

YOUTH ECONOMIC INCLUSION THROUGH NEXT GENERATION LOCAL ECONOMIC DEVELOPMENT



YEI-NGLED LAUNCH REPORT

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Abbreviations and Acronyms

DACF	District Assemblies Common Fund
DPAT	District Performance Assessment Tool
GDP	Gross Domestic Product
GoG	Government of Ghana
ILGS	Institute of Local Government Studies.
INCLUDE	Inclusive Development
LED	Local Economic Development
LG	Local Government
LGS	Local Government Service
LGPF	Local Government Practitioners' Forum
KEEA	Komenda Edina Eguafo Abrem
MMDAs	Metropolitan, Municipal and District Assemblies
NGLED	Next Generation Local Economic Development
OHLGS	Office of the Head of Local Government Service
PPP	Public-Private Partnership
YEI	Youth Economic Inclusion
SPV	Special Purpose Vehicle
STMA	Sekondi-Takoradi Municipal Assembly

Executive Summary

The programme that was launched, the Next Generation LED (NGLED), is a change in ideology and strategy by Local Governments (LGs) in support of economic activities beyond enabling environment. The approach is based on the principles that it is the business of LGs to do business to create jobs and improve the income levels of the people. The launch was held at the ILGS Conference Centre, at Ogbojo, Madina – Accra. In all, 106 people attended the programme. These included representatives of various government Ministries, Departments and Agencies (MDAs), especially the Sector Ministry (The Ministry of Local Government, Chieftaincy and Religious Affairs, MLGCRA,), Metropolitan, Municipal and District Assemblies (MMDAs), Development Partners, the youth business groups, Traditional Authorities, the Media, the ILGS community, international organisations such as INCLUDE and members of the African Policy Dialogue from Ethiopia, Kenya, Uganda, Mozambique, Mali, Niger, and Nigeria

The programme began with a welcome address by the Director of ILGS, Prof. Nicolas Awortwi, who threw light on the genesis and rationale of the Next Generation Local Economic Development (NGLED) project. A 10-minute video documentary on the project followed his address to set the tone for the programme.

Representatives of organisations or bodies such as the Netherlands Embassy, Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD), the Awutu Senya East Municipal Assembly and the Young Entrepreneurs (beneficiaries of the project) made encouraging and supportive remarks.

The Deputy Minister of MLGCRA, Hon. Rita Naa Odoley-Sowah, represented the Sector Minister, Hon. Ibrahim Ahmed, as the guest of honour. She delivered an address, officially launched the programme and presented the business registration certificates to the youth business groups, namely, Ecohoof Ranch, Fishhaven Farms, Aquayouth Harvesters, Big Mind Catfish Farm, and the Atiwa Youth Poultry.

Dr. Jerome R. Awortwe-Abban, the Coordinator of the NGLED Project, made a presentation on the preliminary evidence gathered from the action research and how the evidence could inform government's policy on LED, youth enterprises and "Adwumawura", one of the current government's flagship programmes for addressing the unemployment and underemployment problems of the Ghanaian youth.

After the Question-and-Answer section, which offered participants the opportunity to contribute to the programme, Prof. Awortwi ended the programme with a presentation on the way forward by leaving participants with questions for their reflection: e.g. (1) Whether non-tertiary graduates (e.g. from SHS) are more committed to such projects than tertiary graduates, and (2) Whether would-be beneficiaries should first understudy existing businesses to test their commitment or not.

It is worthy of note, that, alongside the presentations and discussions, there was photo exhibition showcasing the achievement of the various youth enterprises. One of the enterprises, the Big Mind Catfish Farm from Nsawam Adoagyiri set up an exhibition stand to display smoked and fresh catfish for sale.

I.0 Introduction

I.1 Context: Youth Employment and Local Economic Development

Africa is the youngest continent with over 75% of the population below 35 years. This demographic dominance is critical for sustainable development but stands in sharp contrast to young people's constrained participation in and marginalization from the processes of economic production, civic engagement and leadership, and environmental sustainability. In the economic space where we focus our attention, the youth face the highest levels of unemployment and underemployment among any demographic group (AfDB, 2016; Chari et al., 2017)¹.

In Ghana, the national statistics shows that unemployment rate among young adults between 15-24 years is about 32.8% and much higher in some regions (GSS, 2022). Creating adequate jobs to absorb the growing youthful population has become arguably the single most intractable development challenge that is confronting the government. In 2016, the World Bank estimated that given Ghana's growing youth population, about 300,000 new jobs would have to be created each year to absorb unemployed young people (World Bank, 2016)². Since then, there have been many national policies, legislations and programmes to address the general employment challenges in the country.

In 2017, the Government of Ghana (GoG) developed the Medium-Term National Development Policy Framework (2018-2021) with a focus on jobs³. Under the Local Governance Act of 2016 (Act 936), local government (LG) authorities (Metropolitan, Municipal and District Assemblies – MMDAs) are mandated to harness economic potentials of localities to create jobs and reduce poverty through the promotion of Local economic development (LED)⁴. Within the context of the National Decentralisation Policy and Strategy, LED is highlighted as one of the six policy thrusts with the objective to create an enabling environment for income growth, sustained business development and decent job creation at the local level. The decentralisation policy further directs that LED at the LG level be made an integral part of

¹Chari, A., Flynn, J., Mader, P., Mwaura, G., Oosterom, M., Roelen, K., &Sumberg, J. (2017). Barriers to job creation and labour market access for youth in Sub-Saharan Africa.

²WB. (2016). Expanding job opportunities in Ghana. Washington: The World Bank

³ GoG (2017) "An Agenda for Jobs: Creating Prosperity and Equal Opportunities for All"

⁴ LED is a development strategy based on the use of local resources to create production, employment and income growth in a geographical area within a country. As a process, LED is locally owned and managed by local authorities, private enterprises and communities, working collectively to stimulate local productive activity. As an outcome, LED results in a resilient and sustainable economy that creates decent jobs, income growth and improve the quality of life for all residents, including the poor and marginalized people (UN-Habitat, 2004; World Bank, 2002, GIZ 2007, Rodríguez-Pose, 2001).

decentralised planning, including improving the capacities of women and youth to participate in LED, and building an eco-system of support services including public private partnerships (PPPs) for job creation. However, in practice, over the years the focus on decentralisation and local governance has been on bringing government and services closer to the people with less attention to LED and job creation.

1.2 The Policy Gap and Opportunity for Change

The marginalisation of LED and jobs creation at the LG level comes at the back of an ideology that it is not the business of government to do business or create jobs. Governments are required only to create an enabling environment. The 'enabling environment' concept introduced in the 1990s pushed governments to the backseat of promoting productive sectors, with the expectation that private enterprises will take the front seat and create jobs.

A study conducted by the Institute of Local Government Studies (ILGS) on LED initiatives by MMDAs reveals that the "enabling environment" concept has become very much a cliché or a veil behind which many MMDAs do little to create jobs. Beyond organizing training workshops and business forums, very little is done (ILGS, 2021). At best a few LGs acquire land banks but they rarely invest or attract private investment. Despite MMDAs spending between 5-10% of their total revenue on LED, job creation is conspicuously absent. Clearly, the operationalisation of the 'enabling environment concept' has been short of promoting tangible local economic products, jobs and income growth.

The ILGS argues that the situation can be reversed if LED policy directs MMDAs to adopt a more proactive and pragmatic approach by leading, partnering, coordinating and capacitating enterprises to develop competitive local products and effectively promote their branding and marketing for local and international markets.

The ILGS suggests that government policies on LED need to shift gear beyond the enabling environment mantra. There must be practical solutions and innovative programmes that promote youth start-ups and access to working capital for businesses especially for those who have undergone a form of entrepreneurial training. The LGs must be intrapreneurial and innovative in their approaches towards promoting LED and enterprise support. The attitude of LG professionals must also change from being bureaucratic and regulatory to intrapreneurial and partnership.

Opportunity to reset LED for youth employment

The manifesto of the new government under His Excellency President Mahama aims at resetting policies and practices towards a fresh start and subsequently set bold initiatives to:

- Promote LED by empowering local entrepreneurs for job creation and ensuring that sectoral agencies and districts integrate job creation into their planning and reporting processes;
- Initiate the “Adwumawura Programme” – a special start-up policy aimed at facilitating the creation, tracking and mentoring of a minimum of 10,000 youth-led businesses every year under the 24-Hour economy policy;
- Establish a Young Entrepreneurs Microcredit institution with a seed fund of Seven Hundred and fifty million Cedis (GHC750m) to disburse affordable loans to young entrepreneurs;
- Develop and implement a programme to support graduates of tertiary institutions to form cooperatives to bid for public and private contracts by dedicating specific contracts to such cooperatives; and facilitate skills training programmes and provide start-up kits for artisans.
- Scale up small to medium enterprises created by young people tailored to district-level economies;

The above manifesto to localise the economy and promote tertiary graduate enterprises is consistent with the NGLED proposal of the ILGS on youth economic inclusion.

1.3 Youth Economic Inclusion through Next Generation Local Economic Development

The Institute of Local Government Studies (ILGS), with support from the Knowledge Platform on Inclusive Development Policies (INCLUDE) is implementing a three-year policy action research project named the “Youth Economic Inclusion through Next Generation Local Economic Development (YEI-NGLED)”. The Next Generation LED (NGLED) is a change in ideology and strategy of local governments (LGs) in the pursuit of economic activities beyond enabling environment. The approach is based on the principles that it is the business of LGs to do business in partnership with the private sector to create jobs and improve the income levels of the people. In this approach, the LGs directly support productive economic sectors/activities, encourages partnerships, provides entrepreneurial support, improves governance and supports business development of local residents through coaching and

mentoring. The NGLED works on the basis that job creation does not simply take place because there is an 'enabling environment'; it has to be nurtured by an intrapreneurial LG. But under what condition does NGLED work to promote youth economic inclusion? Through the application of this pilot project which is also designed as an action research (a controlled behavioural and institutional approach to the implementation of NGLED), the ILGS believes it can provide evidence from practical experience on how NGLED works to create youth enterprises and sustainable jobs at the local level.

Policy Action Research on NGLED

The action research on NGLED seeks to answer three broad research questions:

- How can LGs do successful business that creates sustainable jobs for the youth without falling into the traps that led to the failures of the public sector in productive sectors in the past?
- How do skills training combined with other support services like working capital facilitate youth economic inclusion?
- What conditions enable LG officials and bureaucrats to become successful intrapreneurs, providing opportunities and addressing various barriers to youth start-ups in Agric-business?

The policy action research is being implemented in five LG jurisdictions (districts) by five youth groups to:

- Analyse the entrepreneurial and intrapreneurial behaviours among young people and LG officials respectively when trained and facilitated to pursue productive economic activities;
- Provide evidence towards adoption of a national programme on NGLED to create sustainable decent jobs and income growth for unemployed graduate youth.

It is expected that within a year, the five start-up youth groups would develop economic products for the market and replicate the process by creating additional groups with the same support (as provided by the project), thereby making the working seed capital operate as a revolving fund. Hence, by the end of the third year, about 60 young people will be in sustainable self-employment from the initial 20 start-up.

So Far:

In March 2024, the ILGS facilitated the setting-up of five youth business groups of four (4) persons each from their respective districts (see Table 1 below).

Table 1: Youth Business Groups and their Respective Districts

No	Business Groups	No. of Graduate Youth	District Assembly
1	Atiwa Youth Poultry	4	Atiwa East District Assembly
2	Aquayouth Harvesters	4	Awutu Senya East Municipal Assembly
3	Fishhaven Farms	4	Komenda Edina Eguafo Abrem Municipal Assembly
4	Big Mind Catfish Farm	4	Nsawam-Adoagyiri Municipal Assembly
5	Ecohoof Ranch	4	Sekondi Takoradi Metropolitan Assembly

The ILGS has further facilitated:

- Entrepreneurial and intrapreneurial skills development training for members of the youth groups and the LG officers respectively to appreciate the philosophy and principles of the NGLED programme.
- Formation of a Special Purpose Vehicle (SPV) at the district level to manage the process.
- Signing of MoUs between the Youth Groups and their respective District Assemblies.
- Formalization of the youth businesses (development of partnership agreement and registration of the businesses at the Office of Registrar Generals' Department
- Training of youth in aquaculture by the R & B Farms.
- Opening of Business Bank Accounts and transfer of funds into the accounts of the partners.
- Provision of start-up capital of GHC60,000-75,000 to each youth group
- Construction of structures (ponds, coop and pen) and purchase of tarpaulin ponds
- Stocking of the structures with juveniles, day-old chickens, and goats (depending on the product of the youth groups) and supply of feeds
- On-going monitoring and mentorship of the youth groups

It is in the light of the above accomplishments over the past 15 months (March 2024 to June 2025) that the ILGS is officially launching the project.

About ILGS & INCLUDE

The ILGS is a public management development and training institution established in 2003 by an Act of Parliament (Act 647) to build the capacity for effective local governance through education, training, research, consultancy, and advisory services. The ILGS is on course to achieve its vision and transformational agenda to become Africa's leading higher education centre for excellence in local governance and development. The Institute is in the process of becoming a fully-fledged public specialised University under a new name, "University of Local Governance and Development (ULGD)".

INCLUDE is an independent knowledge platform dedicated to advancing evidence-based policymaking for inclusive development, with a primary focus on Africa. Since its inception in 2012, INCLUDE has been funded by the Dutch Ministry of Foreign Affairs, enabling it to serve as a bridge between research, policy, and practice. By leveraging research, fostering collaboration, and engaging in dialogues, INCLUDE is committed to making knowledge work for inclusive and sustainable development across Africa. The majority of INCLUDE platform members are African experts in the field of development, they play a central role in the knowledge platform and leverage their lived experiences, expertise and relevant networks to inform the strategic direction of the platform.

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2.0 Project Launch

The project was launched as scheduled on Monday, June 23, 2025 from 09.00 to 14.00 at the ILGS Conference Room. A total of 106 people, excluding the Deputy Sector Minister and her entourage, participated. The programme is as shown in Table 2.

Table 2: Programme for the Launch

WHEN	WHAT	WHO
08:30 – 09.00	Opening Arrival & Registration Opening Prayer	ILGS Team Sethina Annang-Danquah
09.00 – 09.30	Introduction of Attendees & Programme Overview	David Osei-Wusu (Registrar, ILGS)
09.30- 09:50	Welcome Address	Prof. Nicholas Awortwi (Director, ILGS)
09.50 – 10.00	Short Video Documentary of the Project	David Osei-Wusu (Registrar, ILGS)
10.00 – 11.10	Remarks: 1. Ecohoof Ranch, STMA 2. Awutu Senya East Municipal Assembly 3. INCLUDE 4. Swiss Embassy 5. The Netherlands Embassy 6. Min. of Youth Development & Empowerment	Youth Entrepreneur Municipal Chief Executive Executive Director Head of Cooperation The Ambassador / Representative Hon. Minister / Representative
11.10 – 11.30	Project Launch: Address by the Minister of Local Government, Chieftaincy & Religious Affairs	Hon. Ahmed Ibrahim (MP)
11.30 – 11.45	Group Photograph	Mrs. Edith Gyateng
11.45 – 12.15	Snack Break	ILGS Hospitality
12.15 – 12.30	Preliminary evidence to inform government policy on LED, youth enterprises and the 'Adwumawura'	Dr. Jerome R. Awortwe-Abban
12.30 – 13.00	Questions and Answers	
13.00 – 13.15	The Way Forward	Prof. Nicholas Awortwi
13.15– 13.20	Vote of Thanks & Closing Prayer	Ms. Ivy Ahoefa Adorboe
13.20 – 14.00	Lunch Break & Departure	ILGS Hospitality

The YEI-NGLED project launch aimed at

1. Showcasing the five pilot youth business projects under the NGLED policy action research;
2. Sharing preliminary lessons of the five youth business groups and their respective LGs with the government, development partners and members of the INCLUDE knowledge platform from other African countries;
3. Using the preliminary evidence emerging from the study to inform government policy on LED, youth economic inclusion, graduate entrepreneurship and the “Adwumawura” Programme.

2.1 Programme Opening & Introduction of Participants / Guests



Mr. David Osei-Wusu, the Registrar of ILGS and the Programme Moderator, opened the programme with a prayer by Mrs Sethina Annang-Danquah. He then proceeded with the introduction of the Invited Dignitaries and Guests. He later welcomed Prof. Nicholas Awortwi, Director of ILGS, to deliver his welcome address,



2.2 Welcome Addresses



Picture 2: Professor Nicholas Awortwi delivering the Welcome Address

Professor Nicholas Awortwi, Director of ILGS, started his address by expressing his gratitude to participants for honouring the invitation to the launch. He informed participants about the uniqueness of the ILGS as a unique training institution established to purposely build professional capacity of local government bureaucrats and political functionaries for sub-national governance and development. Besides, the Institute undertakes relevant policy research to inform government policies and programmes. According to him, the policy action research was being conducted by the Institute in the context of the Local Government Practitioners Forum (LGPF) which was established in 2019 with support from the INCLUDE (Knowledge Platform on Inclusive Development Policies).

Prof. Awortwi revealed that since 2019, ILGS has made arguments through the LGPF that Ghana's Decentralisation and Local Governance must shift gear and consider the adoption of Democratic Developmental Local Governance prioritising Local Democracy and Local Economic Development (LED) as the key focus of decentralisation for the promotion of

efficient and effective service delivery, local industrial policy, job creation, income growth and the management of municipalities as businesses and not bureaucracy.

According to Prof Awortwi, one key aspect of democratic developmental local governance is addressed by the Next Generation Local Economic Development (NGLED).

The Local Governance Practitioners Forum (LGPF) is a broad-based membership platform that comprises of key institutions of Ghana's local governance system.

The platform provides an inclusive space for diverse policy actors (researchers, central and local government policy makers, local government authorities (MMDAs), private enterprises, bureaucrats, civil society organizations (CSOs), development partners, politicians and political parties, and the media) to use research and practice evidence to inform Ghana's quest for democratic and developmental local governance. It brings both intellectual and policy discussions back to national agenda, promote elite and grassroots consensus on local governance, and encourage dialogue towards making policy design and implementations effective.

Through series of public seminars, engagements and high policy dialogues, part of the ILGS becomes an important 'Think and Do Tank' that supports the Ministry of Local Government, the IMCCoD and Development Partners interested in the implementation of DDLG agenda in Ghana.

He explained that the NGLED is a change in ideology and strategy by local governments in support of economic activities beyond the provision of an enabling environment, and on the principle that "it is the business of local governments to do business". This approach enables local governments to be directly involved in providing investment, technical and technological support rather than retreat. He cited examples of these supports as providing farmers with good seedlings and technology such as smart irrigation systems, setting up local industries in partnership with private entrepreneurs, providing small food processing machines, as well as branding and marketing locally developed products.

Professor Awortwi pointed out that the experiences of South-East Asia, show that involvement of local government in productive sectors leads to economic transformation and job creation. He revealed that local-level initiatives such as the "One Village One Product" and "One Tambon One Product" in Japan and Thailand respectively, have been very successful in demonstrating how local governments can promote local economic development.

In conclusion, Prof Awortwi emphasized that the NGLED can be the new approach towards economic regeneration and job creation since it works on the basis that developmental local governance will promote competitive local product for export outside their districts and bring together business, community groups and international developmental partners to market

local products to facilitate job creation. The NGLED also advocates a fundamental shift in the thinking, mindset and attitude of local government officials away from their daily operations as bureaucratic, regulatory and enforcement of bylaws towards developmentalism.



Picture 3: Participants listening attentively to the welcome address

2.3 Showing of Video Documentary

After the welcome address, participants were taken through a ten-minute video documentary about the project from its inception to the current stage. The video put into context the unemployment situation in Ghana, especially among Ghanaian youth and highlighted the many graduates who are churned out every year by the Universities but face unemployment or underemployment challenges. This is so because of the dwindling nature of wage employment and mismatch between labour supply and demand. This notwithstanding, more opportunities exist for the unemployed graduates to explore, especially in agribusiness.

The clip later zeroed in on the various youth enterprises under the NGLED project, highlighting the success and failure factors, as well as the different attitudes exhibited by various beneficiary MMDAs – facilitative, ambivalent and pretentious.

The study has revealed what it means for a local government to implement an ‘enabling environment’ for youth enterprise development and job creation. The preliminary findings show that government can rely on some local governments to lead, partner, and capacitate youth enterprise development and localise job creation. These LGs must be identified and become the key anchors of the government programme.

In the remaining one and half years of the action research, we will observe how the ambivalent and pretentious LGs transition to enabling and facilitative LGs. We will also invest in senior high school unemployed graduates to test the robustness of our initial

findings that they may commit to youth enterprise development more than university graduates.

Finally, it pointed out how the findings of the action research could feed into the Governments flagship programme, especially “Adwumanwura” and inform the national policies.

The preliminary findings have implications on government policy and practice towards resetting the agenda on LED and youth enterprise development and employment creation

.... the new government under his excellency President John Mahama aims at resetting local policies and practices to:

Promote local economic development by ensuring that District Assemblies integrate job creation into their planning and reporting processes;

Initiate the “Adwumawura Programme” – a special start-up policy aimed at facilitating the creation, tracking and mentoring of a minimum of 10,000 youth-led businesses every year under the 24-Hour economy policy

2.4 Remarks

The programme made room for remarks from the representatives of key institutions and groups as indicated below:

2.4.1 The Netherlands Embassy



Picture 4: Remark by Mr Bram Van Opijnen, Head of Economic Section at the Netherlands Embassy

Mr Bram Van Opijnen, the Head of Economic Section and a representative of the Netherlands Embassy, started his remark by pointing out that the Netherlands had been supporting local initiatives by working together with a lot of development partners. According to him, the Netherlands believe that entrepreneurship is the cornerstone of the development of Ghana's economy since most of the youth are interested in youth entrepreneurship schemes. This is because, the Netherlands has supported many programmes geared towards youth entrepreneurship, particularly those relating to the production of agricultural produce such as fruits and vegetables, for the past 12 years. He further explained that the Dutch have worked with many institutions, including the Adentan Municipal Assembly, the University of Ghana (UG), and the Kwame Nkrumah University of Science and Technology (KNUST) to roll out entrepreneurial programmes. He mentioned that during the implementation of the programmes, the Dutch noticed negative sentiment associated with being a farmer and had tried to change the narrative. To him, innovations are needed to boost Ghana's cocoa sector and the Netherlands as a key importer has provided support to develop the sector.

In conclusion, Opijnen asserted that as stakeholders, dialogue and frequent interaction with each other are very important for understanding themselves. Failure to do so would lead to missing out on important local initiatives.

2.4.2 INCLUDE



Picture 5: Remark by Dr Anika Altaf the Executive Director of the INCLUDE Knowledge Platform

Dr. Anika Altaf, the Executive Director of INCLUDE (Knowledge Platform on Inclusive Development Policies) in her remark introduced INCLUDE as an independent knowledge platform which is being funded by the Dutch Ministry of Foreign Affairs since 2012. According to her, most of the members on the INCLUDE platform are Africans who can leverage on their experiences and expertise to inform the strategic direction of the platform. She added that the Platform has three (3) important pillars, namely, research, knowledge exchange, and policy dialogue, and that one of the Platform's core programs under policy dialogue is the African Policy Dialogue, hence the reason for the YEI-NGLED. She commended the policy makers present at the program for supporting the initiative on youth employment in Ghana.

In concluding, she expressed her eagerness to learn more about next line of action to get this great initiative scaled up.

2.4.3 Inter Ministerial Coordinating Committee on Decentralisation (IMCCoD)



Picture 6: Remark by Gameli Hoedafia, the Executive Secretary of IMCCoD

The Executive Secretary of IMCCoD, Dr. Gameli Hoedoafia, remarked that Ghana's development strategy over the past few years had been anchored on creating a conducive environment for the private sector to lead economic transformation and drive growth, increase job creation and improve income for all Ghanaians. He emphasised that Local Economic Development (LED) is central to realising this objective.

Dr. Hoedoafia explained that LED provides a framework for engaging stakeholders to identify and harness economic potentials in ways that promote job creation, inclusive growth and poverty reduction at the local level. LED has now been made one of the thematic areas for the national decentralisation policy and strategy due to its influence. He also reported that the Local Governance Act, 2016 ACT (936) tasks MMDAs with the responsibility to support

productive activities and social development as well as remove barriers to local innovation and enterprise.

He disclosed that the Government of Ghana (GoG) has decided to increase the District Assembly Common Fund (DACF) from 56% to 80% of direct transfers to empower MMDAs to deliver on their mandate, such as LED. These changes were made in the first quarter of the year and the transfers were effected from June 9th -13th, 2025 to the MMDAs. The MMDAs require the right structures, need to have adequate resources, a business-oriented mindset and enhanced capacity to fulfil their mandate effectively.

Dr Hoedoafia emphasized that the youth are Ghana's future, yet their potential has been undermined by a deepening unemployment and underemployment crisis. He supported that data from the Ghana Statistical Service (GSS) indicating that youth unemployment under the first three quarters of 2023 stood at 14.7% and the number of unemployed youths in that period rose from 1.2 million to over 1.3 million, with females being more affected. He stressed that the trend is alarming and necessitates a call to action. According to him, even though data shows a rise in youth entrepreneurship and innovation; much of the potential, especially in rural areas, remains untapped. Therefore, it is important to build on the strength of the local assemblies.

Dr Hoedoafia finally praised the ILGS and INCLUDE for taking the bold step to include the youth in LED through practical programmes. He found the initiative very timely and aligned with the government's broader strategy for promoting inclusive growth. He expressed his hope that such efforts would be expanded across the country to complement existing initiatives such as the "Adwumawura".



Picture 7: Participant listening to remarks by the Executive Secretary of IMCCoD

2.4.4 Awutu Senya East Municipal Assembly



Picture 8: Remark by Mr Seth Serwornoo-Banini, MCE of Awutu Senya East Municipal Assembly

The Municipal Chief Executive of Awutu Senya East, Mr Seth Sabah Serwornoo-Banini gave his remarks on behalf of the five (5) beneficiary MMDAs. He shared the progress made by his youth group, Aquayouth Harvesters, which was only left with two (2) outstanding members who served the main engines behind the success story of the Municipality. Mr Serwornoo-Banini explained that the members committed serious energy and dedication to the project and that influenced the Assembly to expand it and make it more viable to new youth groups that would be set up later.

The MCE suggested that this initiative could be well sustained if corporate institutions within the MMDAs are brought on board through their mandatory corporate social responsibility. He hinted that he had already taken the initiative to set up a team that would lead discussions with corporate institutions in his jurisdiction to understand the need to help expand projects such as the NGLED.

In conclusion, he encouraged the various MMDAs to adhere to their roles and obligations in the project and advocate for funds from other donors. Finally, He commended the ILGS and INCLUDE for their vision in embarking on NGLED project.

2.4.5 Ecohoof Ranch, STMA



Picture 9: Remark by Mr Benjamin Adu Akyeah, A youth entrepreneur from Ecohoof Ranch STMA

Mr Benjamin Adu Akyeah, a youth entrepreneur from the Ecohoof Ranch in the Sekondi Takoradi Metropolis made a remark on behalf of all the young entrepreneurs. He expressed his excitement for the opportunity to participate in the youth in Agri-business under the Next Generation Local Economic Development (NGLED) project and how the project had transformed them:

Just a year ago, many of us in this room were graduates, ambitious, qualified, but unemployed. We held certificates in our hands and dreams in our hearts, yet opportunities remained out of reach. But today, we are business owners, entrepreneurs, problem-solvers, [and] contributors to our local economies....

But for me, the biggest change wasn't just the funding or the training, it was the shift in mindset. We were taught to see possibilities, not problems; to think like entrepreneurs and act like leaders.

For me personally, through Ecohoof Ranch, we've launched a goat farming enterprise that's now fully operational. It's already starting to make a difference in our local economy. We've signed formal agreements with our district assembly. Our business is officially registered. We have an active bank account. That's real transformation something you can see, measure, and build on.

Mr Akyeah expressed his gratitude to ILGS and INCLUDE for acknowledging their potentials and investing them.

2.6.4 Head of Service, OHLGS



Picture 10: Remark by Professor Lord Mensah, Head of Service (OHLGS)

Professor Lord Mensah, the Head, Office of Head of Local Government Service (OHLGS) remarked about the timeliness of the NGLED project. He expressed his gratitude to ILGS and INCLUDE for this initiative. Professor Mensah was delighted in admitting that the launch event was his first encounter with ILGS. With his awareness of such a project, he felt strongly about the need for the Local Government Service (LGS) to support the initiative.

He also talked about his vision as the new Head of Service which was to encourage local government and private sector partnerships (Public Private Partnership PPP). As such, his unit would be looking at developing a framework that would support such PPPs. Besides, there would be another framework called the Capacity Building Framework that would include all departments in the MMDAs, thus making it all-inclusive. The unit would also be developing an index that would measure the economic growth at the local level and pointed out that, GDP cannot continuously be used as a measure of growth.

In concluding, Prof. Mensah, said that he was in tune with the ILGS and INCLUDE so his unit would be giving their full support to the project.

After the remarks from the various stakeholders, the Deputy Minister of Ministry of Local Governance, Chieftaincy and Religious Affairs (MLGCRA) in the person of Hon Rita Naa Odoley-Sowah was called on to launch the project on behalf of the minister, Hon Ibrahim Ahmed.

2.3 Project Launch & Address by the Deputy Sector Minister, MLGCRA

This Section presents highlights of the by the Deputy Minister



Picture 11: Address by Hon Rita Naa Odoley-Sowah, the Deputy Minister of MLGCRA

The Deputy Minister of the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA), Hon Rita Naa Odoley-Sowah, addressed the gathering on behalf of the Hon Minister, Mr. Ibrahim Ahmed, who was engaged in an equally important event. Hon Odoley-

Sowah started her address by indicating that the event marked a bold step toward addressing one of the most pressing challenges of youth unemployment, particularly among the educated young people.

She mentioned that Africa has the youngest population in the world, with those under 30 years constituting 70% in sub-Saharan Africa, and those under 35 years forming over 75% of Ghana's population. Such a high number of young people presents an opportunity for the continent's growth, if these new generations are fully empowered to realise their best potential. She emphasised that the NGLED being spearheaded by ILGS, with support from the INCLUDE, accentuates a shift from passive facilitation to active and entrepreneurial local governance that offers a bold response to this challenge.

According to the Hon. Deputy Minister, the five youth-led business groups established across some districts in the country are not just pilot projects but proof that local governments can lead in job creation, enterprise development, and inclusive growth.

I am well informed through the concept of the programme that five youth-led business groups have been established across some districts in the areas of **poultry farming in Atiwa East, fish farming in Awutu Senya East, Komenda Edina Eguafo Abrem and Nsawam-Adoagyiri** as well as **livestock rearing in Sekondi-Takoradi**. These are not just pilot projects but proof that local governments can lead in job creation, enterprise development, and inclusive growth.

I am also informed that this initiative provides capital ranging from **GHS 60,000** to **GHS 75,000** per group as well as mentorship, training, formalisation, and market access. This programme is indeed a holistic model for sustainable youth entrepreneurship and local economic development.

She explained that the LED policy emphasises the need for MMDAs to shift from being regulatory bodies to becoming intrapreneurial institutions, proactively leading and coordinating local economic development.

She stated that the NGLED Project aligns seamlessly with the broader vision of His Excellency President John Dramani Mahama, particularly the Adwumawura Programme and the 24-Hour Economy Policy, the government's flagship programmes that aim to create 10,000 youth-led businesses annually, establish a microcredit institution with a seed fund of GHS 750 million, promote graduate cooperatives for public and private businesses, and scale up district-level enterprises while supporting artisans with startup kits.

...this **Next Generation Local Economic Development** initiative aligns seamlessly with the broader vision of His Excellency President John Dramani Mahama, particularly the **Adwumawura Programme** and the **24-Hour Economy Policy**. These government flagship programmes aim to create 10,000 youth-led businesses annually,

establish a microcredit institution with a seed fund of GHS 750 million, promote graduate cooperatives for public and private businesses, and scale up district-level enterprises while supporting artisans with startup kits.

The Hon. Deputy Minister assured the gathering of the Ministry's unflinching or unwavering 'commitment to embedding job creation at the heart of local governance.' She:

- Entreated MMDAs to embrace their role as economic enablers and leaders;
- Encouraged the youth that their efforts were not just inspiring but very critical, in that they had come the pioneers of this new initiative in their communities;
- Appreciated the development partners of their partnership and commitment to inclusive, locally driven development, and
- Informed the traditional authorities to collaborate to unlock land and local assets for development

2.4 Presentation of Certificate to Youth Business Groups

The Hon. Deputy Minister presented the business registration certificate to the five youth business groups.





Picture 12: Award of Business Certificates to the 5 youth Groups

4.0 Preliminary Evidence to Inform Government Policy on LED, Youth Enterprises and the ‘Adwumawura’



Picture 13: Presentation by Dr Jerome Rudolf Abban-Awortwe

Dr Jerome Rudolf Awortwe-Abban, the Coordinator of the YEI-NGLED Project presented on the preliminary findings during the first year of operations of the project. He gave a recap of the events that had taken place since the inception of the project. He added that the research was guided by the hypothesis, “Graduates with higher education make a difference”. He made a reference to a statement by a former Director General of ILO, Juan Somavia, that traditional career paths and opportunities were disappearing rapidly, thus making entrepreneurship the

way to go for the youth, but that requires assistance such as creating a supportive environment.

Dr Awortwe-Abban spoke about the model that had been guiding the project and explained that a revolving fund had to be set up by each of the youth business groups. Besides, setting up new business groups through the apprenticeship system had to be explored. He highlighted some of the success stories and challenges of the groups. He explained that business group was made up of four (4) persons because of the advantages involved in working in partnerships and creating synergies, rather than allowing them to operate individually as sole proprietors who often die with their businesses and also hardly survived after a few years of business operations.

On the preliminary findings, he pointed out that only the former MCE of the Awutu Senya East Municipal Assembly showed up for the first workshop of the project, even though all the five (5) Chief Executives of the beneficiary MMDAs were invited.

Dr. Awortwe-Abban mentioned that some of the MMDAs had offered portions of their landbanks to the youth for their projects, as incubators. Besides, some of them, especially the Awutu Senya East Municipal Assembly and the Atiwa East District Assembly invested extra funds to support the project, thus demonstrating their full commitment to the success of the projects.

Some focal persons, especially those from the two MMDAs aforementioned supported their youths immensely to make their business groups proud, to the extent that, the focal person for the Atiwa Youth Poultry had been going the extra mile to provide security for the project.

Turning his attention to the Young Entrepreneurs, he pointed out that some of their groups faced high attrition at the early stages of the project, notably before the stocking of their structures. Most of those who left their groups were the University graduates. Some were having or doing business elsewhere and felt they had a better job. A few also left Ghana to pursue further studies abroad. Others simply could not endure the few delays that they might have encountered e.g. the registration of the business. Some youth members also exhibited negative behaviours such as lack of sense of ownership, failure to demonstrate entrepreneurial mindset, and not showing up at all. Interestingly, some of those people who failed to show up later were staging come back after the structures had been completed or stocking had been done but were not entertained. Instead, the Assemblies 'replaced' them with new people. The SPVs are yet to work out to expunge the names of those who withdrew from the Registrar Generals' Department and officially substitute them with the new people.

Finally, Dr. Awortwe-Abban talked about the “Adwumawura” programme which a flagship of the current government. He gave detailed explanations of what the initiative entails and how it would drive the country’s economic growth. He explained that 10,000 jobs would be created annually for youth with varying levels of educational backgrounds in the agricultural and agribusiness sectors. Dr Awortwe -Abban cited the similarities between the YEI-NGLED initiative and the Adwumawura initiative and how the preliminary findings could help Adwumawura avert some of the challenges encountered in the implementation of the NGLED project.

5.0 Questions & Answers

This section of the launch provided participants the opportunity to ask questions pertaining to the Implementation of the Action Research and to suggest ways of ensuring that the research yielded its intended outcomes. Table 3 presents the Questions and answers that came up. It must be noted that the questions were captured verbatim with little modification so as not to misrepresent the intentions of the participants.

Table 3: Questions and Answers

Questions	Answers
Who is an entrepreneur? Or what attributes define an entrepreneur?	An entrepreneur is someone who has a business idea and nurtures it. He is not risk averse and is innovate. Technically, ILO sees an entrepreneur as a one in self-employment and engages paid employees. Similarly, the youth entrepreneurs began by bringing up their business ideas and developing it to the current state.
Entrepreneurs were supported with Seed capital, mentorship and space. How was the element of innovation incorporated?	
There was little information on the role technology will play in the business of the young entrepreneurs, considering the global trend and impact of technology in businesses	The Atiwa youth poultry, for instance, markets their birds on digital platforms such as Instagram, Facebook and other social media platforms. Also, as the project advances, more groups will develop innovative and technological ideas to market and run their business

Questions	Answers
It appears that the majority of youth entrepreneurs were forced to take up the challenge, which led to issues encountered; therefore, the project should consider selecting individuals who are already in the business.	The youth groups were not forced into entrepreneurship. They wrote proposals to the respective Assemblies to the selection and formed the groups. The project was not meant to develop existing enterprises. Rather, it was meant to promote start-ups.
Can MMDAs be incentivised using performance-based approaches? For instance, more weight can be given to LED during DPAT assessment	DPAT assessments have been changed from processes to outcomes therefore MMDAs are no longer going to be assessed on the landbanks they have but what they use the lands for.
Without access to markets, LED interventions normally die out, so how best can the NGLED be linked to markets?	As part of the project, there is an agreement with an online market solution named "Brorno". This provides increased access to markets.
There are expectations created for University Graduates based on their exposure, which impacts their decisions and choices; therefore, were exit interviews conducted to understand the reasons they left so that it can inform the project direction and other projects.	Some exit interviews were conducted, and the findings were that some of the youth exited due to the underestimation of the effort needed in entrepreneurship. Others exited because the Assembly downplayed the career aspirations especially those who wanted to further their studies.

6.0 Other Emerging Issues

- The institute should consider undertaking a study on the perspectives of local authorities on project implementation and sustainability, especially to test the hypothesis of whether there is an inertia in local authorities' drive to the implementation of programmes that are proposed from the Head Office in Accra

- There should be a redirection and setting out of clear KPIs on LED implementation instead of building capacity.
- There should be a move away from the silo or jurisdictional operation of LED and adopt the concept where LED intervention can serve multiple jurisdictions like the “Blue Skies” factory and juice bar.
- Representatives of National Entrepreneurship and Innovation Programme (NEIP), the implementers of “Adwumawura”, will take on board the insights derived from the LED Project.
- The “Adwumawura” initiative trains about 10 thousand individuals yearly, but have funding to set up 2000; therefore, NEIP appeals to donors to support them to mitigate the deficit of 8,000 individuals.

6.0 The Way Forward



Picture 14: Professor Nicholas Awortwi, the Director of ILGS presenting the Way Forward

Professor Nicholas Awortwi made a wrap up on the way forward by indicating that the project is a 3-year action research and one year had already elapsed and the remaining months would be used to learn more. He explained that the project is a social experiment, so problems are solved within a timeframe once they are identified.

Professor Awortwi posed a question as to “whether SHS graduates are more committed to such projects than university graduates.” The question was necessitated by the fact that, the few non-tertiary graduates, specifically those from SHS graduates were the ones driving their projects. For this reason, NGLED Team had been contemplating on whether the second batch of young entrepreneurs should be SHS graduates or not.

Another area of concern was how to gain the commitment of would-be groups. Therefore, flowing from the May 09, 2025 workshop, the project team would be considering asking interested youth to understudy the existing groups in a form of apprenticeship training. This move, apart from equipping the would-be apprentice with hands-on experience, could also reduce cost of bringing consultants to train them. The assumption in this case is that the would-be apprentice would go into the same trade as the existing ones.

Prof. Awortwi mentioned that the MMDAs had to be studied to determine their commitment towards the project. This could be ascertained from their contributions to the project or the roles that they play. By the same token, the young entrepreneurs had to be studied to find out why they would trade off being business owners for undertaking white collar job.

He mentioned that a number of fora and breakfast meetings would be organized to discuss some findings with key stakeholders like the 24hr economy secretariat to ensure integration with the MMDAs.

In conclusion, Prof. Awortwi hinted that the indicators for the DPAT assessments had been changed from processes to outcomes. Therefore, MMDAs would no longer be assessed based on their landbanks, but how they had transformed them into something productive or contributed to LED.

Vote of Thanks

Mrs Ivy Adorboe, the Academic Programmes Administrator of ILGS, offered the vote of thanks. She expressed her sincere gratitude to participants on behalf of the organising committee, ILGS and INCLUDE for their presence and their contribution to the discussion, especially the Dignitaries from various institutions and the development partners.

Finally, Mrs Adorboe offered appreciation to the dedicated Director, team members, faculty and staff of ILGS as well as directors of organisations and agencies, the Ogoja traditional ruling council the youth groups and the distinguished invited guests. Lastly, she asserted that ILGS was confident that the action research would drive the implementation of more

transformative and robust local economic development initiatives in Ghana and looks forward to more partnership and collaborative engagement to build a Ghana that is desired by all.

7.0 Appendices

7.1 Photo Gallery





Picture 15: Grilled Catfish from the Big Mind Catfish Farm Youth Business Group



7.2 List of Participants

7.2.1 Development Partners, Dignitaries and Invited Guests

S/ N	Name	Organisation	Designation	Sex
1	Assefa Admassie	Adis Ababa University	Associate Professor	M
2	Abbi Kedir	African Economic Research Consortium (AERC)	Director of research	M
3	Angeline Mwadime	African Economic Research Consortium (AERC)	Accountant	F
4	Pamela Muhoro	African Economic Research Consortium (AERC)	Programme Administrator	F
5	S. Kwaku Afesorgbor	African Economic Research Consortium (AERC)	Associate Professor	M
6	Abra Dangnan	API	Policy Manager	F
7	Esther Maikano	API	Program Officer	F
8	Salvador Raisse	Centre for Democracy and Human Right	Partner	M
9	Madina Mwangale Guloba	Economic policy research centre	Senior Research Fellow	F
10	Sarah N Ssewanyana	Economic policy research centre	Executive Director	F
11	Dzansi Amdework	FSS	Research and Publications Director	M
12	Dr. Gameli Hoedoafia	IMCC on Decentralization	Executive Secretary	M
13	George Laryea	IMCC Secretariat	Policy and Research	M
14	Dr. Anika Altaf	INCLUDE Knowledge Platform	Executive Director	F
15	Prof. Isa Baud	INCLUDE Knowledge Platform	Chairperson INCLUDE Platform	F
16	Obadia Okinda	INCLUDE Knowledge Platform	Dr.	M
17	Victoria Many	INCLUDE Knowledge Platform	Knowledge Manager	F
18	Mr. Christopher Dapaah	Local Governance Network - LoGnet	National coordinator	M
19	Moussa Ismaila Toure	Massa Consulting	Chief Executive Officer (CEO)	M
20	Chantal Aidoo	Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA)	Senior Information Officer	F
21	Lawrence Martey Commodore	Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA)	Municipal Development Planning Officer	M
22	Paula Osei-Gyamerah	Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA)	APO	F
23	Samuel Seth Passah	Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA)	Director, Local Governance and Decentralization	M
24	Joyce Kusi Appiah	Ministry of Youth Development and Empowerment	RSIM	F

S/ N	Name	Organisation	Designation	Sex
25	Benjamin Blagoege	National Entrepreneurship and Innovation programme (NEIP)	Business Support and Policy Manager	M
26	Zakaria Abu - Naim Saha	National Entrepreneurship and Innovation programme (NEIP)	Researcher	M
27	Dr. Kolapo Abayomi	National Institute for Legislative and Democratic Studies Nigeria	Senior Researcher Fellow	M
28	Bram Van Opijnen	Netherlands embassy	Head of economic section	M
29	Hamza	Office of the Vice President	Economic Policy Advisor	M
30	Leslie Obama-Abban	Ogbojo Ruling council	Principal elder	M
31	Melchior Obodai	Ogbojo Ruling council	Principal elder	M
32	No Adjei Tsrui	Ogbojo Ruling council	Principal elder	M
33	Took Laryea Joseph	Ogbojo Ruling council	Principal elder	M
34	Ali Ahamadu	Oxfam	Associate Programs Director (APD)	M
35	Amadou	Oxfam	Associate Programs Director (APD) - Niger	M
36	Armando Ali	PAL Network	Chief Executive Officer (CEO)	M
37	Paul Abok	PAL Network	Program Officer, Advocacy and Communications	M
38	Jim	Partnership for African Social & Governance Research (PASGR)	Senior Programme Officer	M
39	Nadia Nana Yaa Owusu	Pathfinders Global	Chief Executive Officer (CEO)	F
40	Mama Ahiakwa	Suhum traditional council	Asafohene	M
41	Binta Diakite	Ylriwa IC (Include platform member)	General manager	F

7.2.2 MMDAs Staff and Youth Groups

S/ N	Name	Organisation	Designation	Sex
1	Avinu Cecilia	Aquayouth Harversters - Awutu Senya East	Team Member	F
2	Justice Aikins	Aquayouth Harversters - Awutu Senya East	Group leader	M
3	Amponsah Ophelia	Atiwa Youth Poultry - Atiwa East District Assembly	Secretary / Financial Secretary	F
4	Bamfoaa Comfort	Atiwa Youth Poultry - Atiwa East District Assembly	Youth Member	F
5	James Obeng Boateng	Atiwa Youth Poultry - Atiwa East District Assembly	Focal Person	M

S/ N	Name	Organisation	Designation	Sex
6	Michael Dasola	Atiwa Youth Poultry - Atiwa East District Assembly	Youth Member	M
7	Obeng Dompreeh Forson	Atiwa Youth Poultry - Atiwa East District Assembly	Sales Manager	M
8	Abdul Rahman Demi	Awutu Senya East Municipal Assembly	Coordinator of projects	M
9	Ekem Sewornu-Dufe	Awutu Senya East Municipal Assembly	MCE Executive Secretary	M
10	Olivia Obeng Nyarko	Awutu Senya East Municipal Assembly	Focal Person	F
11	Seth Sabah Serwornoo-Banini	Awutu Senya East Municipal Assembly	Municipal Chief Executive (MCE)	M
12	Amponsah - Awuku S. Tracy	Big Mind Catfish Farm - Nsawam Adoagyiri Municipal Assembly	Youth participant	F
13	Asamoah Tei Eugene	Big Mind Catfish Farm - Nsawam Adoagyiri Municipal Assembly	Finance	M
14	Bernard Adu-Amankwah	Big Mind Catfish Farm - Nsawam Adoagyiri Municipal Assembly	Youth participant	M
15	Harvey Smith Annobil	Department of Agriculture, STMA	MIS Officer	M
16	Ayine Anaba	EcoHoof Ranch- STMA	Driver	M
17	Benjamin Adu Akyeah	EcoHoof Ranch- STMA	Team Lead	M
18	Emmanuel Amo Omenako-Acheampong	EcoHoof Ranch- STMA	Sekondi-Takoradi Municipal Assembly	M
19	Mahama Abdul-Wahab	EcoHoof Ranch- STMA	Partner	M
20	Naa Adjeley Tagoe	EcoHoof Ranch- STMA	Youth participant	F
21	Peter Apaabey	EcoHoof Ranch- STMA	Driver	M
22	Cynthia Biney	FishHaven Farms - KEEA	Group Member	F
23	Emmanuel Amissah	FishHaven Farms - KEEA	Team Member	M
24	Godfred Kingsley Kwofie	FishHaven Farms - KEEA	Partner	M
25	Nicholas Mensah	FishHaven Farms - KEEA	Partner	M
26	Degraft Johnson-Taylor	KEEA Municipal Assembly	Municipal Development Planning Officer	M
27	Ismail Zagoon-Saeed	KEEA Municipal Assembly	Municipal Chief Executive (MCE)	M
28	Augustine Alhassan	Nanton District Assembly	Assistant Development Planning Officer	M
29	Frederick Antwi	Nsawam Adoagyiri Municipal Assembly	Municipal Development Planning Officer	M

S/N	Name	Organisation	Designation	Sex
30	Jeremiah Agyekum Amofo	Nsawam Adoagyiri Municipal Assembly	Municipal Coordinating Director (MCD)	M
31	Frederick F Faidoo	Sekondi-Takoradi Metropolitan Assembly	MCE	M

7.2.3 Media

S/N	Name	Organisation	Designation	Sex
1	Joshua Bediako	Daily Graphic	Reporter	M
2	Samuel Tei Adano	Daily Graphic	Photo Journalist	M
3	Ben Laryea	Daily Searchlight	Journalist	M
4	Fada Amakye	Daily Sun news paper	News Editor	M
5	Albert Allotey	Ghana News Agency	Journalist	M
6	Cecilia Yada Lagba	Ghanaian Times	Reporter	F
7	Stephanie Birikorang	Ghanaian Times	News Editor	F
8	Bugbila Moadow	Guardian	Senior Reporter	M
9	Sika Ayim	Peace fm	Reporter	F
10	Bismark Oppong	Radio Gold	Reporter	M
11	Samuel Adobah	TV Africa	Newscaster	M
12	Samuel Gormey	TV Africa	Camera man	M

7.2.4 ILGS

S/N	Name	Organisation	Designation	Sex
1	Prof Nicholas Awortwi	Institute of Local Government Studies (ILGS)	Director	M
2	David Osei-Wusu	Institute of Local Government Studies (ILGS)	Registrar	M
3	Dr. Stephen Omari	Institute of Local Government Studies (ILGS)	Dean of Studies and Research	M
4	Dr Jerome Abban Awortwe	Institute of Local Government Studies (ILGS)	Lecturer	M
5	Sethina Annang Danquah	Institute of Local Government Studies (ILGS)	Senior Assistant Registrar	F
6	Bernice Kyei	Institute of Local Government Studies (ILGS)	Administrative Assistant	F
7	Charity Dzradosi	Institute of Local Government Studies (ILGS)	Research Fellow	F
8	Ebenezer Frimpong Obeng	Institute of Local Government Studies (ILGS)	Works and Estates Assistant	M
9	Edith Gyateng	Institute of Local Government Studies (ILGS)	PR & Publicity Officer	F
10	Felix Agyei Amakye	Institute of Local Government Studies (ILGS)	Lecturer	M

S/N	Name	Organisation	Designation	Sex
11	Georgina Otu	Institute of Local Government Studies (ILGS)	Assistant Librarian	F
12	Grace Yeboah	Institute of Local Government Studies (ILGS)	Research Fellow	F
13	Issah Gadafi	Institute of Local Government Studies (ILGS)	Snr Procurement Officer	M
14	Ivy A. Adorboe	Institute of Local Government Studies (ILGS)	Programmes Administrator	F
15	Michael Letsa	Institute of Local Government Studies (ILGS)	IT	M
16	Millicent Asare	Institute of Local Government Studies (ILGS)	Assistant Registrar	F
17	Olive Akpebu Adjah	Institute of Local Government Studies (ILGS)	Librarian	F
18	Philip Adiboye	Institute of Local Government Studies (ILGS)	Research Assistant	M
19	Prof Nicholas Awortwi	Institute of Local Government Studies (ILGS)	Director	M
20	Sethina Annang Danquah	Institute of Local Government Studies (ILGS)	Senior Assistant Registrar	F
21	Tarique Moomin Alhassan	Institute of Local Government Studies (ILGS)	MDT	M
22	Van Denms	Institute of Local Government Studies (ILGS)	Support staff	M
23	Martina Oppong Amofa	Institute of Local Government Studies (ILGS)	Student	F
24	Oppong Kyeremeh Bright	Institute of Local Government Studies (ILGS)	LED Student	M