI?
- What interaction does your sector organization have with the Government? Describe the relationship.
- What issues of conflict of interest should be considered and addressed in the organizational structure, constitution and membership of the CSI?
- Which regional (West African) organizations (if any) is your sector organization associated with? What form does this cooperation take?

After some deliberations, each breakout group reported their results back to Plenary. The agreed consensus on the above issues forms the basis for the recommendations under ‘Session VI: Way Forward’ below.

## Session VI: Way Forward

On the way forward, stakeholders in attendance noted a clear and unanimous agreement on the need for a private sector-led, services-focused coalition. To help move the process forward, it was agreed that a Steering Committee would be convened within 90 days, with SESI – as an independent organization – taking the lead as the initial focal point.

The Steering Committee would be tasked with helping to oversee the process of establishing the CSI, including further consultations with stakeholders and sector representatives (both those in attendance at the workshop and others who were not). It was also agreed that a revision of the ILEAP-commissioned scoping paper would form the basis of these consultations. ILEAP was thus called on to continue providing intellectual and analytical support towards the establishment of the Ghana CSI, as well as to assist with backstopping support in the pursuit of resources to fund initial operations.

In terms of the composition of the Steering Committee, initial nominations included:

- PEF
- GAC
- GEPC
- SESI
- MOTI
- As well as a representative of the initial priority sectors (see below).

Additional nominations would be submitted via SESI, with a view to convening the Steering Committee within 90 days of the workshop. The need for broad sectoral representation, including public and private sector representatives was emphasized as a key ingredient for success.

While there was some discussion over ‘reinventing the wheel’ or starting from scratch, participants agreed that ultimately a Ghanaian CSI should be a standalone organization. In the interim however, there could be benefits from incubating the CSI within an existing organization – examples such as the PEF or GAC were referenced. To this end, both PEF and GAC welcomed the idea and expressed their willingness to incubate the CSI. For its part, PEF noted the need to further deliberate on possible legal issues that could arise, as well as resources and sustainability. GAC also noted that its present setup would need to be realigned to accommodate the expected enlarged membership and roles. It was agreed that a Steering Committee would determine in the course of its work on the appropriate institution for incubation on the basis of needs and available resources.

In terms of sectoral coverage, stakeholders were of the view that it was best to build on those areas where existing work was available. As such, initial sectoral coverage should, as a matter of priority, include the following sectors:

- Education;
- Medical tourism;

- BPO/ICT;
- General consulting (i.e. professional services); and
- Services-related trade facilitation issues

On the latter, it was noted that there were many elements under the trade facilitation (TF) umbrella that went beyond 'services' per se, but could benefit from a TF sub-committee under the CSI)

In terms of the specific activities a Ghanaian CSI should attend to, stakeholders were of the view the full ambit of services offered by a CSI (e.g. awareness-raising, advocacy on policy and trade negotiations, export promotion and broader capacity building activities) would constitute value-added contributions relative to existing private sector support bodies. In this respect, stakeholders agreed that the Steering Committee should make a determination as to which areas the CSI could be operational and active on in the shortest time possible.

Ensuring the CSI was a public-private-partnership was stressed a number of times in the closing discussions. On the government's side, stakeholders reiterated the importance of having an engaged and receptive partner. For its part, the Ministry of Trade and Industry noted that it was keen to see the CSI flourish and was open to suggestions on how it might best assist. For the private sector itself, it was recognized that there was the need to secure 'national champions', politically influential CEOs and members of the private sector who could promote the CSI-concept from the outset, as well as help ensure it was being effectively engaged as a key stakeholder in services-related matters. As such, it was agreed that private sector personalities with high national visibility and considerable political clout should be identified to champion the CSI concept at the highest levels of government.

## **Annex A: Aide Memoire and Agenda**



# **Expanding Exports and Building Consensus on Services Reforms and Negotiations: a Coalition of Service Industries in Ghana**

**15-16 June 2010  
Alisa Hotel – Accra, Ghana**

## **Aide Memoire and Agenda**

### **Background**

Services constitute the most dynamic area of international trade, offering significant opportunities both in terms of increased exports and imports, aimed together at enhancing competitiveness, stimulating economic development and reducing poverty. At the same time services reforms and negotiations remain understandably contentious due to their potential to expose vulnerable stakeholders to a variety of risks.

Part of the difficulty in harnessing services reforms and negotiations to promote development results from the expansive nature of the sector. In reality there is no single ‘services sector’ to speak of, but rather a collection of sectors covering significant swathes of economic activity and impacting a diverse range of stakeholders. Bringing these stakeholders together to strengthen the sector, expand exports and more generally help feed their interests into reform and negotiating processes has proven challenging, both for governments and the private sector.

In light of this, firms in a number of sectors (notably in professional services) have tended to group themselves into industry associations. Such associations can play a myriad of roles. Externally, they often advocate on behalf of the sector, especially with governments, regarding policy reforms, trade barriers, negotiating positions and strategies for enhancing exports in their sector more generally. Internally, roles can include raising awareness on the impact/relevance of services negotiations, basic information and knowledge sharing amongst members, export training and facilitating coordination and harmonization on standards, qualifications and licensing. That being said, these diverse associations often operate in isolation, which no (or little) effective overarching mechanism to pursue common (and often cross-cutting) interests.

In response to this perceived gap, there has been a recent move to pool together a range of cross-sectoral associations, bodies and firms into national and regional services coalitions, themselves often associated with global bodies, such as the Global Services Network (GSN).<sup>3</sup> Such national and regional (and global) groupings can lend additional weight to positions being taken and help further promote private sector interests towards exporting more services, as well as services reforms and negotiations, etc. However, ensuring such bodies are adequately situated in a country's (or region's) broader institutional decision-making framework is an essential ingredient for success.

## **Objective**

Despite the acknowledged role such coalitions can and should play in harnessing services for development, their presence in Africa is virtually non-existent, with Ghana being no exception. As such, the broader objective of this workshop is to help create awareness about the role of services coalitions in expanding exports and pursuing services reforms and negotiations, as well as to promote information and knowledge sharing amongst stakeholders of national/regional experiences with services associations. Building consensus for such coalitions is thus a key expected outcome. By helping to elaborate on how such coalitions can be properly situated within the existing institutional landscape, the ultimate aim is to help catalyze the formation of a national coalition in Ghana.

## **Organisation and Participants**

The meeting is being co-organised by the Services Export Support Initiative (SESI), the Ghana Association of Consultants (GAC) and the International Lawyers & Economists Against Poverty (ILEAP). Participants will be chosen from selected sectors, covering private sector professionals and association representatives in the country, as well as relevant public sector ministry and regulatory agency representatives. A select number of representatives from other countries or regions will also be in attendance, both to share experiences and act as advisors.

As such, target participants will include:

- Private sector operators *and* representatives of services associations;
- Government officials from relevant ministries and regulatory bodies involved in the development of services export strategies and/or services negotiations; and
- Researchers in academia, think tanks and national research networks concerned with trade and regulatory policies, as well as export development and promotion.

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<sup>3</sup> The Global Services Network is an informal, private sector-led, forum which gathers the global services community of business people, government officials, academics, and others who are committed to increased trade and investment in services, and a rules-based, multilateral trading system.



## Agenda

| 15 June 2010  |  |
|---------------|--|
| 9:00 - 9:30   | Registration   |
| 9:30 - 10:30  | <p><b>Opening Session</b></p> <p><b>Chair:</b> Dr. J. Ebow Bannerman, President, Ghana Association of Consultants</p> <p><b>Remarks by:</b></p> <ul style="list-style-type: none"><li>• Edmund Opoku-Agyeman, Coordinator, SESI, Ghana</li><li>• David Primack, Ag. Executive Director, ILEAP, Canada</li><li>• Kwadwo Owusu Agyeman, Executive Secretary, GEPC</li><li>• Hon. Mahama Ayariga, Deputy Minister of Trade and Industry (MOTI)</li></ul>  |
| 10:30 - 11:00 | <b>Coffee Break</b>  |
| 11:00 - 12:15 | <p><b>Session I: Services in the Ghanaian Economy</b></p> <p>This session aims to help set the context of the state of the services economy in Ghana, providing some insights on both economic and trade-related issues, including regulatory matters. It also aims to situate these discussions in the appropriate policy context.</p> <p><b>Presentation</b></p> <ul style="list-style-type: none"><li>• Dr. Charles Jebuni, Centre for Policy Analysis (CEPA)</li><li>• Martin Williams, Trade Economist, Ministry of Trade and Industry, Ghana</li><li>• Tawiah Akyea, Ghana Institute of Management and Public Administration</li></ul> <p><b>Q&amp;A</b></p> |
| 12:15 - 13:45 | <b>Lunch</b>   |

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| 13:45 - 14:30 | <p><b>Session II: The role of services coalitions in international trade</b></p> <p>This session will provide an overview of the potential role a service coalition can play, focussing in particular on the specific needs in a developing country context.</p> <p><b>Presentation</b></p> <ul style="list-style-type: none"> <li>• David Primack, Acting Executive Director, ILEAP</li> </ul> <p><b>Q&amp;A</b></p>   |
| 14:30 - 14:45 | <p><b>Coffee Break</b></p>  |
| 14:45 - 16:00 | <p><b>Session III: A proposed Ghana Coalition of Services Industries</b></p> <p>This session will provide an overview of preliminary research on the formation of a Ghana Coalition of Services Industries. It will also discuss how this body could co-exist under the umbrella of existing apex private sector associations and complement their broad mandate, with a specialised focus on trade in services.</p> <p><b>Presentation</b></p> <ul style="list-style-type: none"> <li>• Edmund Opoku-Agyeman, Coordinator, SESI</li> </ul> <p><b>Discussant</b></p> <ul style="list-style-type: none"> <li>• Beatrice Chaytor, Programme Officer, ILEAP</li> </ul> <p><b>Q&amp;A</b></p> |
| 16:00         | <p><b>End of Day 1 – Departure</b></p>  |

| <b>16 June 2010</b> |  |
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| 9:00 - 10:30        | <p><b>Session IV: Ghana services associations in action</b></p> <p>This session will delve into the salient features of a number of existing national services bodies. Attention will be drawn to issues such as objectives, activities, membership, and structure, etc., as well as the manner in which they interact with partners at the national, regional and international level.</p> <p><b>Presentations</b></p> <ul style="list-style-type: none"> <li>• Dan Sam, Executive Secretary, Ghana Association of Consultants (GAC)</li> <li>• John Asante, Private Enterprise Foundation (PEF)</li> <li>• David Nana Anim, Vice-President, Ghana Tourism Federation (GHATOF)</li> </ul> <p><b>Q&amp;A</b></p> |
| 10:30 - 10:45       | <b>Coffee Break</b>  |
| 10:45 - 14:30       | <p><b>Sessions V: Breakouts – Options for a Ghana CSI</b></p> <p>Breakout discussions will be facilitated amongst participants, with a view to seeking more detailed feedback regarding possible roles for a CSI in their sector, as well as how a Ghana CSI might situate itself within existing private sector structures.</p> <p><b>Groups:</b></p> <ul style="list-style-type: none"> <li>• Health/Medical services</li> <li>• Tourism (hotel/tour operator) services</li> <li>• Higher Education services</li> <li>• Professional Consultancy Services</li> <li>• Public sector/Business Membership Organisations (BMOs)</li> </ul> <p><b>Q&amp;A</b></p>   |
| 14:30 - 15.00       | <p><b>Session VI: Way forward</b></p> <p>Based on the deliberations throughout the workshop, including the preceding breakout groups discussions, this session will draw together insights and specific recommendations on the possible formation of a services coalition in Ghana.</p>  |
| 15.00               | <b>Closing &amp; Lunch</b>   |

## Annex B: List of Participants



### Participants List

## Expanding Exports and Building Consensus on Services Reforms and Negotiations: a Coalition of Service Industries in Ghana

15-16 June 2010

Alisa Hotel – Accra, Ghana

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