

Social Support Foundation



Together We Build

LOCAL ECONOMIC DEVELOPMENT (LED) ASSESSMENT OF THE JOMORO DISTRICT

WITH FUNDING FROM G-RAP SPECIAL PROJECT FUND FOR OIL AND GAS UNDER AUSPICES OF OIL WATCH GHANA.

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CHAPTER ONE

EXECUTIVE SUMMARY

The oil and gas discovery in Ghana creates a sense of hope and expectation that the revenue would lead to the development of local communities and the country as a whole. However, this notion may not be necessarily true as it will take good governance and political will from the leadership of the country to effectively manage revenues from the oil operations such development to take place. Inhabitants of the west coast of Ghana are particularly expecting to rip massive gains from the oil and gas operation. But in reality these communities are likely to suffer the possible adverse impact that will come with petroleum operations. The livelihoods of these communities are heavily dependent on fishing, agriculture and agro-base businesses and the oil exploitation in the area is likely to affect the performance of the fishing and agro-sectors. The tendency for the locals in the area to abandon their existing jobs in search for oil jobs is yet another factor that can slow down prosperity in the area. However, opportunities will open up in the oil find areas but it will take careful strategic planning and capacity building to identify and exploit these opportunities.

This Local Economic Development (LED) exercise in the Jomoro District is intended to assist in resolving economic bottlenecks and identify strategies to improve upon the business attractiveness of the district. By actively reviewing its economic base, the district is expected to gain an understanding of the opportunities for, and obstacles to, growth and investment. With this newfound understanding, it will be able to expand its economic and employment base by devising and undertaking strategic programmes and projects to remove obstacles and facilitate investment. This study centres on the Jomoro District examining both the private and public sectors on how activities of these sectors can compliment each other to promote wealth and jobs. The overall objective of the study is to help create income and jobs by increasing knowledge on competitive economic benefits and opportunities in both the oil and non-oil value chains.

The study gathered secondary data about the type of economic actors operating in the district and the location of the various major actors from the District Assembly [Business Advisory Centre (BAC)] and Cooperation for the Development of Emerging Economies (Cospe)

Primary data was collected from the field direct from the individual economic actors, groups and business development support institutions. A semi-structured questionnaire was primarily used in the data collection process with the Michael Porter's Five Forces, the interaction Matrix and the Michael Porter's Diamond informing the data collection tool. Personal interviews, mini-workshops, personal observation and interactions with the populace were employed in collecting data. The study identified the under listed sectors as being the major components of the local economy with the agro-production, tourism/culture/hospitality, and agro-processing sectors emerging as the most viable in the economy:

- Fishing
- Agro-production
- Agro-processing
- Tourism, Culture, hospitality
- Manufacturing – Free Zone Factory
- Services
- Food Processing
- Industrial site – Garages

There were mixed impression about the outlook of the local economy and the following emerging as some of the strengths and weaknesses of the area:

Strengths

- Availability of water for aquaculture
- Availability of agro-raw materials for enhanced agro-processing for export and the promotion of local staples at national level
- Well organized and vibrant association in some sectors of the local economy
- Opportunity to promote numerous untapped tourism potentials of the area.

- Proximity of the economy to Ivory Coast and major water and land based transportation infrastructure can enhance export trade

Weaknesses

- Low commitment of local authorities in finding interventions for local economic actors
- Weak or non existing associations in some sectors and at the individual community level
- Poorly resourced Business Advisory Centre to vigorously support economic actors for rapid growth
- Lack of capacity /political will to exploit the full potential of the local economy

Key action points recommended for implementation include the following:

- The provision of a mini-industrial site for the association of garages and expediting work for the completion of the Rural Technology Facility
- Formation or revitalising associations the following key groupings;
 - Association of Fishermen
 - Fish Farmers Association
 - Association of Traditional Caterers
 - Association of Coconut oil Producers
 - Association of Fish Mongers
 - Association of Bakers
- Improving fish smoking methods for fish mongers and providing a fish storage facility in the area to stabilize fish prices especially during the bumper season.
- Expansion of copra and coconut oil production to meet the demand of national and West African markets.

- Enhancing / improving on the quality of pork production to meet national and international standards
- Public Private Partnership to promote vigorous economic growth to enhance the economic wellbeing of the District
- Financial management training for SMEs to make them credible for loan facilities and the provision of flexible credit facilities to business (SME) operators for purposes of expanding their operations
- Improve production quality of SMEs to meet standards of international markets through public education and sensitization
- Fostered Public Private Partnership to establish testing laboratories Food and Drugs Board at the local community and district level.
- Education of the locals both oil and gas and non-oil and gas job opportunities and Oil & Gas production in general through the design and dissemination of educational primers

1.1 Introduction

For several decades now, Ghana's economy has relied heavily on two commodities (cocoa and gold). The discovery of oil and gas in commercial quantities in 2007 and the commencement of actual production in commercial quantities on the 15th of December 2010 ushered Ghana into the era of oil. This development is very fundamental to the future growth of the country as the economic structure of the country would soon be changed from a two commodity dependent (cocoa and gold) to a three commodity dependent economy (cocoa, gold and oil). Initial estimates from the Ghana National Petroleum Company (GNPC) indicates over 800 million barrels of reserve from the Jubilee field with an upside potential of 3 billion barrels. Similarly, estimates from the World Bank shows that total revenue from oil and gas production would be around US\$ 20 billion thus, an average of US\$1.0 billion annually between 2011 and 2029. It further estimates that oil revenues to the government will increase from US\$1.2 billion in the

first year of production (2010) to US\$2.45 billion in 2012. This offers a great opportunity to Ghana to accelerate its development agenda, create jobs and ultimately reduce poverty.

Expectation among the populace has therefore been very high since it was announced in 2007 of the discovery of oil and gas in commercial quantities. Many are of the view that the discovery and the eventual exploitation of oil and gas would be a panacea to Ghana's development challenges. Expectations regarding jobs, infrastructure development are very high and many also believe that this should be a solution to the country's over reliance on donor support to meet most of its development needs. It is ever important to note that the discovery of yet another important resource would not automatically lead to the resolution of Ghana's socio-economic problems. The country has for a long time, been extracting other equally important resource such as gold, manganese and bauxite without meeting the people's developmental expectations out of the exploitation of these resources.

The several flaws in the mining sector preventing the country from enjoying full benefits of opportunities from the sector is expected to inform the country of the necessary legal /regulatory and policy framework that needs to be put in place to ensure the country enjoys the maximum benefits from the petroleum sector. Concerns have however been raised about the country's preparedness for the oil and gas industry as the two major legislations expected to regulate the sector are yet to be passed into law even though it has started producing oil in commercial quantities.

1.2 Project Background

There are numerous benefits and challenges that come with oil production. This is especially true for the communities in the oil find area. Lessons learnt from other oil producing countries such as Nigeria, Angola and Equatorial Guinea show that conflicts, corruption, bad governance and over concentration on oil and gas to the neglect of other sectors of the economy are among the several challenges that oil and gas production brings with it. Environmental degradation caused by potential oil spills, and the need for more and intensive land use can also deprive the locals from the oil area of their livelihoods. Other adverse impacts on oil producing areas come in the

form of social, cultural and economic influence as more people migrate to the oil areas putting more pressure on social infrastructure, increasing the cost of living and diluting the traditions and customs of the local people.

The oil and gas operation, if properly managed can however, impact positively on the country and the communities around the oil find area. The exploration and exploitation of this resource can create direct and indirect jobs for the people, increase the country's revenue for investment towards economic growth and poverty reduction. Similarly, investors will be attracted to invest in the country and the oil find areas which will offer great opportunities for the citizenry to take advantage of the local content policy crafted for the oil and gas sector in Ghana. In order to take advantage of the economic benefits offered by the oil and gas sector, Metropolitan/ Municipal and District Assemblies (MMDAs) and individual local economic actors within these local economies must position themselves well for these opportunities. This study was therefore informed by the need for local government authorities to strategise and position themselves competitively for opportunities in the oil and gas sector.

1.3 Rationale for the LED Study

The six Metropolitan/Municipal and District Assemblies (MMDAs) along the west coast of the western region are among those to experience the impact (positive or negative) of the oil and gas operations in the country. These six Metropolitan/Municipal and District are Shama District, Shama Ahanta East Metropolitan Assembly, Ahanta West District, Nzema East District, Ellembelle District, and Jomoro District. The people from these areas are predominantly, farmers and fishermen. A large section of the population is also engaged in economic activities such as agro-processing, trading and several vocational trades. Oil and gas exploration and exploitation in the area could lead to adverse economic impacts such as;

- The degradation and scramble for farmlands for petroleum and petroleum related infrastructural development leading to lost of livelihoods of farmers.

- Potential oil leaks and spills and other forms of marine pollution that have the potential to deplete the fish stock in the Atlantic ocean depriving the numerous fishermen, fish mongers and other related business owners of the livelihoods.
- Possible neglect of other viable business opportunities by both local and central government infavour of the oil and gas sector.
- The potential for local economic actors to abandon their current job for none existing oil jobs leading an increase in unemployment and poverty among the people.
- The dilution of the social and cultural values of the people due to the influx of people in to the area leading to a possible change in tastes that may be to the detriment of local staples and resources.

These potential adverse effects can have serious implications for the various local economies in the oil find area if they are not anticipated and prepared for. It is as a result of these that this study was undertaken with the view of assisting District Assemblies to avoid the negative impact of the oil industry, strengthen local economic actors in these local economies, position them competitively to take advantage of the local content policy of the oil and gas sector.

Thus, the broad set of activities performed under this Local Economic Development (LED) study is aimed at creating a competitive advantage for local economy and economic actors to create income and jobs. The main thrust of the study is not to elaborate endless list of problems, deficiencies and bottlenecks but to look for opportunities which improve the local business environment within a given period of time.

1.4 Aims and Objectives

The broad aims and objectives of the study is to collaborate with the local authority and local economic actors to scan the local economic environment, collect relevant data relating to the economy, analyze the data and collectively propose action points for implementation to enhance the fortunes of the local economy. In addition, the LED exercise would lead to increased knowledge on competitive economic benefits and opportunities in both the oil and non-oil value chains for local businesses. The aim of this LED exercise is:

- To identify viable economic sectors and local economic development actors operating within these sectors
- Determine the strengths, weaknesses and untapped potentials of the local economy and economic actors.
- Identify and recommend options of practical activities to strengthen the competitiveness and comparative advantage of economic actors and the local economy for wealth and job creation.

1.5 Scope and Focus of the Study

This LED exercise forms part of several activities undertaken by Social Support Foundation (SSF) / Oil Watch Ghana (OWG) under its project in the three Nzama districts (Nzema East, Ellembelle and the Jomoro districts) of the Western region. Given the project duration and resources, the exercise could only be conducted in one out of the three districts with possibility of replicating this in the other two operational districts. This study therefore concentrates on the Jomoro District focusing on the structure of the local economy and the various economic actors in the major sectors of the economy. It looks at both the private and public sectors and how the activities of these sectors can compliment each other to promote wealth and jobs.

The study further looks at the broad range of economic activities undertaken across the length and breath of the economy with the view of identifying viable economic sectors and untapped potentials in the locality. It also examines the strengths, weaknesses of these sectors and the actors operating within them and recommends action points for the local authorities and other stakeholders to work around to stimulate local commercial activity resulting in a resilient and sustained economy.

CHAPTER TWO

RESEARCH METHODOLOGY

2.1 Overview

The study used participatory approaches to executing the exercise. SSF/ OWG collaborated with the Jomoro District Assembly for the study. The District Assembly supported the process by providing an LED host and a five member local team that worked hand in hand with the team from SSF / OWG for the duration of the study. The Assembly also provided logistics to enhance the process and took ownership of the end product of the exercise. The Business Advisory Centre (BAC) was selected as the host of the LED exercise. This was aimed at tapping in to experience gained by the BAC through its dealings with the local economic actors over the years. It was to ensure continuity and the needed leadership for the implementation phase after the SSF/ OWG team had left.

The local LED team was similarly selected from various sectors of the local economy to boost understanding of the economy and provide the needed balance in the process and its outcomes. The local team was therefore drawn from the District Assembly, the Private sector, NGO sector and other support departments in the districts.

LED Team for the Jomoro LED Study

Name	Institution
<i>LED Host:</i>	
The Business Advisory Centre (BAC)	
<i>Local LED Team:</i>	
Mr. Anthony Annor	Business Advisory Centre (BAC)
Mr. Maxwell Blay	Cooperation for the Development of Emerging Economies (Cospe)
Mr. Williams George Somiah	Non formal Education Division (N. F.E.D)
Mr. Pius Denoo	Jomoro Association of Garages(JAG)
Mr. Adjei Francis Bremang	Commission on Human Rights and Administrative Justice (CHRAJ)
<i>LED Team From SSF / OWG:</i>	
Mr. Louis Acheampong	Social Support Foundation (SSF)
Mr. Samuel Aworyi	Rural Environmental Care Association (RECA)
MR. Malik Ibn Ibrahim	Adansi Communications Network (Shaft FM)
Mr. Laary Lambongang	The SEED Consult (SEED)

2.2 Key Questions

Improving the competitiveness of the local economy is linked to addressing important issues that will result in to an improved micro environmental condition necessary for economic growth and prosperity. Key questions to which this LED exercise was intended to answer include the following;

1. What is the structure of the economy and how do the component parts work to support each other?
2. What are the major sectors of the economy and who are currently operating it them?
3. What are the strengths, weaknesses and potentials of these sectors and economic actors?
4. What can be done in the short to medium term with local resources to promote growth and competitiveness of the actors, economic sectors and the local economy as a whole?

Answers to these and other emerging questions coupled with a successful implementation of proposed action points arising from the study should overtime have the following impacts on the economy:

The area and its firms become more competitive

- Obstacles to economic growth will be addressed
- Productivity will increase

More economic opportunities created and better utilized

- Costs of doing business will be reduced
- New investments to the area
- Business opportunities should evolve

More sustainable jobs and income created for the local population

- Businesses grow and expand
- More people can participate in economic growth
- More income is created for direct and indirect poverty reduction

2.3 Data Sources

Both primary and secondary data were collected in the study process. Secondary data was collected from;

- The District Assembly [Business Advisory Centre (BAC)]
- Cooperation for the Development of Emerging Economies (Cospe)

These two institutions over the years have been working with individual economic actors and groups and were influential in providing information in the identification and location of these individuals and groups. Primary data was collected from the field direct from the individual economic actors, groups and business development support institutions.

2.4 Primary Data Collection Tools

A semi-structured questionnaire was primarily used in the data collection process. This was supported by personal observations by the team and informal interactions with members of the locality. The tools used in the collection of primary data were informed by the Michael Porter's Five Forces, the Interaction Matrix with and the Michael Porter's Diamond. To improve upon the quality of data collected, the LED team was taken through a day's orientation / training programme at which the team was introduced to the concept of local economic development, the key principles underlying LED, the stages of the processes and the tools for data collection. This sought to help participants undertake a thorough interview analysis of each situation at the various locations visited for data. The tools for the data collection are outline below:

- ***Michael Porter's Five Forces Process***
 - Threat of new entrants
 - Bargaining power of consumers
 - Rivalry among firms
 - Threat of substitutive products or services
 - Bargaining power of suppliers
- ***Michael Porter's Diamond***
 - Structure of the economy
 - Demand condition
 - Factor condition
 - Supporting institutions
- ***The interaction matrix***
 - Benefits for firms and supporting institutions
 - Costs / risks for firms and supporting

2.5 Data Collection Methodology

A day's field work was used to collect primary data for the exercise. A purposive random sampling technique was used in the selection of interviewees for the exercise. The LED team was broken in to three groups with each team designated to cover a particular predetermined zone of the district. The working groups walked around the various communities visiting economic actors identified to document observations relevant to the areas in the assigned tools by taking notes and carrying out interviews. Individual interviews and mini-workshops with the relevant actors took a participatory approach where the local people were actively involved in the identification of potentials and opportunities, issues hindering economic growth and suggesting remedial actions to turn around the situation.

2.6 Method of Analysis

The data collected from the field work was evaluated at a results workshop by the LED team. Gap analysis was employed in the evaluation of the data. The analysis was structured to identify and explore four major gaps in the local economy. The first of these gaps to be examined was the Vision gap which is targeted at identifying the following for redress:

- Limited abilities of local stakeholders
- Concepts of LED for problem solving
- Innovative approaches to mobilize potentials
- Limited ability to think laterally and innovatively, beyond solving immediate problems

The second Gap to explore in the analysis was the Skills Gap. This was aimed at highlighting any limited skills which undermine credibility and trust of most stakeholders. This analysis concentrated on the following variables:

- Limited capability to design and implement developmental activities
- Government and non-government actors' involvement in LED

- Identified bottlenecks and interventions and its implementation

The Trust Gap was the third to be examined. It looked at issues concerning the probable limited social capital and poor communication between key stakeholders in local economic development. This gap analysis focused on identifying the following:

- Limited social capital
- Lack of communication between key stakeholders
- Successful LED based on partnership

Finally, the team evaluated the Factor Gap which seeks to bring to fore any ineffectiveness and inefficiencies in the utilization of existing resources and the ability to exploit existing and potential resources from the District. Variables that this Gap identifies include:

- Existing resources at territorial level
- Existing potential – exploited? Or known?

CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction to LED

The success of a community today depends upon its ability to adapt to the dynamic local, national and international market economy. Strategically planned LED is increasingly being used by communities to strengthen the local economic capacity of an area, improve its investment climate, and increase the productivity and competitiveness of local businesses, entrepreneurs and workers. The ability of communities to improve the quality of life, create new economic opportunities and fight poverty depends upon them being able to understand the processes of LED, and act strategically in the changing and increasingly competitive market economy. In order, for such economic prosperity to be achieved, a community needs to identify and consider its own economic strengths, weaknesses, opportunities and threats, and agree on a shared strategy. LED strategic planning offers communities the opportunity for local economic stakeholders to work together to improve the local economy and enhance competitiveness, thereby encouraging sustainable and inclusive growth.

According to the World Bank, since the 1960s, LED has passed through three broad stages or 'waves' of development and today LED is in its 'third wave'. In each of these waves, LED practitioners have developed a better understanding of successful and unsuccessful programs.

Although LED has moved through each of these waves, elements of each wave are still practiced today. Between the 1960s to early 1980s, the focus of LED was on mobilizing manufacturing investment. Attention was paid to attracting outside investment, especially foreign direct investment and physical infrastructure investments. To achieve this, local economies relied heavily on massive grants, subsidized loans usually aimed at inward investing manufacturers, tax breaks, and subsidized Physical infrastructure investment as the main strategy for achieving economic growth.

During its second wave (1980s to mid 1990s), the attention of LED moved towards the retention and growing of existing local businesses still with an emphasis on inward investment attraction. But usually, this was becoming more targeted to specific sectors or to certain geographic areas. Local economies sought to achieve this by direct payments to individual businesses, the use of business incubators/workspace, advice and training for small- and medium-sized firms, and the provision of technical and business start-up support to economic actors. LED entered its third wave from the late 1990s onwards. The focus of LED then shifted from individual direct firm financial transfers to making the entire business environment more conducive to business thereby promoting the growth of existing businesses and creating new ones. The strategy from then has therefore been placed on soft infrastructure investments, public/private partnerships, networking and the leveraging of private sector investments for the public good, and attracting inward investment to add to the competitive advantages of local areas. The tools for economic development are therefore now geared towards developing a holistic strategy aimed at growing local firms. This is primarily achieved by providing a competitive local investment climate for businesses, supporting and encouraging networking and collaboration among local economic actors, encouraging the development of business clusters, encouraging manpower development and education and closely targeting inward investment to support cluster growth.

3.2 The Purpose of Local Economic Development (LED)

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. LED offers local government, the private and not-for-profit sectors, and local communities the opportunity to work together to improve the local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. LED encompasses a range of disciplines including physical planning, economics and marketing. It also incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance.

The practice of local economic development can be undertaken at different geographic scales. A local government pursues LED strategies for the benefit of its jurisdiction, and individual communities and areas within a local government's jurisdiction can also pursue LED strategies to improve their economic competitiveness. Such approaches are most successful if pursued in partnership with local government strategies. LED is thus about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes. Local communities may respond to their LED needs in many ways, and a variety of approaches that can be taken include:

- Ensuring that the local investment climate is functional for local businesses
- Supporting small and medium sized enterprises
- Encouraging the formation of new enterprises
- Attracting external investment (nationally and internationally)
- Investing in physical (hard) infrastructure
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues)
- Supporting the growth of particular clusters of businesses
- Targeting particular parts of the local area for regeneration or growth (areas based initiatives)
- Supporting informal and newly emerging businesses
- Targeting certain disadvantaged groups

3.3 The Role of LED in Urban Development

It is estimated that by the year 2025, close to half the poor around the world will live in urban areas. The current unprecedented urbanization in the third world requires a sustainable development strategy to improve the quality of urban management and foster an economically competitive environment. Without a city development strategy there will be decrease in welfare and quality of life for urban inhabitants. However, the high concentration of persons in major towns and cities suggests that with the proper approach to growth the benefits of development can be more widely dispersed. Since greater decentralization in recent years increased the responsibility of local governments, it is the aim of Local Economic Development (LED) specialists to assist local governments in determining the most effective strategy to increase jobs and revitalize their local economy. Whereas urban development in the past included primarily critical but non-holistic approaches, such as infrastructure improvement, the new urban agenda is now deepening to encompass a sustainable and self-regenerating approach that corrects for market failure. The LED approach is effective not only in urban areas but also in peri-urban and rural areas. The LED strategic approach assists local governments in pursuing good practices in building environments that are liveable, competitive, well-governed and managed, and bankable. The LED approach acknowledges autonomy of the local government. Thus, the objective of LED initiatives is to encourage local participation and consensus building in determining economic and social welfare initiatives for the community. While focusing the local economy and the importance of local ownership of the development process, the strategic LED approach concurrently views development within the context of the governance and civil society on all levels. The LED strategy reflects the view that urban areas can effectively contribute to the national government through public policies coupled with community action, private sector commitment, accountable local government, and supportive national government.

3.4 Reasons for Pursuing Local Economic Development

LED evolved as a policy approach over the years in response to local government's realizing that businesses and capital were moving between locations for competitive advantage. By actively reviewing their economic base, local economies gained an understanding of the opportunities for, and obstacles to, growth and investment. With this newfound understanding, communities

attempted to expand their economic and employment base by devising and undertaking strategic programmes and projects to remove obstacles and facilitate investment. Today, local economies face an even greater set of challenges requiring more attention from local authorities. These challenges include:

International

Globalization increases both opportunities and competition for local investment. It offers opportunities for local businesses to develop new markets but also presents challenges from international competitors entering local markets. Multi-site, multi-national manufacturing, banking and service corporations compete globally to find cost efficient sites in which to locate. Technologically advanced growth industries require highly specialized skills and a supporting technology infrastructure, but increasingly all industrial and service sectors needs highly specialized and specific skills and business environments. Local conditions determine the relative advantage of an area and its ability to attract and retain investment. Even small towns and their surrounding rural regions can develop local economic opportunities at a national or international level by building on their local economic strengths.

National

At the national level, macro-economic, fiscal and monetary reforms have directly impacted the economy at the local level. National regulatory and legal frameworks such as tax reform, telecommunications deregulation and environmental standards directly influence the local business climate, either enhancing or reducing the potential for local economic development. In many countries, national government functions continue to be decentralized thereby increasing the responsibility of municipal governments to retain and attract private industry.

Regional

Communities within and between regions often compete to attract external and local investment. Opportunities exist for communities across regions to collaborate with each other to help their economies grow, for example, by supporting infrastructure or environmental improvements that demonstrate a broad regional impact. An association of local municipalities or regional governments can serve to facilitate these types of LED effort by acting as an intermediary between national and local governments.

Metropolitan / Municipal / District

Businesses, both large and small, often choose to locate in urban areas because of agglomeration economies (i.e., the benefits derived from sharing markets, infrastructure, labour pools and information with other firms). The economic advantage of urban areas depends significantly on the quality of urban governance and management, and on the policies affecting the availability, or lack, of electricity, transport, telecommunications, sanitation and developable urban land. Factors affecting labor productivity in the local economy include the availability and quality of housing, health and education services, skills, security, training opportunities and public transport. These LED infrastructure comprises two main components, ‘hard’ physical infrastructure incorporating roads, rail, water, sewerage and drainage systems, and energy and telecommunications networks; and ‘soft’ infrastructure of social, cultural and community facilities and capacity that enhance the quality of life and encourage industry and business development. ‘Hard’ and ‘soft’ infrastructure factors are major determinants of a community’s relative advantage. The quality and provision of ‘hard’ and ‘soft’ infrastructure forms the cornerstone of a successful local economy.

Disadvantaged Populations and Informal Economy

In many countries, economic growth is determined not only by the formal economy but also by the informal economy. In some cases the size of the informal economy is greater than the formal economy, and it interacts with the formal economy by supplying certain goods and services. The linkages between the formal and informal sectors of the economy need to be understood and

considered in the devising of a local economic development strategy. Communities and businesses increasingly recognize that a successful local economy requires social, as well as economic, environmental and physical renewal. In many cities, large numbers of low-income families work within the informal economy. However, these informal activities are often low-growth activities as a result of a lack of access to proper infrastructure and services, regular means of financing, information and skills. The development of an LED strategy should recognize and accommodate the constraints and opportunities of the informal economy so as to broaden the appeal of a strategically planned LED strategy. It should also encourage wider social benefits for all a community's economic and social sectors, formal and informal, disadvantaged and excluded.

3.5 Building a Strong Local Economy

Each community has a unique set of local conditions that either enhance or reduce the potential for local economic development, and it is these conditions that determine the relative advantage of an area in its ability to attract generate and retain investment. A community's economic, social and physical attributes will guide the design of, and approach to, the implementation of a local economic development strategy. To build a strong local economy, good practice proves that each community should undertake a collaborative process to understand the nature and structure of the local economy, and conduct an analysis of the area's strengths, weaknesses, opportunities and threats. This will serve to highlight the key issues and opportunities facing the local economy.

3.6 Local Economic Development Participants

Successful private enterprise and productive public-private partnerships create wealth in local communities. Private enterprise however, requires a positive business enabling environment to deliver prosperity. Local government has an essential role in creating a favorable environment for business development and success. By its nature, local economic development is a partnership between the business sector, community interests and local government. LED is usually strategically planned by local government in conjunction with public and private sector

partners. Implementation is carried out by the public, private and non-governmental sectors according to their abilities and strengths.

3.7 LED Thematic Areas

LED can be focused on a number of thematic areas. The LED thematic areas listed below have been identified as being of importance in informing LED, and in providing an understanding of the integrated nature of the LED strategic planning process.

- Cities
- Clusters
- Housing and LED
- Informal Economy
- Infrastructure and LED
- Labour Markets
- Mining
- Mono-industrial Areas and Single Industry Towns
- Partnerships and Governance
- Port Cities
- Regional Development
- Social and Community Enterprise

3.8 Links to other Planning Processes

Local Economic Development is an integrated discipline and as such should compliment and contribute to other local and regional planning processes. Greater coordination of LED activities will lead to a more effective local business enabling environment and one that is conducive to private sector growth and development. Greater complementarity between the LED strategic planning process and other planning processes will ensure that individuals, communities, small business and larger scale enterprises do not have to deal with conflicting and contradictory interests and duplicity of rules and regulations.

Successful sustainable communities are those that are able to balance the competing needs of all local strategies. It is important that practitioners in local government balance the economic development needs of an area with its social, community and environmental needs. Local government plans that should influence, and be influenced by, the local economic development agenda potentially include:

- City strategic plan
- Planning, zoning, resource management and land use development strategies
- Transportation strategies
- Leisure and recreation strategies
- Housing strategies
- Anti-poverty strategies
- Education and training strategies
- Crime and public safety strategies
- Environmental strategies
- Waste disposal and pollution control strategies

National government similarly has a key role to play in stimulating an environment within which local communities can practice local economic development. In addition to looking at the relationships that LED has with other local plans, there is a need to look beyond the local area to other national and regional plans, rules and regulations that will impact upon the local economic agenda. These will include national and/or provincial laws and policies, for example:

- Telecommunications deregulation;
- Financial regulations;
- Environmental standards;
- Taxation;
- Land and property laws;
- National government infrastructure investment

3.9 The Led Strategic Planning Process

Good practice indicates that local economic development should always be guided by a strategy. Ideally, an LED strategy will form a component of a broader strategic development plan that includes social and environmental components. The LED strategy provides a focus on strengthening the local economy and building local capacity. The logical sequence of these stages is outlined in the table below.

3.9.1 The Five Stage Strategic Planning Process

A local economic development strategic planning process typically has five stages, and while these are highlighted below as separate stages, in reality, LED strategic planning is a flexible process and one stage often continues in parallel with another according to local needs. If problems are encountered during a particular stage, it may not be as a result of work in that stage but the appropriateness of a previous stage. Previous and subsequent stages may need to be

refined or reworked to resolve problems. The strategy is a living document that should be changed as circumstances dictate.

Stage 1: Organizing the Effort

To successfully organize a local economic development strategy, institutional arrangements and stakeholder involvement should be agreed at an early stage of the planning process. An LED team should be established within a partner organization and this team should initially manage the strategic planning process. Successful local economic development requires the collaborative effort of *public* (governmental), *private* (business) and *non-governmental* (NGOs, trade unions, social, civic, religious) sectors. The strategic planning process begins by identifying the people, public institutions, businesses, industries, civic organizations, professional organizations, think-tanks, training institutions and other groups that comprise and/or impact the local economy.

The skills, experiences and resources that stakeholder groups bring to the effort will each contribute to the overall strategic planning process. Establishing solid working relationships and organizational structures to support the strategy planning process will lead to beneficial long-term, public, private and non-governmental partnerships. These working relationships can range from relatively informal working groups, to semi-formal, loosely aligned networks, to the establishment of a regional development agency or a constituted public-private partnership. Maintaining and sustaining such partnerships is often the critical and challenging factor determining the effectiveness of LED efforts.

Stage 2: Local Economy Assessment

Knowing the characteristics of the local economy is critical if stakeholders are to identify and agree a realistic, practical and achievable LED strategy. To elicit key data on the local economy, an effective local economy assessment will start with a preliminary review of the existing economic relationships and activities within an area, and will make use of available quantitative and qualitative information that highlights existing structures and trends in business

development, manufacturing, employment, skills, and other data that will help to identify the strategic direction of the local economy. The assessment need not necessarily be limited by an administrative jurisdiction or boundary such as a municipal boundary. An area might consist of a metropolitan region, a travel-to-work area, a town, city or its urban or rural hinterland. The information collected may highlight the need for specific projects and programs that will expand and diversify the local economic base. The first step in a local economy assessment is to determine what information is pertinent, required and available, and to identify the vague, missing or non-existent data that it will be necessary to obtain for the local economy assessment. After obtaining this data, it will be necessary to collate and analyze the data so as to provide a profile of the local economy. Several tools including SWOT analysis benchmarking and regional economic indicators may be used to identify key information on the local economy. Effective LED strategy planning will include a review and analysis of the contribution of local economic development programs and projects that are already happening in the area.

Also important is comparative information on the resources and activities of neighboring communities or other local, regional, national or international competitors. The assessment should consider the potential for a wide range of local economic development opportunities across all the major sectors, including the formal, informal and community sectors.

The level and depth of data to be collected will be determined by availability, budget and nature of the local economy. In many developing countries Such as Ghana, information about the economy is only available at the national level. Collecting detailed information about the local economy can be an expensive process that municipalities with limited funds have difficulty in undertaking. In this situation, it is necessary to consider various methods and approaches to understanding the local economy. Such approaches may include meetings with businesses and community groups, interviews and simple surveys.

Stage 3: Strategy Making

As in comprehensive city strategic planning, the intent is to achieve an integrated approach to local economic development strategic planning. In devising strategy, practitioners in local government and principal stakeholder groups will need to balance local economic development with environmental and social needs. A typical LED strategy has a number of components: ***Vision:*** Describes the stakeholders' consensus on the preferred economic future of the community.

Goals: Based on the overall vision and specify desired outcomes of the economic planning process.

Objectives: Establish the performance standards and target activities for development of each goal. They are time bound and measurable.

Programs: Set out approaches to achieving realistic economic development goals. They are time bound and measurable.

Projects and Action Plans: Implement specific program components. They must be prioritized, and costs must be established. They are time bound and measurable.

Stage 4: Strategy Implementation

An LED strategy is an overall plan that has short, medium or long-term aims and actions and sets out what is going to be achieved. It will establish an agenda to promote and develop a local community's economic, physical, social and environmental strengths and will address both challenges and opportunities.

Implementation Plan: Every LED strategy should have an implementation plan that in turn is supported by individual project action plans. The implementation plan sets out the budgetary and human resource requirements, and institutional and procedural implications of implementing the LED strategy. As a single document that contains all of the LED programs and projects within a strategy, it serves as an integrated programming document to maintain clarity of strategy

direction, and ensures that programs and projects do not inappropriately compete for resources and support. With a timeframe of between one and three years, a good implementation plan will result in a more efficient and effective use of existing budgets, and can be used to attract funding from external sources such as national government, bilateral and multilateral donor agencies, and the private sector.

Action Plans: LED action plans provide specific details on project components including a hierarchy of tasks, responsible parties, a realistic delivery timetable, human resource and financial needs, sources of funding, expected impacts, results, performance measures and systems for evaluating progress for each project. Projects that can be implemented in the short term and that result in “early wins” play an important role in building momentum and stakeholder confidence. Other projects will have a medium to long-term timeframe. In each case, projects should be “championed” by individuals or a group of stakeholders according to interests, resources, commitment and expertise. Developing a good monitoring and evaluation system for an integrated LED strategy is important and allows for analysis and review. It enables the LED team to correctly quantify outcomes, justify expenditures, determine necessary enhancements and adjustments, and develop good practices. Indicators can be identified to measure both process and impact.

Stage 5: Strategy Review

Although an LED strategy will usually be written for a three to eight-year period, the strategy should be reviewed annually to allow for adjustment in response to changing local conditions. A more comprehensive revision usually takes place every three years. The implementation of the LED strategy should however, be subject to a rigorous annual assessment. This review should consider the resources available for the delivery of the strategy and include established and agreed monitoring and evaluation indicators of the local economy. The review should include,

where possible, inputs, outputs, outcomes and impacts, and also the implementation process and the level and extent of stakeholder participation. Alongside the strategy review, systems should be in place to monitor the progress of each project. These systems will allow decision makers to adjust the strategy in response to changing local conditions. As programs or projects are completed or deemed to be inappropriate, new ones can be identified.

Good Practice for Strategy Success: Good practice in local economic development requires tailored approaches to local conditions, and the following are excellent guiding principles to ensure this:

- An **integrated** approach that includes social, environmental and physical, as well as economic issues.
- A carefully developed strategy built by all relevant **partners** and based on a **shared vision**.
- Reference to the **informal economy**: the **informal economy** needs to be carefully taken into account. In some localities, it can represent a significant part of the local economy, be strongly inter-linked with formal activities and provide the economic basis for the majority of the poor.
- A **range of projects**: short, medium and long-term, to catalyze partnerships and build stakeholder confidence.
- **Influential** and **effective local leaders** that bring commitment, credibility and an ability to unite stakeholders.
- **Capacity building** of management and ‘on the ground’ teams are essential to project implementation.
- The LED strategy should be owned by the local government with a demonstrated **strong political will** to implement it.

- Political, financial and technical support from **other levels of government** that adds value.
- Projects and action plans should be undertaken only where a responsible manager or champion has been identified who is **committed** to successful implementation

3.10 Funding Local Economic Development Strategy

Funding a LED strategy is often very difficult. One of the reasons for this is that local authorities often do not have a statutory responsibility to deliver LED services. When it comes to budget time, LED is competing for scarce resources with sectors such as housing, health and education. Sometimes, it is difficult for appointed officials to justify spending scarce resources on LED efforts because physical infrastructure development is always the pre-occupation of authorities rather than local economic growth. The LED strategy should have a budget. In selecting particular programs and projects, care needs to be taken to ensure that funds are available for the entire length of each project. Forward or exit strategies should also be developed.

Sources of funding for LED initiatives include:

- Local authority revenue raised from the usual sources including property taxes and user fees
- Sale or renting of local authority-owned industrial or commercial buildings and land
- National and state government intergovernmental transfers
- International donor grants and loans
- Private sector funding such as corporate donations
- Foundations, especially for environmental improvements, human resource
- Initiatives and poverty alleviation

CHAPTER FOUR

RESEARCH FINDINGS

4.1 General Impressions about the District / Local Economy

There were both positive and negative impressions gathered about the general outlook of the District and its people which can either promote or inhibit economic growth. The following are some major observations made;

Positive Impressions

- a. A high level of cooperation from local economic actors and the general public.
- b. Warm reception and affordable food from Food Vendors and Traditional Caterers.
- c. Readiness and commitment of economic actors to participate in developing actions to improve the local economy.
- d. The District has abundant natural resources endowments and monuments which offer it a good comparative advantage others. It can promote these endowments to exploit its rich tourism potential. Substantial jobs and revenue can be generated from this area.
- e. The District has a good locational advantage which can be leveraged to enhanced economic growth. It shares a considerably long border line with Cote D'Ivoire and the Trans-Ecowa highway passes through the district. It also has a long coast line and is just about two hours thirty minutes drive from Ghana's second sea port at Takoradi. Similarly, the District hosts one of the country's border posts and also shares a common river with Cote D'Ivoire. These are vital variables that can promote export trade from the district to Ivory Coast and other West African countries.
- f. The sea also offers the area a high potential for commercial salt production which could be fed to the petrochemicals industry to be established out of the oil and gas sector soon.

- g. The district has high a potential of becoming country's major fish market if the right value addition (adequate storage facilities, distribution systems) is introduce into the value chain.

Less Positive Impressions

- a. There are no organized associations in some sectors of the economy. Other associations are also very weak and are therefore unable to identify and take advantage of business opportunities in the local economy.
- b. Commitment of the District Assembly in finding economic interventions to improve the operations of economic actors was found to be less encouraging.
- c. The Business Advisory Centre (BAC) is not well resourced to capture and provide relevant information on local economic actors and their activities.
- d. Corporate Social Responsibility was observed to present in only formal companies within the District.

4.2 Viable Economic Sectors in the District / Local Economy

The one (1) week study brought up useful results for the attention of economic stakeholders in the Jomoro District. A participatory group session following after the LED training workshop identified and discussed the various LED sectors in the local economy. Their competitive strengths were highlighted and a sector by sector comparison revealed the following three (3) LED Sectors as being the most viable in the local economy.

Agro-processing:

This sector employs a large number of people in the economy. The sector is a sustainable one as there is enough raw materials in the district to meet the requirements of processors. There is also a ready market for agro-processed products as the people in the District are heavy users of local agro-products. Basic raw materials feeding the sector include cassava, coconut and oil palm.

There are organized associations in the sector who work collectively to improve the economic wellbeing of the members

Tourism, Culture and Hospitality

The Jomoro district is endowed with numerous natural and cultural endowments that can transform the area into a major tourist destination in the country. Major attractions that were identified in the locality include the Ankasa forest reserve, Nzulezu, Fort Appolonia, and a long stretch of a beautiful sandy beaches. Most of these sites have been developed and marketed to some extent but there are still more awaiting development. These and other more untapped potentials can generate incomes and improve upon the internally generated funds of the District Assembly.

Agro-production

This sector is by far the sector that employs the most people in the economy. Since the people of the district heavily patronise their local dishes, there is ready market for agro-products especially food crops. Cash crops production such as coconut production is also very vibrant with the product being exported to neighbouring countries such as Nigeria. Other equally important but less viable sectors were also identified. These sectors have the prospects of becoming very viable should the right interventions be targeted at these sectors. These sectors include;

- Fishing
- Manufacturing – Free Zone Factory
- Services
- Food Processing
- Industrial site - Garages

4.3 Competitive Strengths of the District / Local Economy

The study identified a number of factors that serve as current and potential strengths for the District. These include:

The availability of water which can be an avenue for the district to engage in aquaculture in order to boost the supply of fish to meet the high demand both at the local and the national levels.

Food processing is another area of strength for the district. The availability of cassava and other food crops within the district is another strength and opportunity to move into new agro-processing areas and improve upon the existing ones. The production of Gari, Tapioca and Starch for export to neighbouring countries could be a viable option. The economy could also promote local staple foods like Akyeke and Tokuma, and others at national level which could lead to an improved demand for local agro-produce from the area.

Another strength of the local economy is the existence of several well organized economic groupings that can be trained and guided on improved business practices to enhance their productivity.

The tourism and hospitality sector is another area of strength to the local economy. The various natural and cultural endowments of the area is already attracting tourists to the District. Further development and promotion of other attractions could result in a more positive cash inflow to the local economy.

The geographic location of the district is within the oil find area which could enable it benefit from oil and gas related investments, a typical example of such opportunities is the gas processing plant that is expected to be set up in the district. This and other similar investments could create both oil and non-oil jobs for the people in the District.

The proximity of the District to the Ivory Coast, a major sea port with a major international highway passing through it offers it a strong opportunity to go in to export trade.

4.4 Competitive Weaknesses of the District / Local Economy

The following were highlighted by the study as being some of the weaknesses that inhibit the local economy from reaching its full potentials:

Commitment by the District Assembly in finding the needed interventions to improve upon the activities of economic actors so as to stimulate economic growth was found to be less encouraging.

There are a number of weak economic groupings in some sectors of the economy. Some of the economic groups that exist were found to be very active only at the district level. Such associations were either weak or none existent at the local community level.

The Business Advisory Centre (BAC) is not sufficiently resourced to train, offer guidance, monitor and keep an accurate record of the progress of economic groupings in the local Economy.

There is also a lack of capacity/ political will from the local authorities to exploit fully the potentials of the local economy.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The local economic assessment of the Jomoro District brought up a wide range of issues and interesting opportunities for the District to economically empower local economic actors which should eventually result in increased revenue for the Assembly for major infrastructural and poverty alleviation programmes.

The results of the exercise highlighted the following strengths of the local economy:

- a. The following sectors were identified as the major sectors of the local economy; Fishing, Manufacturing (Free Zone Factory), Services, Food Processing, Industrial site (Garages), Agro-production, Tourism/Culture and Hospitality and Agro-processing.

- b. Agro-production, Tourism/Culture and Hospitality and Agro-processing were identified as the three main viable sector of the economy.

- c. Availability of natural water to go into aquaculture to boost fish supply.

- d. Mixed impressions about the district and its people.

- e. The major strengths of the district were found to be in these areas;
 - Availability of raw materials for intense agro-processing and the promotion of local staples
 - Well organized economic grouping in selected sectors of the economy
 - High tourism potential waiting to be fully exploited
 - Proximity major transport infrastructure and the Ivory Coast to facilitate export trade. Proximity to the oil operational area also offers opportunities for investment and job creation.

- f. Weaknesses identified from the study included:
 - Poor commitment from local authorities to improve upon the wellbeing of local actors and lack of capacity and political will to exploit opportunities in the District
 - Weak economic groupings in some sectors and none existence/ weak groups in at the various communities.

- Poorly resourced BAC to work along side actor the enhance their productivity and profitability

5.2 Recommendations

The following action points are recommended to the Jomoro District Assembly to implement for purposes of boosting the economic fortunes of the local economy. The Assembly will organize a way forward workshop at which the local team and stakeholders will prioritize these action points, select those that can be implemented in the shortest time possible for immediate implementation while those deemed as long term interventions will be incorporated in to the Assembly's medium to long term plans. The recommendations proposes key institutions to be responsible for each action point but the time frame for their implementation and key personnel to be formed around the action points will be decided at the way forward workshop. Based on findings from the study, it is recommended that:

1. The Jomoro Association of Garages (JAG) should be strengthened by providing them with a mini-industrial site where they can collaborate and share ideas.
2. Work should be expedited for the completion of the Rural Technology Facility
3. The following associations were found to be weak or non existent and should be formed or revitalized:
 - Association of Fishermen
 - Fish Farmers Association
 - Association of Traditional Caterers
 - Association of Coconut oil Producers
 - Association of Fish Mongers
4. A bulk Fish Storage Facility be established to ensure stability in fish prices especially during the bumper season

5. Improved fish smoking facility/technology should be provided to fish mongers to improve upon the quality of processed fish.
6. The collection of coconut husk to Free Zones Board Company in the District be subcontract to a private investor
7. The production of copra and coconut oil should be expanded to meet the demands of the national and West African markets.
8. The quality of pork production should be enhance / improve to meet national and international standards
9. Public Private Partnership should be promoted vigorously to enhance the economic wellbeing of the District
10. Flexible credit facilities should be worked out and made accessible to business (SME) operators for purposes of expanding their operations
11. Financial Institutions should support the capacity building, sensitization and public education and training in financial management for SMEs to make them credible for loan facilities
12. Public Private Partnership should be fostered to establish testing laboratories Food and Drugs Board at the local community and district level.
13. Public education and sensitization of SMEs production methods should be increased to enhance production quality to meet standards of international markets.
14. Educational Primers be designed with focus on Oil & Gas production , oil and gas and non-oil and gas job opportunities

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APPENDICES

Local Economic Development Assessment in Jomoro District

Template for Interview Minutes

Person(s) interviewed	
Organization	
Time & date	
Most important new LED bits of information	
Proposals coming out of interviews	
Business opportunities coming out of interviews	
Further comments	

Jomoro District LED Action Plan Table

	Proposal	Responsibility	Proposed Time Frame	Key Personnel.

			Frame	
1	<ul style="list-style-type: none"> ▪ Mobilization and strengthening of Jomoro Association of Garages (JAG). 	<ul style="list-style-type: none"> • BAC, JAG 		
2	<ul style="list-style-type: none"> ▪ Complete Rural Technology Facility. 	<ul style="list-style-type: none"> • REP/BAC/TDA/JAG 		
3	<ul style="list-style-type: none"> ▪ Revitalise Association of Fishermen. 	<ul style="list-style-type: none"> • BAC 		
4	<ul style="list-style-type: none"> ▪ Establishment of Bulk Fish Storage Facility. 	<ul style="list-style-type: none"> • JDA, Fisher folk. 		
5	<ul style="list-style-type: none"> ▪ Provision of improved fish smoking facility. 	<ul style="list-style-type: none"> • REP, BAC, JDA. 		
6	<ul style="list-style-type: none"> ▪ Reformation / revitalization of the Association of Traditional Caterers. 	<ul style="list-style-type: none"> • REP, BAC 		
7	<ul style="list-style-type: none"> ▪ Subcontract collection of coconut husk to Free Zones Board Company in the District Assembly. 	<ul style="list-style-type: none"> • Private Investor 		
8	<ul style="list-style-type: none"> ▪ Expansion of copra and coconut oil production for the local and West African market. 	<ul style="list-style-type: none"> • NYEP, Youth Groups. 		
9	<ul style="list-style-type: none"> ▪ Enhance / improve quality of pork production to meet national and international standards and market. 	<ul style="list-style-type: none"> • MOFA, GSB. 		
10	<ul style="list-style-type: none"> ▪ Formation of Fish Farmers Association. 	<ul style="list-style-type: none"> • Association, BAC 		
11	<ul style="list-style-type: none"> ▪ Ensure good quality pork production. 	<ul style="list-style-type: none"> • FDB. 		
12	<ul style="list-style-type: none"> ▪ Mobilize and form Association of coconut oil producers to increase voice and bargaining power. 	<ul style="list-style-type: none"> • BAC. 		
13	<ul style="list-style-type: none"> ▪ Promotion of Public Private Partnership. 	<ul style="list-style-type: none"> • All Economic Actors. 		
14	<ul style="list-style-type: none"> ▪ Increase access to credit for business operations (SMEs). 	<ul style="list-style-type: none"> • Financial Institutions 		
15	<ul style="list-style-type: none"> ▪ Increase mobilization of MSMEs to widen portfolio. 	<ul style="list-style-type: none"> • Financial Institutions 		
16	<ul style="list-style-type: none"> ▪ Financial Institutions to support the capacity building, sensitization and public education & training in financial management for 	<ul style="list-style-type: none"> • BAC, Business Association 		

	& training in financial management for SMEs to make them credible for loan facilities.	Associations, Credit Unions.		
17	<ul style="list-style-type: none"> ▪ PPP to establish FDB testing at the local community and district level. 	<ul style="list-style-type: none"> • FDB, Private Investors. 		
18	<ul style="list-style-type: none"> ▪ Increase public education and sensitization of SMEs production quality standards to meet international markets. 	<ul style="list-style-type: none"> • GSB, Business Associations, BAC, FDB. 		
19	<ul style="list-style-type: none"> ▪ Designing of Primers with focus on Oil & Gas production. 	NCCE, NFED, CSOs		
20	<ul style="list-style-type: none"> ▪ Production and dissemination of Primer (Oil & Gas) for use at district level. 	NCCE, NFED, CSOs		