

Ghana and the March towards an Information and Knowledge Economy: Prospects and Challenges.

Synthesis of an E-Discussion

4th September -5th October 2006.

ginks

activity realized in partnership with

techgov



[Creative Commons Attribution 2.5 License](https://creativecommons.org/licenses/by/2.5/)

**Ghana and the March towards an Information and Knowledge Economy:
Prospects and Challenges**

Quotes

I think that we should make sure that capacity building is spread also to smaller firms (as well as the bigger, more established ones) so that we can develop an industry approach to software instead of the 'few big companies' approach.

Guido Sohne

In Ghana we hide behind ICT for kids and postpone everything to eternity. By the time the kids grow up not much would have been done.

Magnus Awuah

I also think the proper use of ICT is a sure way of leap frogging this country and hopefully overcoming the inertia.

Ben Quaye

Great! We tugging along slowly but one day one day!

Franklin Cudjoe

About US

GINKS

The Ghana Information Network for Knowledge Sharing (GINKS) is a local Ghanaian Non Profit Making Organisation (NGO) established in 2003.

GINKS was born out of a collaboration between the International Institute for Communication (IICD) and its local partners in Ghana, with the aim of streamlining all the disjointed ICT projects, Initiatives and programs in Ghana, in a way that provides solutions to challenges and problems.

• VISION

To have a network of Information and Knowledge Sharing that puts ICT resources within the reach of all.

• MISSION

To provide information and Knowledge that will facilitate capacity building for ICTs Products and services

To create, identify, synthesize and disseminate information and Knowledge on ICTs and Development.

To promote the use of ICTs throughout the country

• VALUES

To work in the spirit of "sharing, cooperation, collaboration, acknowledging, commitment and rewarding Quality.

• PURPOSE

The whole purpose of GINKS is to provide the linkage between the essence of our vision and mission. Our business as a network is to create a structure through which all relevant ICT initiatives will be facilitated.

As a body, GINKS intends to act in this direction as both a catalyst and fillip in the process of using ICT as a tool for development.

The ideas and Opinions expressed in this publication are those of the authors and in no way represent the official position of the GINKS

Techgov

Techgov is Ghana leading market and policy analysis firm in the Telecommunications and Information Technology sector. We deliver strategic market intelligence through research, publications, custom consulting and world-class conferences and events. Our service which is provided to both the private and Public sector enables our clients to make strategic, fact-based decisions on business strategy.

Acknowledgment

Very divergent views and recommendations were expressed by various participants during the course of the four week debate. We will like to express our profound gratitude to the various guest speakers for the insightful analysis that they presented and for the contributors for making the discussion rich in content.

Background

The national e-discussion on the topic: **Ghana and the March towards a Knowledge Economy; Current Prospects and Challenges took place** from 4th September – 6th October 2006 on ginks@dgroups.org

This e-discussion attracted quality debates and suggestions from various groups' experts and individuals with a passion for an accelerated development in Ghana using ICTs. The discussion highlighted the challenges and prospects that Ghana faces in being part of the knowledge economy. It focused on the areas of the progress made in the Ghana ICT4AD policy, Developing the Human Resource needed to bring Ghana into the knowledge economy and whether Ghana can become a BPO hub for Africa.

The synthesis captures the trust of the discussion and the recommendations that emanated from the debate.

Synthesis

Kofi Mangesi, Director Techgov

General Coordination: Prince Deh, Assistant Coordinator Techgov

E-discussion Programme

Week	Agenda	Guest
Week 1 4 th -8 th September	Background information about the topic Introduction of Guests Contributions by members of the forum	Kofi Mangesi Director, Research and media techgov
Week 2 11 th -15 th September	Summary of week 1 discussions and introduction of week 2 Topic: Overview of ICT Policy environment and progress made towards implementing ICT4AD policy in Ghana. General debate from members of the forum	Prof. Clement Dzidonu President AIT
Week 3 18 th -22 nd September	Summary week 2 discussions and introduction of week 3 topics and guests Topic: Developing the Human Resource needed to bring Ghana into the knowledge economy General debate from members of the forum	Dorothy Gordon Director-General Kofi Annan Centre of Excellence; Advance Information technology Institute
Week 4 25 th -29 th September	Summary of Week 3 discussions Topic: Can Ghana become the BPO hub of Africa	Michael Quashie President Outsourcing Association of Ghana

Week 1: Background Information on Ghana and the Knowledge Economy

Kofi Mangesi Director, Research and Media, Techgov

Introduction

If somebody had predicted in 1996 that in 2006 Ghanaians will be enjoying free night calls, most of us will have brushed off this optimism. Yet today almost all the networks are providing free night calls. Information and Communication Technology Industry in Ghana has come a long way indeed and across the cities of Ghana, there is a buzz going on: ICT everywhere! The screaming adverts read: cheap Internet for you, broadband at home, hot spots in your restaurants, Wimax across town, international calls at local rates, free night calls, computers for \$100, free ICT training....and on and on.

The statistics available also show that a lot has changed, over the past 3 years alone the telecommunications sector has seen an unprecedented explosion in phone penetration, from 4.7% in 2003 to over 15% in December 2005. Most of this growth attributed to mobile communications. The telecom sector alone contributed 5.3% of GDP in 2004 (up from 1.8% in 2000).

Alongside this growth, Ghana is comparing favorably Internationally. In 2005 we ranked 133 out of 191 countries by the United Nations, e-government readiness Index. In the same year AT Keaney Global Services Location Index ranked Ghana as the number 1 destination in Sub-Saharan Africa (ahead of South Africa) and number 22 globally out of 40 countries for Business Process Outsourcing.

These developments has lead to a general good feeling amongst stakeholders that perhaps for once we will not let a major global transformation by pass us. The World Bank surely thinks so and has graced Ghana's efforts with a \$40million grant to help boost the growth of the sector as a whole under the eghana project. The Chinese Government has given us \$30million dollars to complete the fiber loop in Ghana.

But that said and done are we really on the march towards becoming an important player in the knowledge economy? Will Ghana's reliance on Gold and Cocoa change by 2015 when we expect to be a middle income country?

From all indications there is still quite a challenging task ahead. The stark reality is that 75% of the population still does not have easy access to basic telephony, Computer prices are still far from the reach of the average Ghanaian; Internet charges are still high and bandwidth availability is still a major issue. Also there has still not been any major Foreign Direct Investment in the much talked about niche BPO sector after the Affiliated Computer Services success story.

Week 1: Background Information on Ghana and the Knowledge Economy

So nine years from now when Ghana is expecting to be a middle income country with a GDP growth rate of about 6% how different will the story be. The last ten years has undoubtedly have been good and prospects for look even brighter, but huge challenges still remain.

For the purposes of this e-discussion, I will focus on two key areas which have been identified in the ICT4AD policy as important elements in Ghana's march towards a Knowledge Economy: Accelerated Human Resource Development and Developing a Globally Competitive value added services sector (i.e. Business Process Outsourcing).

I will attempt to provide an overview of what is currently happening in the two sectors looking at prospects and challenges and conclude with some comments of my own.

Human Capital Development

The nerve centre of the whole knowledge Economy is based on the quality of skilled human resource that drives the innovation needed to this fast changing market. With a literacy rate standing at 54 percent, Ghana joins this economy from a disadvantage background. A cohort analysis of school enrollment shows that for every 100 students in junior secondary school, only 40 make it to the senior secondary school. Out of these 40, there is a further drop of approximately 40 % from the senior secondary school eventually allowing only 16 students passing out for every 100 students enrolled in school.

As a result our tertiary institutions are producing about 29,230 graduates a year. Two-thirds of these students graduate with degrees and diplomas in the in Arts and a balance in science courses. Within science, engineering students from the universities and polytechnics are around 3,672 in a year. Of this figure a significant number end up in Europe and America. According to a World Bank report on international migration and brain drain, 46.9 percent of Ghana's skilled labour force is residing outside the country.

The statistics above show the grim reality of the task ahead in moving Ghana into the knowledge economy, coupled with these challenges is the content of education that most of our tertiary institutions are providing. It is open secret that, course modules are out of date and there is little applied learning at our various universities.

Thus ensuring a steady supply of appropriately skilled human resources will require changes in the formal and non-formal education systems, the certification mechanisms, manpower deployment and the skills up-gradation processes. More importantly a greater orientation towards industry requirements must pervade the entire education system.

Week 1: Background Information on Ghana and the Knowledge Economy

Business Process Outsourcing

Ghana has identified the BPO sector as an important niche market in the ICT industry for which its comparative and competitive advantage is very high.

Globally the BPO sector is estimated to reach revenues of \$110 billion by 2010; Ghana is expecting to take a 5% share of this market by that time. India which is the dominant player in this market has an estimated 470,000 people employed in the BPO sector alone as at early 2006, an enviable figure for Ghana huge unemployment challenges.

Currently the BPO industry in Ghana employs approximately 2000 professionals, including 1,800 employed by Affiliated Computer Services (ACS), other outsourcing

companies include Mary Greenslade, ABM Links, Rising Data, and Platinum. exZeed, Ghana Telecom's Call Center facility is the main insourcing venture currently in Ghana, while Areeba has recently started call center operations in Accra.

The Outsourcing Association of Ghana (OAG) a recently incorporated non for profit private sector body is playing the role of the BPO industry body in Ghana. **OAG is** currently composed of about 20 members.

In order to accelerate growth in the BPO sector, the World Bank commissioned a study: **Improving Business Competitiveness and Increasing Economic Growth in Ghana: The Role of ICT-ITES.**

Key findings of the study show that Ghana's large English speaking population (52% of Ghanaians speak English making us the largest English speaking population in the region) and competitive labour costs make it attractive for BPO. It estimated that Ghana can achieve a conservative direct projected employment of 4,414 by 2011 from BPO and an optimistic estimate of 28,503.

However, it identified:

- (i) the high cost and varying quality of communications and real estate infrastructure
- (ii) the limited availability of skilled manpower and entrepreneurial talent
- (iii) the lack of access to finance and venture capital, and

Week 1: Background Information on Ghana and the Knowledge Economy

(iv) a weak institutional setup for targeting investments in the sector as obstacles to the growth of the sector.

The report concluded that overall, there is significant potential for Ghana to scale up business activities in the offshoring business, and to position itself in niche markets of the BPO sector, The report further recommended that Ghana starts at the lower level of the value chain and build towards the higher level. Ghana should therefore focus in the short and medium term on medical transcription, coding, billing, data processing and customer contact processes.

Conclusion

New York Times Columnist Thomas Friedman released a book last year called: The World is Flat. His central argument is that in the knowledge economy, the playing field has been flattened. The possibilities and opportunities that exist in Europe and America exist every where at the same time.

You may or may not agree with his assertion, but what we cannot deny is that the knowledge economy is full of opportunities for employment creating and real growth in all parts of the world. Ghana is right in focusing on BPO, but we cannot succeed without a highly skilled workforce.

Ghana's efforts at building an information society, becoming a BPO hub etc is only doable so long as we place value on the quality of education we provide. Today's teenagers will be tomorrow's innovators and the more effort we place in building that quality resource right from the junior secondary school today the better the chances that Ghana can truly benefit from the opportunities that a flat world presents.

Disclaimer:

*A significant portion of the statistical and analytical information provided in the article was lifted from the World Bank study on **Improving Business Competitiveness and Increasing Economic Growth in Ghana: The Role of ICT-ITES. April 2006 Second Draft.***

It's important to note that the comments expressed in this paper do not necessary reflect the whole picture of what is happening in the two sectors mention above. It is meant to act as a guide for the discussion ahead and comments from list members will be very much appreciated.

Week 2: Overview of ICT Policy environment and progress made towards implementing ICT4AD policy in Ghana.

Professor Clement Dzidonu, President, AIT

1. The Ghana ICT4D process which began in earnest in 2002 is aimed at facilitating Ghana's development in the modern technological and information age. The process focuses on addressing Ghana's developmental challenges and accelerating the nation's socio-economic development through the development, deployment and exploitation of ICTs.
2. The process driven by a National ICT Policy and Plan Development Committee was tasked to develop on the basis of extensive consultation with all stakeholders country-wide, an integrated ICT-led socio-economic development Policy and Plan for Ghana – the implementation of which will assist in accelerating Ghana's socio-economic development process.
3. With technical assistance from the United Nations Economic Commission for Africa, the Committee prepared and made public in March 2003 the policy framework document: "An Integrated ICT-led Socio-economic Development Policy and Plan Development Framework for Ghana". The development of this policy framework was based on a nation-wide consultative process involving all key stakeholders in the public sector, private sector and civil society. Following this, the Committee prepared and released the Ghana ICT for Accelerated Development (ICT4AD) Policy Statement in June 2003 which was based on the policy framework document.
4. The ICT4AD Policy Statement which was subsequently approved by the Cabinet and the Parliament in early 2004, fully takes into account the aspirations and the provisions of key socio-economic development framework documents including: the Vision 2020 Socio-Economic Development Framework; the Ghana Poverty Reduction Strategy (GPRS) (2002 -2004) and the Co-coordinated Programme for Economic and Social Development of Ghana (2003-2012) The Policy Statement sets out the road map for the development of Ghana's information society and economy and provides a basis for facilitating the socio-economic development of the country in the emerging information, knowledge and technological age to be dominated by information and knowledge-based economies. The Policy is aimed at addressing a number of developmental challenges facing the country as a basis for achieving a number of policy goals and objectives.
5. To facilitate the ownership of the ICT4D policy implementation process at the implementation agency level designated agencies including the Government Ministries, Regional Co-coordinating Council (RCCs) and the Public Sector Organizations (PSOs) as per the provisions of the ICTAD Policy Statement develop in 2005 their respective ICT Policy Statements in line with the overall ICT4AD Policy Statement of the Government.

Week 2: Overview of ICT Policy environment and progress made towards implementing ICT4AD policy in Ghana.

The Policy Statement of each agency incorporates:

- Vision and mission statements of the Agency set within the context of the national ICT4AD Policy Statement.
- Broad strategies to be pursued by the Agency towards the realization of its visions and missions.
- Specific ICT policy goals of the Agency aimed at facilitating the process of the deployment and exploitation of ICTs to support its operations and activities within context of its stated vision and missions.
- Key areas of commitments of the Agency in relation to the deployment and exploitation of ICTs to facilitate specific areas of its operations, activities, services and/or its strategic ICT goals.
- Statements relating to the deployment and exploitation of ICTs within the relevant sector of the Agency to support activities within the sector and facilitate and improve the delivery of services within the sector

6. The ICT4D Policy Statement also recognized the need to develop a number of sector-specific implementation strategies on which to base ICT4D action plans to implement the provisions of the Policy. The National ICT Policy and Plan Development Committee through its Technical Sub-Committee developed in early 2006 the followings Sector-Specific ICT Implementation Strategies set within the wider context of the provisions of the national ICT4AD Policy Statement.

- The Electronic Commerce and Trade Development Strategy for Ghana
- The Electronic Government and Governance Strategy for Ghana
- The Telecommunication and Communications Sector Policy Statement
- The National ICTs in Education Strategy
- The National ICTs in Agriculture Strategy
- The National ICTs in Health Strategy
- National Strategy on ICTs and Gender
- National Electronic Security Strategy

7. As part of the process, a number of bills (draft laws) on a number of regulatory issues and areas for submission to Parliament for considerations

Week 2: Overview of ICT Policy environment and progress made towards implementing ICT4AD policy in Ghana.

Exploring Progress Made Towards ICT4D in Ghana

8. The work of the National ICT Policy and Plan Development Committee is now in its final stages. Efforts are now being directed at developing the first of the four year Ghana ICT4D Action Plans envisaged within the time-frame of the ICT4D Policy Statement. This Plan is to be based on the 14 pillars of the ICT4D Policy Statement.

9. The Ghana ICT4D process is one of the most documented and most consultative in Africa. The process apart from engaging the public at-large in the whole debate on how to develop Ghana in the information age through the development, deployment and the exploitation of ICTs in the economy and society has also raised awareness of the public on the need for Ghana to embark on an ICT4D agenda.

10. It is now common in Ghana to see ordinary people talking about the need to use ICTs to facilitate all aspects of our development process. The TV and radio stations are featuring a number of programmes targeted at raising and debating the ICT4D agenda; the print media are regularly commenting on the ICT4D agenda and issues; Parliamentarians from all the political parties have unconditionally endorsed the Ghana ICT4D Policy and its agenda. All are indications that considerable progress has been made through the Ghana ICT4D process to raise awareness of Ghanaians who have now wholeheartedly accepted the need for Ghana to go for an ICT4D development agenda. This is a major achievement.

11. Also since the launch of the process and after the Ghana ICT4D Policy was approved by the Cabinet and Parliament, the ICT landscape in the country has improved considerably in areas like: infrastructure development, facilitating the development of ICT business; improvements in the regulatory environment for rolling out ICT systems; improvements in ICT training and education opportunities and many more.

Some Concluding Remarks

12. Despite these ICT4D achievements, a lot still needs to be done if Ghana is to make substantial progress towards the development of its information economy and society. The Government needs to put more efforts into implementing the provisions of the ICT4D Policy which contains a number of policy measures that the Government committed itself to implement; there is a need to adopt a much more coordinated approach to rolling out ICT initiatives (in particular in the private sector) to avoid duplication of efforts that could result in less than efficient use of scarce resources;

13. The Government and its partners need to put more efforts into mobilizing resources to roll-out the numerous ICT initiatives in the pipeline; more efforts also need to be put into developing the Ghanaian ICT enabled businesses to grow the private sector and local people involvement in developing the ICT private

Week 2: Overview of ICT Policy environment and progress made towards implementing ICT4AD policy in Ghana.

sector will need to be vigorously promoted, encouraged and facilitated.

14. There has been much talk of the private sector as the engine of growth, but not much is being done to use the opportunities provided by ICTs and the ICT4D process to trigger the growth of this sector. The need to avoid the trap of being consumers of the technology rather than its producers cannot be over emphasized.

15. There is no doubt that the nations who are making it in the ICT-led Development business are those who are aggressively pursuing a development agenda that focuses on developing and producing information, knowledge and technology products and services. Ghana has a lot to learn from these nations --- but I am not sure if we are taking these lessons seriously, I may be wrong ---- perhaps time will tell if we are.

Week 3: Developing the Human Resource needed to bring Ghana into the knowledge economy.

Dorothy Gordon

Director-General Kofi Annan Centre of Excellence; Advance Information Technology Institute.

I will launch this discussion by first stating a few well established facts and then invite the group to respond to a set of proposals.

Ghana has a huge asset in its relatively young population with close to 40% of our people less than 15 years old. Our strategy for developing the human resource to bring Ghana into the knowledge economy has to ensure that we develop and allow this asset to fulfill its potential. At the same time if we are to assure the right environment for these young people to grow in, we must invest in some retraining of our current working population.

Our strategy has to be based on an analysis of the skill sets we will need to build to participate effectively in the knowledge economy. These include: developing the capacity to innovate and to be creative; strong mathematical and reasoning ability; ability to locate and analyse information and convert it into knowledge; entrepreneurial and leadership ability as well as an understanding and a willingness to work to global quality standards. I invite the group to add or subtract from this list.

The emphasis has to be on developing the mind rather than stuffing the brain with content that may or may not be obsolete by the time schooling ends. We need a flexible workforce that can convert itself from one specialisation to another relatively easily. Therefore developing the capacity to learn is the priority.

If we accept the above it could mean the following:

1. We must adopt a long-range and comprehensive approach that goes from Nursery school or kindergarten through vocational training, tertiary institutions as well as institutions that deliver on critical professional certifications and provide opportunities for life-long learning.

This will mean a massive effort in re-training of teachers such that they will be able to deliver on core competencies such as the ability to analyse and present information, reason logically etc. (at present the easiest way to measure reasoning ability is by measuring maths ability).

2. We abandon the approach to examining that encourages the CPPF modality (chew, pour, pass, forget) and start examining on the basis of the core competencies identified above.

3. We set up collaborative models that will allow young Ghanaians to be mentored in globally-benchmarked industry environments. This links in to managed migration as well as on-line collaboration.

Week 3: Developing the Human Resource needed to bring Ghana into the knowledge economy.

4. We engage in a massive sensitisation campaign so that our decision-makers understand the extent of the policy changes that must come about if we are to meet the challenge – e.g. labour policy with more emphasis on performance management and adherence to global standards.

5. We will have to determine the optimal deployment of IT-supported learning and ensuring that young Ghanaians have the exposure they need to basic end-user skills. As we engage for the long-term we may have to invest in some parallel training. For example AITI is already training young Ghanaians in basic programming. Many parents are already attending computer school and/or paying for their wards to attend the same. These institutions need to be certified and encouraged to grow we need to assure standards.

6. We engage in a targeted scholarship programme to ensure that a critical mass of Ghanaians are gaining knowledge and exposure to leading knowledge economies so that we effectively market our services to those economies.

7. We achieve impact by effectively building collaborative networks between our educational and training institutions, ensuring that they work together exploiting their relative strengths.

Week four: Can Ghana become the BPO hub of Africa?

Michael Quarshie, President Outsourcing Association of Ghana

Hopefully, there should be little doubt about Ghana's capacity to be a BPO center within Africa, considering the volumes of reports, hours of roundtable discussions, praise-worthy reports e.g. Ghana #1 ranking in Africa and hordes of consultants that have established our capacity. But there are a few that still doubts Ghana's capacity to be the BPO hub of Africa. We do know that country (and industry) competitiveness can be achieved with a clear and well-executed strategy but for some, the concern is about our strategy and execution of that strategy.

It is received wisdom among Country Business Analysts that for the development of a competitive industry, at least the following conditions exist or be created;

- 1) Demand – a strong demand for the kind of services that we are best qualified to provide
- 2) Labour (with skills relevant to the services we wish to provide),
- 3) A competitive industrial environment – where several companies are encouraged to grow and compete in rigorous rivalry and
- 4) Related and supporting industries – companies that exist to provide access to cost-effective inputs, knowledge-sharing opportunities for innovation and product upgrades

There are some who believe that the 4 conditions listed above can be created, if they do not exist, and this in a remarkably short period (less than 5 years). Indeed some gains have been made by government in creating some of these conditions. They believe we can achieve early wins by going for low-hanging fruit whilst in parallel we pursue the longer-term goals. They believe that

- A multi-billion USD global demand for BPO services already exists.
- An English-speaking population exists and an aggressive program of education and skills development in the relevant sectors can be implemented;
- Policies that encourage increased competition in the market can be introduced to ensure that competition is intense and designed to bring companies to international/global competitiveness.

Week four: Can Ghana become the BPO hub of Africa?

- Supporting industries such as educational institutions, venture capital firms, incubation centers with appropriate incentives can be created to feed the industry with personnel, capital and managerial support etc.

For those who doubt Ghana's capacity to be the BPO hub of Africa, they point to the existing gap between Ghana and the known BPO countries such as India and Philippines. From this view point, the challenge seems insurmountable and there is little succor from those who say we can get there (realistically) in say 20 years. Most business people are impatient (expecting returns in 5-7 years) and so are governments who have governance terms of multiples of 8.

Against this background, there are renewed calls by proponents of "Ghana as the BPO hub of Africa" for action by government and relevant bodies in

- a) Identifying key service areas/business opportunities for targeted/focused attention and phase the effort towards building capacity and competency in these areas e.g. areas that Ghana can rapidly build capacity include transcriptions (medical, legal), data entry, software engineering, accounting etc.
- b) Skills development - Training people/businesses, certifying them as per international standards; Encouraging partnerships between business and academia to facilitate various levels of skills development; Encouraging skills acquisition by citizens through special incentives; Encourage acquisition of higher levels of scientific knowledge in line with targeted areas of country/industry strategic focus.
- c) Infrastructure development – Quality, quantity and cost of telecoms which can be guaranteed in large part with increased competition and a strong regulator; Grade A buildings and ICT parks
- d) Environment – create a comprehensive BPO/ITES policy; Tax incentives to the industry; A purchasing focus by public sector and quasi-governmental institutions on domestic firms in order to build them up and to ensure that the skill base created through the education initiative is utilized, which should in turn encourage more youth to seek skills training; Venture funds must be specifically allocated to BPO/ITES.
- e) Aggressive marketing campaign – to establish the business value proposition of Ghana and Ghana as an ITES destination and market this internationally. This can be done by both public and private sectors.

Recommendations

1. Effective monitoring and evaluation of ICT policy implementation.
2. Proper training of teachers in ICTs skills.
3. Parents educated to see the value in paying for ICT training for their children.
4. A deliberate strategy to develop relevant skills for today 's technology industry
5. Effective leadership should be provided in the ICT sector.
6. Achieving competitive advantage by working tirelessly at developing the quality, effectiveness and relevance of educational and training systems.
7. Encouraging partnerships between business and academia to facilitate various levels of skills development.
8. Investment in Infrastructure development - Quality, quantity and cost of telecoms which can be guaranteed in large part with increased competition and a strong regulator; Grade A buildings and ICT parks.
9. Create a comprehensive BPO/ITES policy.
10. Aggressive marketing campaign to establish the business value proposition of as an ITES destination.

List of Participants

In all 25 people actively participated in the e-discussion and 75 messages were posted during the period. The mailing list consisted of about 300 people.

1. Dorothy K. Gordon
2. Eric M.K Osiakwan
3. Kodwo Manuel
4. Guido Sohne
5. Magnus Awuah
6. Michael quarshie
7. ibrahimah adam
8. Gifty Adika
9. Edward Frempong
10. Pinnacle Dew
11. Benjamin Quaye
12. E. Afari-kumah
13. Abigail Mercy Thompson
14. Franklin Cudjoe
15. Mahmud Daud
16. Cofie Ethel Delali
17. Edward Addo-Dankwa
18. B. Akosua Boateng
19. Cofie
20. Emmanuel Appiah
21. Heller, Nathaniel
22. Kubuga Ken
23. kris mac quansah
24. Geoffrey france
25. Mpume Ofori

This work is a publication of Ghana Information Network for Knowledge Sharing (GINKS)

**Chair Person: Gifty Adika
Coordinator: Ibrahim Inusah**