

Ghana Green Jobs Strategy Stakeholder Mapping

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MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS, GHANA

This report is the result of a collaboration between the Investment Climate Reform (ICR) Facility and the Ministry of Employment and Labour Relations of the Government of Ghana.

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Abbreviations and Acronyms

ACECoR	<i>Africa Centre of Excellence in Coastal Resilience</i>	INDCs	<i>Intended Nationally Determined Conditions</i>
ACEP	<i>African Center for Energy Policy</i>	KITE)	<i>Kumasi Institute of Technology and Environment</i>
ACP	<i>African Caribbean and Pacific</i>	MELR	<i>Ministry of Employment and Labour Relations</i>
AGI	<i>Association of Ghana Industries</i>	MESTI	<i>Ministry of Environment, Science Technology and Innovation</i>
BMZ	<i>German Federal Ministry of Economic Cooperation and Development</i>	MLGRD	<i>Ministry of Local Government and Rural Development</i>
CAG	<i>Chamber of Agribusiness Ghana</i>	MLNR	<i>Ministry of Lands and Natural Resources</i>
Cocobod	<i>Ghana Cocoa Board</i>	MoFA	<i>Ministry of Food and Agriculture</i>
COTVET	<i>Council for Technical and Vocational Education and Training</i>	MOFAD	<i>Ministry of Fisheries and Aquaculture Development</i>
CSOs	<i>Civil Society Organizations</i>	MOTAC	<i>the Ministry of Tourism, Culture and Creative Arts</i>
DoC	<i>Department of Co-operatives</i>	MRH	<i>Ministry of Roads and Highways</i>
E.U.	<i>European Union</i>	MWRWH	<i>Ministry of Water Resources Works and Housing</i>
EC	<i>Energy Commission</i>	NARRA	<i>National Reuse and Recyclers Association</i>
EPA	<i>Environmental Protection Agency</i>	NCRC	<i>Nature Conservative Research Center</i>
ESPA	<i>Environmental Service Providers Association</i>	NDCs	<i>Nationally Determined Contributions</i>
EUTF	<i>European Union Trust Fund</i>	NDPC	<i>National Development Planning Commission</i>
FASDEP	<i>Food and Agricultural Sector Development Programme</i>	NEP	<i>National Employment Policy</i>
FC	<i>Forestry Commission</i>	NGOs	<i>Non-Governmental Organizations</i>
GCAP	<i>Ghana Commercial Agriculture Project</i>	NVTI	<i>National Vocational Training Institute</i>
GCIC	<i>Ghana Climate Innovation Centre</i>	OACPS	<i>Organization of African, Caribbean and Pacific States</i>
GDP	<i>Gross Domestic Product</i>	PEF	<i>Private Enterprise Federation</i>
GESTA	<i>Ghana Electronics Servicing Technicians Association</i>	PPDs	<i>Public Private Dialogues</i>
GIA	<i>Ghana Institute of Architects</i>	SAPIP	<i>Savannah Zone Agricultural Productivity Improvement Project</i>
GIDA	<i>Ghana Irrigation Development Authority</i>	SDGs	<i>Sustainable Development Goals</i>
GIFF	<i>Ghana Infrastructure Investment Fund</i>	SEforALL	<i>Sustainable Energy for All</i>
GIZ	<i>German Agency for International Cooperation GmbH</i>	SNV	<i>Netherlands Development Organisation</i>
GRIPE	<i>Ghana Recycling Initiative by Private Enterprises</i>	UN	<i>United Nations</i>
GTA	<i>Ghana Tourism Authority</i>	UNFCCC	<i>United Nations Framework Convention on Climate Change</i>
ICR	<i>Investment Climate Reform</i>		
ILO	<i>International Labour Organization</i>		

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This report was authored by Dode Seidu under the direction of Diego Borrero Magana (ICR Facility) and Nelson Ajala (ICR Facility). Anjo Van Toorn (SNV), Beatrice Tschinkel (SNV), Alex Boahoma (SNV), Frédéric Bustelo (SNV), Michael Abrokwa (SNV), Nathanael Mensah (GIZ) and Peter Koomson (GIZ) contributed to and reviewed the report. Special thanks to the European Union Delegation in Ghana for its support and collaboration.

1.0 Executive Summary

The Government of Ghana through the Ministry of Employment and Labour Relations developed a National Green Jobs Strategy Implementation Plan (2021-2025) with the support of ILO. The strategy is aimed at facilitating a just transition to an environmentally sustainable economy through the promotion of green jobs. The strategy identified five priority sectors as having potential for promoting green jobs: agriculture; waste management and recycling; renewable energy and recycling; construction; and eco-tourism and nature-based tourism.

The objective of Ghana's Green Jobs Strategy is to support state institutions and private sector and non-state actors to position themselves strategically to mitigate the challenges and maximize the opportunities of climate change towards environmental sustainable growth. The strategy aims to achieve this through a programmatic approach involving four interconnected sub-projects: Green Jobs Coordination and Capacity Development Project; Green Jobs Skills Development Project by promoting skills development for green jobs that will sustain economic growth focusing on five sectors: agriculture, construction, renewable energy, waste management and recycling and nature-based Tourism; Green Enterprise Development and Access to Markets Project for green products looks at empowering by creating an enabling environment through finance, business development, tax incentives and technology adoption for SMEs to expand and create opportunities for employment in green business; and Green Enterprise Finance Project aims to mobilize public and private sector resources to support enterprises, startups and existing businesses that are going into green.

In May 2020, the Ministry of Employment and Labour Relations, requested the support of the Investment Climate Reform (ICR) Facility to provide technical assistance to map stakeholders and conduct an in-depth analysis of the business environment for green jobs. The ICR Facility is supporting the MELR to implement the National Green Jobs Strategy through:

- Mapping of Stakeholders through a comprehensive mapping of all stakeholders relevant to the implementation of the Green Jobs Strategy in the country focusing on the five key sectors identified in the strategy
- Organization of three sectoral and one sub-national stakeholder/public private dialogues (PPDs) to identify the main regulatory, institutional, administrative and behavioral constraints currently affecting the creation and development of green jobs, as well as discuss the potential role the different stakeholders can play in the promotion of green jobs.
- Analysis of the business environment for green jobs based on the outcomes of the mapping and sectoral and sub-national sectorial dialogues.

The Stakeholder mapping involved (a) Stakeholder identification; (b) Stakeholder Information Collection; (c) Stakeholder Analysis; (d) Stakeholder Mapping. An online survey survey was sent to 75 stakeholders out of which 30 responded: 53% of the respondents represented stakeholders within Government (public sector), 20% were from the Private sector, 13% were Donors, 6% represented Academia/Research Institutions and 6% represented other sectors.

The stakeholders assessed had a high level of awareness of the Green Jobs Strategy: 83% of the stakeholders indicated that they were aware of the Ghana Green Jobs Strategy and 17% indicated that they were not aware of the strategy. The awareness of the strategy is however low among the private sector. Out of the 6 private sector stakeholders who responded to the survey, three had no idea about the strategy.

A significant number of stakeholders surveyed (73%) indicated they had projects, and or activities that are directly or indirectly related to the Ghana Green Jobs Strategy while 26% indicated they had no projects related to the Ghana Green Jobs Strategy, however these stakeholders (such as Trades Union Congress) represented sectors who were involved in green jobs.

Key Challenges affecting stakeholders' implementation of green projects are lack of funding (29% of stakeholders); and duplication of efforts (13% of stakeholders). Other challenges mentioned by stakeholders (30%) were limited institutional capacity, low/poor knowledge and awareness on the green economy and green jobs within both the public and private sectors and low quality of pipeline of entrepreneurs.

A sector by sector mapping of stakeholders was undertaken in the following sectors: Renewable Energy, Waste Management, Agriculture, Construction, and Eco-Tourism and Nature-based Tourism. Green Jobs related projects or activities in the Eco-Tourism Sector is very low requiring more consultations and engagements with stakeholders in the sector to raise awareness. Within the other sectors- Agriculture, Renewable Energy, Waste Management and Recycling, and Construction- a number of activities are being implemented that are directly or indirectly related to the Green Jobs Strategy. However, it is unclear how these projects and activities are being implemented. There is the need for more engagements with stakeholders in these sectors to understand the nature and impacts of their projects.

For effective implementation of the Green Jobs Strategy there is the need for the establishment of a Green Strategy Programme Coordination Unit (PCU) to be responsible for developing annual plans and implementation activities for the Green Jobs Strategy as well as organizing and facilitating regular meetings of the technical working groups of coordination committee.

Additionally, the Strategy should have the overall Coordination Committee comprised of Ministries, Agencies and Departments as well as Private Sector Bodies, CSOs and Academic/Research Institutions that will provide overall, strategic direction on implementation of the strategy. At the sectoral level, each sector should have a Technical Working Group comprising MDAs and Apex Private Sector Organizations, and CSOs involved with direct implementation of the strategy in their sector.

The level of awareness of the green development and green jobs is very low among stakeholders, especially in the private sector. It is therefore recommended that a comprehensive communication strategy be developed, with well targeted messages for key stakeholders developed. The communication activities would be planned in such a way to ensure smooth implementation of the Ghana Green Jobs Strategy.

In line with the observation that Green Jobs Strategy implementation will require an all of government approach, MDAs require capacity building on mainstreaming greening into all policy planning, implementation and evaluations. This will require that all government institutions at the sectoral and sub-national level receive the necessary policy direction and technical support to green their activities.

2.0 Introduction

2.1 Background

Ghana is party to the Paris Agreement on Climate Change which aims to achieve a global temperature of 1.5 degrees Celsius in the medium-term. This requires party states to pursue measures that significantly cut down the emission of carbon gases and methane into the atmosphere. In view of this Ghana developed and implemented its Nationally Determined Contributions (NDCs) toward achieving global targets for reducing carbon emissions and its effects on the environment. Despite the positive intentions of the NDCs, evidence shows that efforts towards reducing carbon emissions have implications on labour markets.

The Ministry of Employment and Labour Relations (MELR) is concerned about climate change since some of the climate change mitigation and adaption measures impact on the labour market. As a result, MELR seeks to implement interventions that will ensure that job losses that will occur due to the implementation of climate change measures are kept at the barest minimum and the opportunities rather maximized as research by the International Labour Organization (ILO) and other institutions indicate that there is more potential for job gains than job losses in mitigating the effects of climate change. However, to benefit from the gains of green jobs, there is the need to alter the structure of the labour market.

The effect of climate change is expected to impact severely on vulnerable groups and low skilled workers and there is therefore the need to transition from carbon-based economies to environmentally friendly production that is fair and just for all. This principle demands that measures are put in place to ensure that the transition itself becomes an opportunity to develop new skills, professions, occupations, technologies and innovations that deliver job creation and avert possible job losses.

Between August 2019 and September 2020, the Government of Ghana through the Ministry of Employment and Labour Relations developed a National Green Jobs Strategy Implementation Plan (2021-2025) with the support of ILO. The strategy is aimed at facilitating a just transition to an environmentally sustainable economy through the promotion of green jobs. The strategy identified five priority sectors as having potential for promoting green jobs: agriculture; waste management and recycling; renewable energy and recycling; construction; and eco-tourism and nature-based tourism.

The objective of Ghana's Green Jobs Strategy is to support state institutions and private sector and non-state actors to position themselves strategically to mitigate the challenges and maximize the opportunities of climate change towards environmental sustainable growth. The strategy aims to achieve this through a programmatic approach involving four interconnected sub-projects:

- **Green Jobs Coordination and Capacity Development Project** which is aimed at building the capacity of the lead institutions to initiate, develop, coordinate and ensure that green is a part and function of implementation;
- **Green Jobs Skills Development Project** by promoting skills development for green jobs that will sustain economic growth focusing on five sectors: agriculture, construction, renewable energy, waste management and recycling and nature-based Tourism;
- **Green Enterprise Development and Access to Markets Project** for green products looks at empowering by creating an enabling environment through finance, business development, tax incentives and technology adoption for SMEs to expand and create opportunities for employment in green business; and
- **Green Enterprise Finance Project** aims to mobilize public and private sector resources to support enterprises, startups and existing businesses that are going into green.

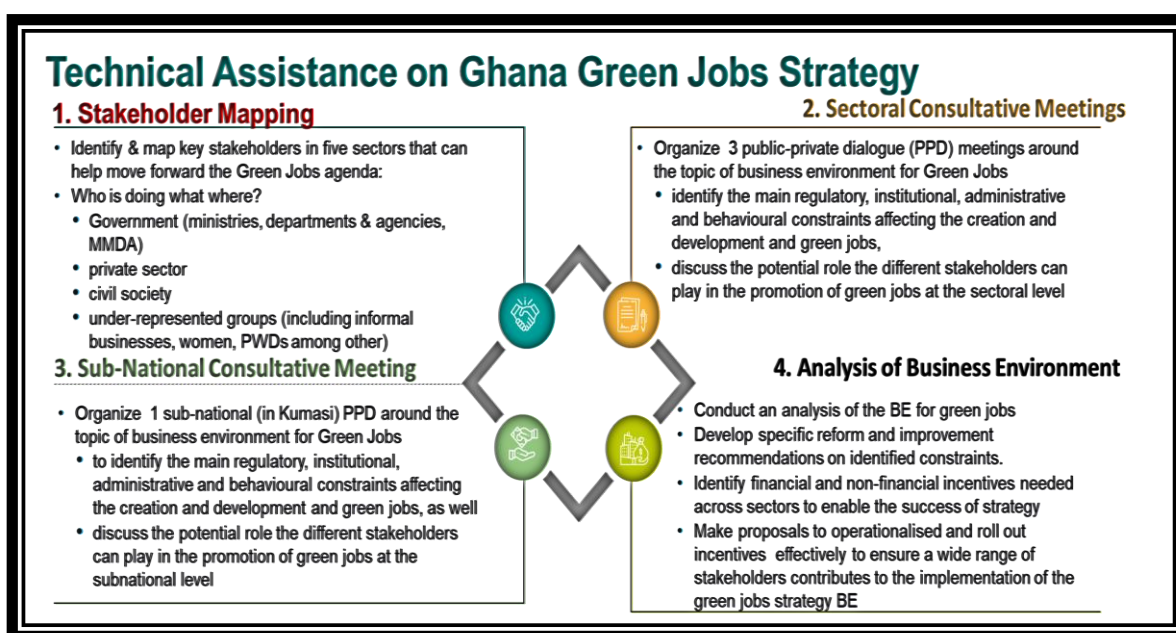
Implementation of the Strategy is estimated to cost US\$13.2million and would be implemented over five years from 2021 to 2025. The strategy takes into consideration a multi-stakeholder approach with a shared understanding of the key concepts and approaches relevant to green jobs promotion, identified key challenges and potential entry points for advancing green jobs in Ghana, including priority sectors and mapping policy initiatives that can be leveraged for a smooth implementation of the strategy.

2.2 ICR-Facility Technical Assistance

In May 2020, the Ministry of Employment and Labour Relations, requested the support of the Investment Climate Reform (ICR) Facility to provide technical assistance to map stakeholders and conduct an in-depth analysis of the business environment for green jobs.

The ICR Facility is a technical assistance facility set up to support African Caribbean and Pacific (ACP) countries and regional institutions in their private sector structured dialogue process to create a more conducive investment climate. ICR Facility is co-funded by the European Union (E.U.), Organization of African, Caribbean and Pacific States (OACPS) under the 11th European Development Fund, together with the German Federal Ministry of Economic Cooperation and Development (BMZ). It is implemented Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), British Council (BC), Expertise France (EF), Stichting Nederlandse Ontwikkelingsorganisatie (Netherlands Development Organisation, SNV). The facility has three components:

- **Technical Assistance for Business Environment and Investment Climate** improvements providing specific and targeted technical assistance on business environment reform (business registration and licensing, investment policy, and tax); promoting business environment sustainability through social enterprise, inclusive business models, gender sensitive reforms etc; and strengthening public private dialogue for more impactful and sustainable development policies.
- **Strengthening National and Sub-national development finance institutions:** The ICR Facility supports around four national or sub-regional development finance institutions (DFIs) with tailor-made capacity building in developing and delivering specific products such as green bonds, funds-of-funds, credit insurance, buyer/ supplier credit; using blended finance instruments and building investment pipelines as well as strengthening institutional structures with regards to monitoring, evaluation, environmental and social governance standards, reporting and governance.
- **Compiling and mainstreaming lessons learned and good practices** by developing, compiling and sharing knowledge products (e.g policy briefs or tools for policy-makers and practitioners); promoting debate via interactive communication (like blog posts, social media, and webinars); and enabling peer-to-peer learning by sharing knowledge and giving advice on innovative instruments.



The support of the ICR Facility to the Ministry of Employment and Labour Relations on implementation of the National Green Jobs Strategy involves:

- *Mapping of Stakeholders through a comprehensive mapping of all stakeholders relevant to the implementation of the Green Jobs Strategy in the country focusing on the five key sectors identified in the strategy*
- *Organization of three sectoral and one sub-national stakeholder/public private dialogues (PPDs) to identify the main regulatory, institutional, administrative and behavioral constraints currently affecting the creation and development of green jobs, as well as discuss the potential role the different stakeholders can play in the promotion of green jobs.*
- *Conduct an analysis of the business environment for green jobs based on the outcomes of the mapping and sectoral and sub-national sectorial dialogues.*

2.3 Objectives of the Stakeholder Mapping

One of the key strategic outputs of the Ghana Green Jobs Strategy under the subproject on Institutional Coordination and Capacity Building is to “Develop a Mechanism to support Coordination of Green Economic Activities and Interventions across sectors through strengthening of existing structures at all levels.” To achieve this, there is the need to conduct a mapping of stakeholders (industries and interventions) at the national and local levels to facilitate effective coordination of green jobs.

The objective of the stakeholder mapping is therefore to have:

- A thorough identification of stakeholders in the five productive sectors identified in the Ghana Green Jobs Strategy*
- Information collected and analysis conducted of the opinions/interest/power of stakeholders identified*
- An assessment of the stakeholders’ involvement, contribution and willingness to support the implementation of the strategy.*
- An assessment of the relationships, alliances and resources available to stakeholders to contribute to successful implementation of Ghana Green Jobs Strategy.*

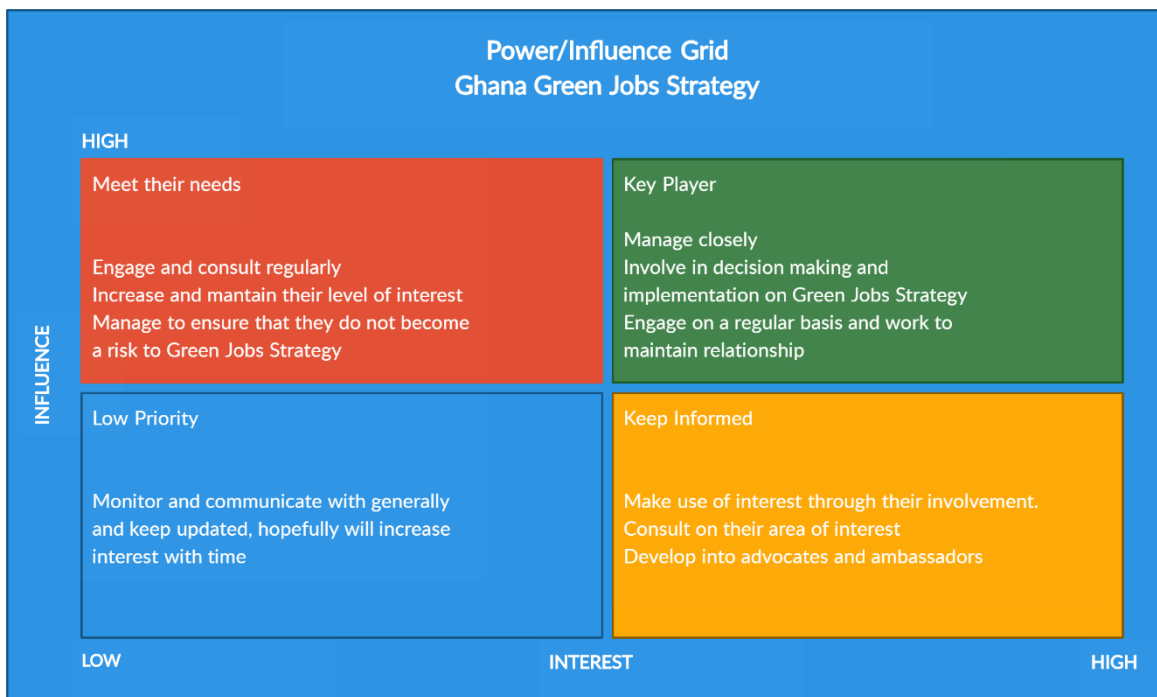
2.4 Methodology

The stakeholder mapping was undertaken through four interlinked activities:

- Stakeholder identification:** *through extensive literature review of the Green Jobs Policy Analysis Document and Ghana Green Jobs Strategy, participation in the Ghana Green Jobs Validation Workshop as well as preliminary discussions with MELR officials.*
- Stakeholder Information Collection:** *identified stakeholders were interviewed using a semi-structured questionnaire to collect information about their awareness, interest, involvement and influence on the Green Jobs Strategy implementation. An online survey instrument was developed and circulated among 75 stakeholders from the public, private and non-state actors.*
- Stakeholder Analysis:** *this involved in-depth analysis of the stakeholder information collected, out of which stakeholder categories were identified, position/power/interest grid analysis was developed as well as how each of these stakeholders will be engaged for successful implementation of the strategy.*
- Stakeholder Mapping:** *visualization of the stakeholders’ relationships, the networks and alliances that exist, their current and future roles/contributions to the objectives of the strategy and prioritizing relevance and identifying key issues of the stakeholders. Mapping was done using the power/interest grid for each productive sector. The grid categories stakeholders into four quadrants (See Chart 1). Those with high interest and high power are categorized as key*

players and must be managed closely, engaged regularly and involved in decision making with regards to the Green Jobs Strategy. Those with high interest, but low influence are categorized as stakeholders to be kept informed, consulted often and used as ambassadors on the Green Jobs Strategy. Stakeholders who have high influence, but low interest must be engaged regularly and consulted; the relationship must be managed to avoid them becoming a risk to the implementation of the Ghana Green Jobs Strategy. Stakeholders with low interest and low influence are to be categorized as low priority and should be kept updated and monitored.

Chart 1: Stakeholders' influence/power and interest/impact in the Green Jobs Strategy.



3.0 Ghana Green Economy and Green Jobs Policy Context

3.1 Green Policy Context

Ghana has signaled through ratification and mainstreaming of international conventions, agreements, and policies into national level policies, laws, programmes and projects a commitment to green development.

Ghana is a signatory to the United Nations (UN) Sustainable Development Goals (SDGs), the United Nations Framework Convention on Climate Change (UNFCCC) and its Paris Agreement, and the United Nations Convention to Combat Desertification, and the Convention on Biological Diversity, among others.

The “Coordinated Programme of Economic and Social Development Policies, 2017-2021 – An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (First Step) Ghana’s medium-term development framework for sectoral and sub-national planning has a main goal to safeguard the natural environment and ensure a resilient, built environment. Interventions in waste management; deforestation, desertification and soil erosion; as well as greening the environment; all address the country’s over-dependency on natural resources for development. Also interventions in waste recycling and waste-to-energy technologies are promoting efficient resource use into development projects and programmes.

Ghana has developed a National Climate Change Policy to safeguard a climate resilient and climate compatible economy while realizing sustainable development and equitable low-carbon economic growth for Ghana.¹ Ghana’s Climate Change Policy focuses on adaptation and mitigation in five policy areas: (i) Agriculture and Food Security; (ii) Disaster Preparedness and Response; (iii) Natural Resource Management; (iv) Equitable Social Development; and (v) Energy, Industrial and Infrastructural Development.² These policy areas are being implemented through 10 programmes, focusing on climate-smart agriculture, resilience of vulnerable communities; climate-resilient infrastructure; carbon sinks; management and resilience of terrestrial, aquatic and marine ecosystems; climate change and human health, migration, gender and climate change, access to water, sanitation and human health and greenhouse gas emissions.³

Ghana has twenty climate adaptation and eleven mitigation measures submitted in its Intended Nationally Determined Conditions (INDCs) focusing on building resilience in agriculture, value addition-based utilization of forest resources, integrated water resources management, infrastructure planning, among others through seven priority sectors to be implemented over a ten-year period (2020-2030).⁴ Areas of adaptation and mitigation are: (a) sustainable land use including food security; (b) climate proof infrastructure; (c) equitable social development; (d) sustainable mass transportation; (e) sustainable energy security; (f) sustainable forest management; and (g) alternative urban waste management.⁵

At sectoral level, several policies and strategies developed by the government also signal a commitment to green growth. The agricultural, forestry and land use sector, which contributes about 45% of Ghana’s greenhouse gas emissions, is being tackled through the Food and Agricultural Sector Development Programme (FASDEP II). The policy contains interventions that will enhance the achievement of the

¹ Ministry of Environment Science and Technology, National Climate Change Policy, 2013, page x accessed 3rd October 2020, <https://www.un-page.org/files/public/ghanaclimatechangeepolicy.pdf>

² *ibid*

³ Ministry of Environment Science and Technology, National Climate Change Policy, 2013, page x accessed 3rd October 2020, <https://www.un-page.org/files/public/ghanaclimatechangeepolicy.pdf>

⁴ Ghana’s Intended Nationally Determined Conditions and Explanatory Note, 2015, accessed 3rd October 2020, available https://www4.unfccc.int/sites/ndcstaging/PublishedDocuments/Ghana%20First/GH_INDC_2392015.pdf

⁵ Ghana’s Intended Nationally Determined Conditions and Explanatory Note, 2015, accessed 3rd October 2020, available https://www4.unfccc.int/sites/ndcstaging/PublishedDocuments/Ghana%20First/GH_INDC_2392015.pdf

sustainable management of land and environment strategic objective. The policy advocates for improving incentives and regulations to adopt more sustainable agricultural practices to protect the environment.

In the energy sector, the government has developed a National Energy Policy to decrease the environmental impact of the supply and consumption of energy by way of improved creation and the use of renewable energy while improving energy delivery efficiency. The country has also enacted the Renewable Energy Act, 2011 (Act 823) to create an enabling regulatory environment to attract private sector involvement in the development, management and utilization of renewable energy in an efficient and environmentally sustainable manner.

On Green Jobs, Ghana in 2014 developed a National Employment Policy (NEP) to promote an inter-sectoral and integrated approach toward achieving full, decent, productive and freely chosen employment for all Ghanaians who are able and willing to work, thereby improving the living conditions within the framework of equity, security and dignity. The NEP focuses on employment components such as entrepreneurial development, private sector competitiveness, linking agriculture to the other sector of the economy, research and innovation, vocational and technical skills development, productivity improvement, harnessing opportunities in labour migration and the green economy, among others.

A key objectives of the NEP is to create more decent jobs to meet the demand for employment by among others promoting and supporting initiatives for the creation of green jobs in energy and industrial efficiency, energy supply, transportation, biodiversity, conservation and ecosystem restoration, soil and land management, and waste management. Also to achieve the objective of creating more decent jobs to meet the demand for employment in Ghana, the NEP aims to expand social protection mechanisms for workers exposed to external shocks (i.e. fire, flood, retrenchment, structural changes to green economy, etc), and develop new learning strategies to help them cope with these socio-economic shocks before they are re-integrated into the labour market

3.2 Review of Ghana's Green Jobs Strategy

The Ghana Green Jobs Strategy is however in need of a number critical ingredients to contribute to its successful rollout. The document does not have a strategic indication of number of green jobs desired to be created or expected to result from it. Second, as a green jobs strategy, its implementation needs to drive for an 'all of government' approach towards green economy/growth as well as establish linkages with other flagship ongoing governments initiatives such as the one district one factory initiative aimed at driving industrial growth at the district level utilizing local natural resource endowments; one village one dam initiative aimed at boosting irrigation facilities for farming in the off seasons; Planting for Food and Jobs Initiative which is boosting agricultural production through government subsidies to farmers. The lack of green in these flagship projects which is highly supported by the government leaves a great opportunity for the government to invest in the Green Jobs Strategy.

The strategy does not provide entry points opportunities for greening and green jobs in its sectors of focus. Using a value chain approach, the strategy could provide indications of which sectors that green could be initiated. Moreover, the strategy has not demonstrated the transformative effect of greening the sectors in focus in terms of the contribution to Greenhouse Gas emissions, Gross Domestic Product (GDP), ease of greening and the likely employment resulting from green jobs.

The strategy needs to further identify and create a balance for creating green jobs in existing sectors as well as nascent industries/sector. This is because, there seems to be a tendency to introduce greening of newer sectors, which may come at a relatively higher cost due to initial sunk cost for example compared to greening existing sectors once key entry points could be identified.

Finally, while the sectors have been identified, there is the need to explore linkages and areas of commonality in greening in the sectors identified. For example, there seems to be overlaps and areas of intersection between renewable energy and waste management and recycling as well as renewable energy and construction sectors. Exploring these linkages could help create synergies and sharing of lessons learned.

Stakeholders' Response on their Understanding of the Term 'Green Jobs'

- Green jobs are decent jobs that contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency
- Any venture that has an operational principle of always ensuring the preservation or restoration of environmental quality
- Jobs or businesses that produce goods and services that benefit the environment or conserve natural resources
- Jobs that are principal to sustainable development and respond to the global challenges of environmental protection, economic development and social inclusion/gender issues.
- Jobs that are decent and aimed at preserving the environment whilst ensuring human safety and expanding the local and global economy.
- Green jobs are decent jobs that contribute to preserve or restore the environment
- Jobs/employment geared toward building a low-carbon sustainable environment; creating and promoting decent employment; and enhancing resource efficiency
- Moving from brown economy to environmental protection
- Green Jobs are related to the idea of a green economy, and these are jobs/economic activities that are produce and/or use resources that make them resource efficient, low carbon and socially inclusive.
- Jobs created as a result of adopting environmentally friendly methods for producing goods and services.
- Green jobs are jobs that give employees and employers good income and also keep the environment clean
- Green jobs are those jobs that are decent in nature, and are also environmentally sustainable/friendly. Thus, green jobs create value, protect people and preserve the environment.
- Promoting decent jobs through environmentally sustainable practices
- Jobs that have minimum effect on the environment
- Green jobs must be decent and well paid
- Jobs that do not pollute the environment
- Jobs that are decent and also contribute towards preservation and or restoration of the environment through the application of green skills and processes in undertaking any economic activity

4.0 Results

Stakeholder Identification and Categorization:

The Green Jobs Strategy survey was sent to 75 stakeholders out of which 30 responded. 53% of the respondents represented stakeholders within Government (public sector), 20% were from the Private sector, 13% were Donors, 6% represented Academia/Research Institutions and 6% represented other sectors (business incubator).

Stakeholders' Awareness of Green Jobs:

83% of the stakeholders that responded indicated that they were aware of the Ghana Green Jobs Strategy and 17% indicated that they were not aware of the strategy. The awareness of the strategy is however low among the private sector. Out of the 6 private sector stakeholders who responded to the survey, three had no idea about the strategy. As the successful implementation of the strategy depends equally on the government and private sector, such a low knowledge of the strategy among the private sector presents both a challenge and an opportunity. An opportunity to engage. Also one critical government institution-the Environmental Protection Agency National Cleaner Production Center- was also not aware of the strategy.

For many stakeholders (71%), the Ministry of Employment and Labour Relations was the agency through which they became aware of the strategy, the remaining 29% became aware of the strategy through NDPC, ILO and the Department of Cooperatives.

Potential Benefits of Green Jobs to Ghana:

43% of the respondents mentioned Environmental Sustainability while the remaining 57% indicated that, in addition to environmental sustainability the strategy will lead to climate change adaptation, economic development, job creation and poverty reduction. 47% of the stakeholders indicated that the strategy poses no disadvantage to Ghana, 44% of the stakeholders noted that it could lead to job losses, 3% of the stakeholders noted that it could lead to poverty while another 3% of the stakeholders noted that it could negatively impact on climate change efforts. Also, 3% of the stakeholders noted that the strategy could lead to both job losses, poverty, environmental degradation and negatively impact on climate change efforts.

Stakeholders understanding of the term 'Green Jobs.

Generally, almost all respondents/stakeholders provided a good understanding of the term Green Jobs. The responses included terms such as 'preservation', 'restoration' of environment; decent employment; sustainable jobs, low carbon sustainable environment etc.- See Box (X) for details.

Stakeholders' Involvement in Green Jobs

Role of stakeholders in developing the Ghana Green Jobs Strategy: A significant number of stakeholders surveyed (73%) indicated they had projects, and or activities that are directly or indirectly related to the Ghana Green Jobs Strategy while 26% indicated they had no projects related to the Ghana Green Jobs Strategy, however these stakeholders (such as Trades Union Congress) represented sectors who were involved in green jobs.

Sectors Green Programmes and Activities are being implemented: Of the stakeholders who had projects, programmes, and activities that were directly or indirectly related to the Ghana Green Jobs Strategy 17% were implementing them in the agriculture sector; 13% were implementing them in the construction sector; 13% were implementing them in the Renewable Energy sector; 10% were implementing them in the Waste Management and Recycling sector; 7% were implementing them in the Eco-Tourism and Nature-based Tourism sector; 13% of the respondents were implementing them in none of the sectors related to the Green Jobs Strategy. 27% of the stakeholders however indicated they were either implementing them in all the sectors or two of the sectors (Agriculture, Waste Management and Recycling; or Climate Smart Agriculture, Domestic Waste Management, Solar Power, Energy Efficiency and Water Management & Purification).

Stakeholders Contribution to Green Jobs Strategy Development: Majority of the stakeholders (68%) contributed either through their involvement in consultations, reviews and inputs as well as validation of the Ghana Green Jobs Strategy. However, 32% of the stakeholders (mostly private sector) indicated they played no role in developing the strategy.

Stakeholders Contribution to Green Jobs Strategy Implementation: 34% of the stakeholders indicated that they will be involved in Capacity Building, Creation of Green Jobs, Green Jobs Policy Implementation, Green Jobs Project Implementation, Policy Development and Implementation, Provision of Green Skills and Training, Green Jobs Policy Advocacy, and Provision of Financial Resources. 13% will be involved in Green Jobs Policy Implementation; 10% of the stakeholders will be involved in Creation of Jobs; 10% of the stakeholders will be involved in Provision of Green Skills and Training; 6% of the stakeholders will be involved in Capacity Building; 6% of the stakeholders will be involved in Green Jobs Project Implementation; 6% of the stakeholders will be involved in Green Jobs Policy Development and Implementation; 9% of the stakeholders will be involved in Green Jobs Policy Advocacy, Provision of Financial Resources and Provision of Business Development Services; while 6% will be involved in other roles such as research on the Green Jobs Strategy.

Key Challenges affecting stakeholders' implementation of green projects, programmes and activities: The challenges encountered by stakeholders in implementing their green projects, programmes or policies are lack of funding (29% of stakeholders); duplication of efforts (13% of stakeholders); lack of policy framework/enabling framework (6% of stakeholders); lack of political commitment (10% of stakeholders); lack of coordination/collaboration (3% of stakeholders); lack of institutional support (3% of beneficiaries) lack of interest from beneficiaries (3% of stakeholders); regulatory constraints (3% of stakeholders). Other challenges mentioned by stakeholders (30%) were limited institutional capacity, low/poor knowledge and awareness on the green economy and green jobs within both the public and private sectors and low quality of pipeline of entrepreneurs.

Stakeholders' Influence and Alliances: All the stakeholders indicated they were in support of the Green Jobs Strategy and 97% of the stakeholders noted that the strategy was relevant while 3% were not sure of its relevance. Out of 26 stakeholders who responded to this question, six indicated that they were not aware of any stakeholders who could oppose the implementation of the Ghana Green Jobs Strategy. The remaining respondents indicated that stakeholders that could oppose the implementation of green jobs strategy included those operating in agriculture; mining; illegal small scale miners and private sector actors (across all sectors) who may not be willing to incur cost in the reengineering of their work processes and new skills development probably due to a lack of appreciation of the concept of green jobs.

Almost all stakeholders worked with other stakeholders in implementing their green activities. Alliances were either with local or international organizations. Local alliances include alliances of private sector

organizations such as Private Enterprise Federation (PEF), Association of Ghana Industries (AGI), Biogas Association of Ghana, Scrap Dealers Association, Environmental Service Providers Association, Ghana Electronics Servicing Technicians Association (GESTA), Zoom lion, ESOKO Ghana, Ghana Employers Association, Renewable Energy Association of Ghana, Trade Union Congress, and Federation of Professional Trade Associations in Ghana. Also local alliances involve stakeholders working with the Ministry of Employment and Labour Relations, Ministry of Sanitation and Water Resources, Environmental Protection Agency, Ministry of Food and Agriculture (MoFA), National Vocational Training Institute (NVTI), Council for Technical and Vocational Education and Training (COTVET) etc.

International institutions working on Green Economy and Green Jobs in Ghana include International Labour Organization" Development Fund; European Union Trust Fund (EUTF), SNV, GIZ and EU, IFC

The stakeholders formed alliances with other organizations/institutions due to the following reasons: they share similar objectives (37% of stakeholders); legal/regulatory reasons (14% stakeholders); funding (10% of stakeholders); and advocacy (7% of stakeholders). Other reasons (32%) given by stakeholders are both similar objectives, legal/regulatory reasons, and funding; consultation on the strategy; capacity development; and both similar objectives, sharing of expertise, and capacity development.

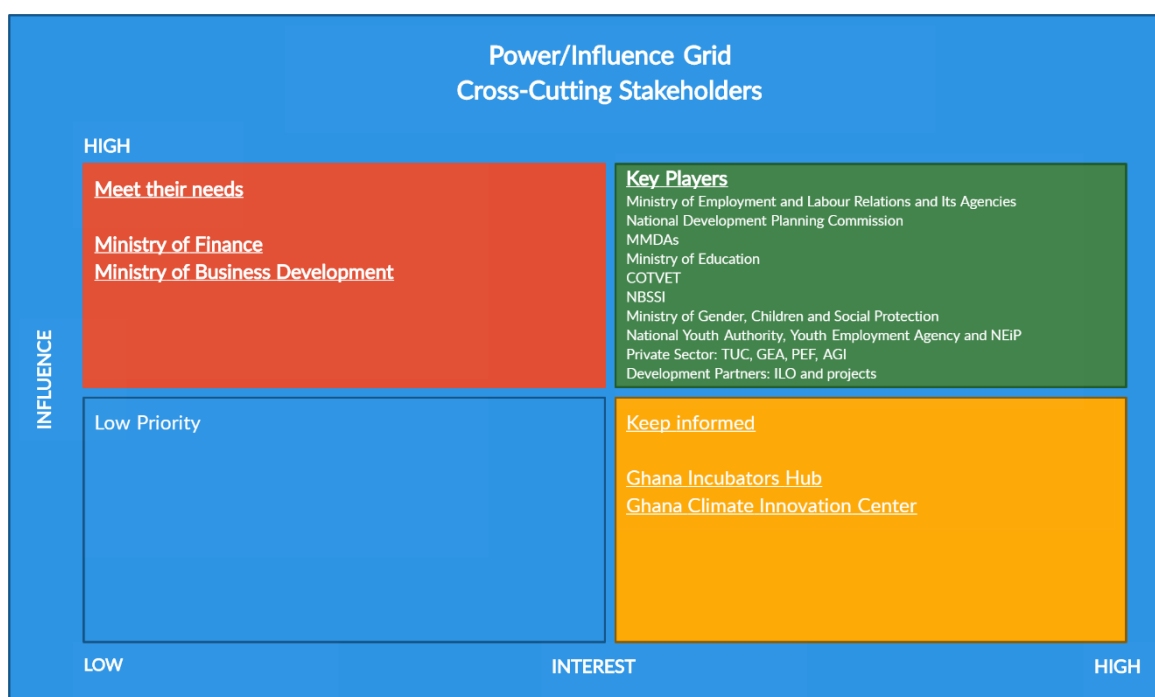
Suggestions for Successful Implementation of the Green Jobs Strategy: Stakeholders provided suggestions for successful implementation of the strategy:

- a. **Deepened Stakeholder Consultations and Robust Communications:** these suggestions bordered on having deeper stakeholder engagement (at the sectoral level involving private sector) to generate buy-in. In addition, there should a robust communication strategy to ensure the private sector is actively engaged and sensitized on the benefits of going green and promote a national re-orientation of green.
- b. **High-Level Political Commitment and Inter-Agency Cooperation:** Green Jobs require strong political will and commitment demonstrated through an all of government approach and inter-sectoral coordination. There is also the need for complementary high interest of the private sector and support of development partners.
- c. **Policy Consistency with Financial and Non-Financial Incentives:** Provide the right incentives to assist brown businesses transition to green businesses. Also, there is the need for enabling business environment and provision of alternative livelihoods for those who would make a transition to green, but may experience job losses.
- d. **Capacity Building and Clear Project Management Structures for Green Jobs Strategy:** successful implementation of the strategy requires building capacities of implementing organizations to ensure institutional accountability. The Strategy needs a well-developed theory of change; clear project logical framework to support field level implementation arrangements. There is the urgent need for effective coordination of all projects and programmes with green jobs to ensure there is no duplication of efforts and enforce the efficient use of resources to produce the necessary green jobs.

5.0 Stakeholder Mapping

A sector by sector mapping of stakeholders was conducted. First we observe that there are critical stakeholders who cut across all sectors. These stakeholders including the National Development Planning Commission (NDPC), Ministry of Employment and Labour Relations are the two leading agencies with high influence and interest in promoting green development and green jobs respectively (see Chart 2). They provide high-level policy planning and direction for promoting green development and green jobs in Ghana. Along with the other stakeholders listed as key players in the cross-cutting stakeholders, these stakeholders are to ensure the effective coordination and implementation of Green Jobs across all sectors and also across districts in Ghana. Within the cross-cutting stakeholders who are of high importance and low interest, are the Ministry of Finance and Ministry of Business Development. These institutions must be further engaged to increase their interest.

Chart 2: Sector stakeholders' influence/power and interest/impact in the Green Jobs Strategy.



5.1 Renewable Energy Sector

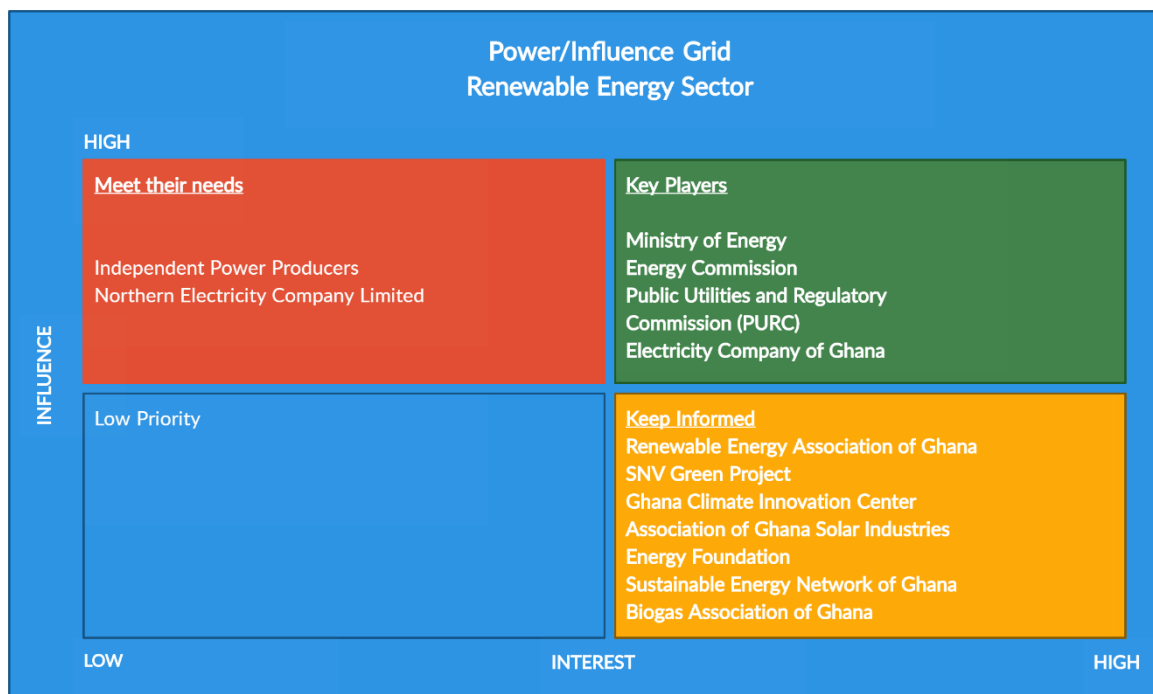
The Ministry of Energy and Energy Commission (EC) are the most relevant government stakeholders in the renewable energy sector and these institutions wield both high influence and interest in the implementation of the Ghana Green Jobs Strategy (see Chart 3).

Private sector institutions such as Association of Ghana Industries Energy Center/Solar Industries, Wind Farm Ayitepa, and the Renewable Energy Association of Ghana have high interest in the Green Jobs Strategy yet their influence is very low. Meanwhile, the Independent Power Producers have high influence and high interest in the Green Jobs Strategy.

SNV GrEEen and Sustainable Energy for All (SE4ALL) are donors/projects with low influence and high interest in the Green Jobs Strategy. Organizations like Kumasi Institute of Technology and Environment (KITE), the African Center for Energy Policy (ACEP), the Ghana Climate Innovation Centre (GCIC) and Ghana Hubs Network are Civil Society Organizations (CSOs) and Non-Governmental Organizations

(NGOs) in the renewable energy sector with high interest in the Green Jobs Strategy but low influence.

Chart 3: Renewable Energy sector stakeholders' influence/power and interest/impact in the Green Jobs Strategy.

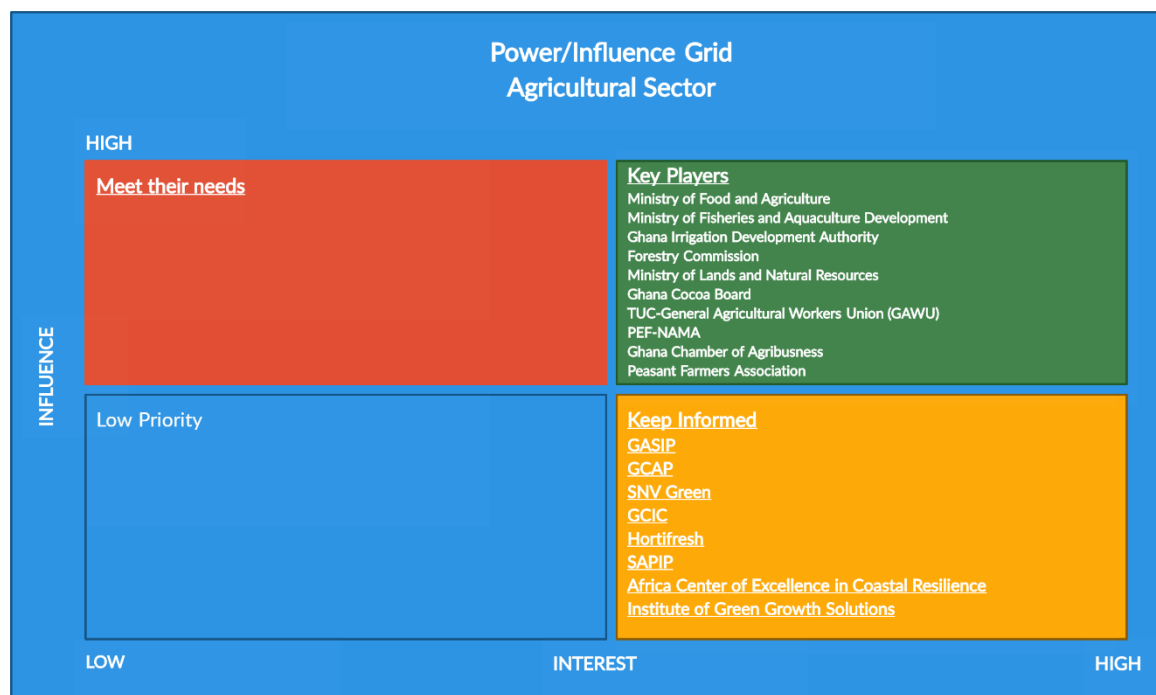


5.2 Agriculture

Relevant government stakeholders in the agricultural sector critical to the Ghana Green Jobs Strategy in terms of influence and interest are the Ministry of Food and Agriculture (MOFA), Ghana Irrigation Development Authority (GIDA), Forestry Commission (FC), Ministry of Fisheries and Aquaculture Development (MOFAD), the Ministry of Lands and Natural Resources (MLNR) and Ghana Cocoa Board (Cocobod) (see Chart 4).

The PEF-Agriculture Roundtable, Peasant Farmers Association and the Chamber of Agribusiness Ghana (CAG) are private sector institutions with strong interest and influence in the Ghana Green Jobs Strategy. Donors and projects such as Hortifresh, Ghana Commercial Agriculture Project (GCAP) and the Savannah Zone Agricultural Productivity Improvement Project (SAPIP) have strong interest in the Green Jobs Strategy but have low influence/power in the sector. The Africa Centre of Excellence in Coastal Resilience (ACECoR) of the University of Cape Coast has low influence and but high interest in the Green Jobs Strategy.

Chart 4: Agriculture sector stakeholders' influence/power and interest/impact in the Green Jobs Strategy.



5.3 Construction Sector

The government stakeholders in the construction sector key to the successful implementation of the Green Jobs Strategy are the Ministry of Water Resources and Sanitation, Works and Housing (MWRWH) and the Ministry of Roads and Highways (MRH). Although they do not have great interest in the strategy, they have significant power as statutory authorities in the sector and as such they should be engaged.

An important institution in the private sector that has great influence and interest (see Chart 5) in creating a Green Environment is the Ghana Real Estate Developers Association which has embarked on green building programs.⁶

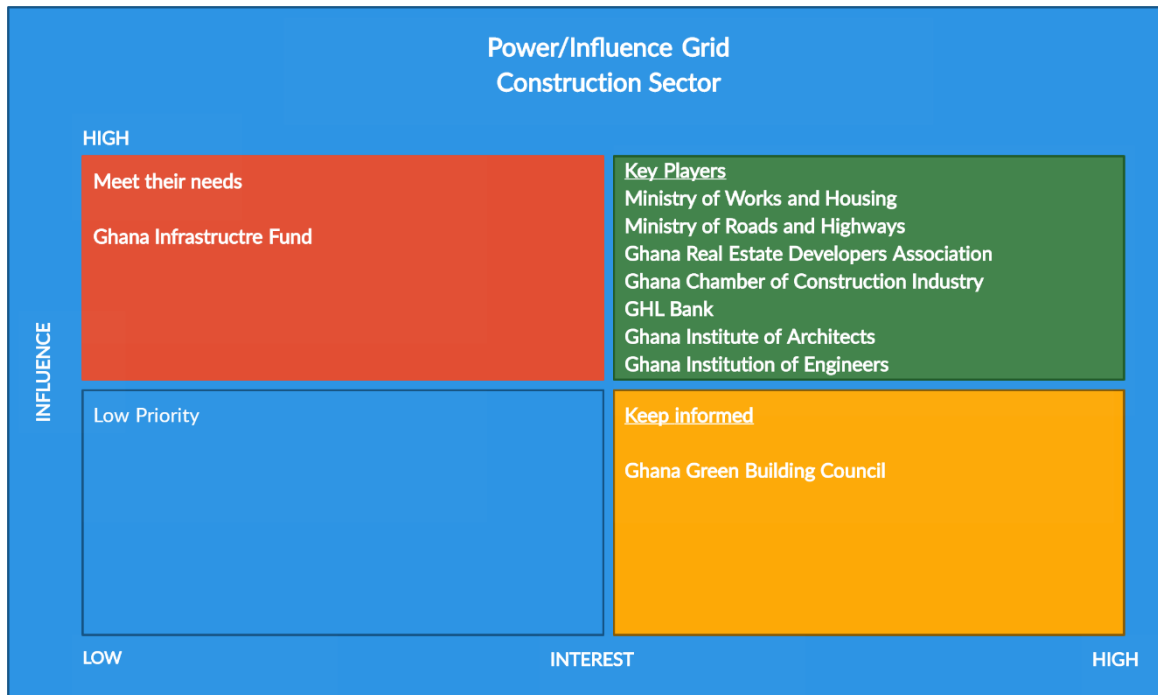
The Ghana Green Building Council is also an NGO within the construction sector that has very high interest in creating a Green Environment by providing green building resources, education and leadership opportunities to stakeholders in the construction industry to help in the transformation process towards sustainability⁷.

Other stakeholders in the sector whose position do not have great consequence on the strategy include the Ghana Infrastructure Investment Fund (GIFF), the Ghana Institute of Architects (GIA), and the Ghana Chamber of Construction Industry.

Chart 5: Construction stakeholders' influence/power and interest/impact in the Green Jobs Strategy.

⁶ <https://edgebuildings.com/wp-content/uploads/2017/09/Ghana-Green-Building-Market-Intelligence-EXPORT.pdf> (accessed 4-11-2020)

⁷ <https://edgebuildings.com/wp-content/uploads/2017/09/Ghana-Green-Building-Market-Intelligence-EXPORT.pdf> (accessed 4-11-2020)

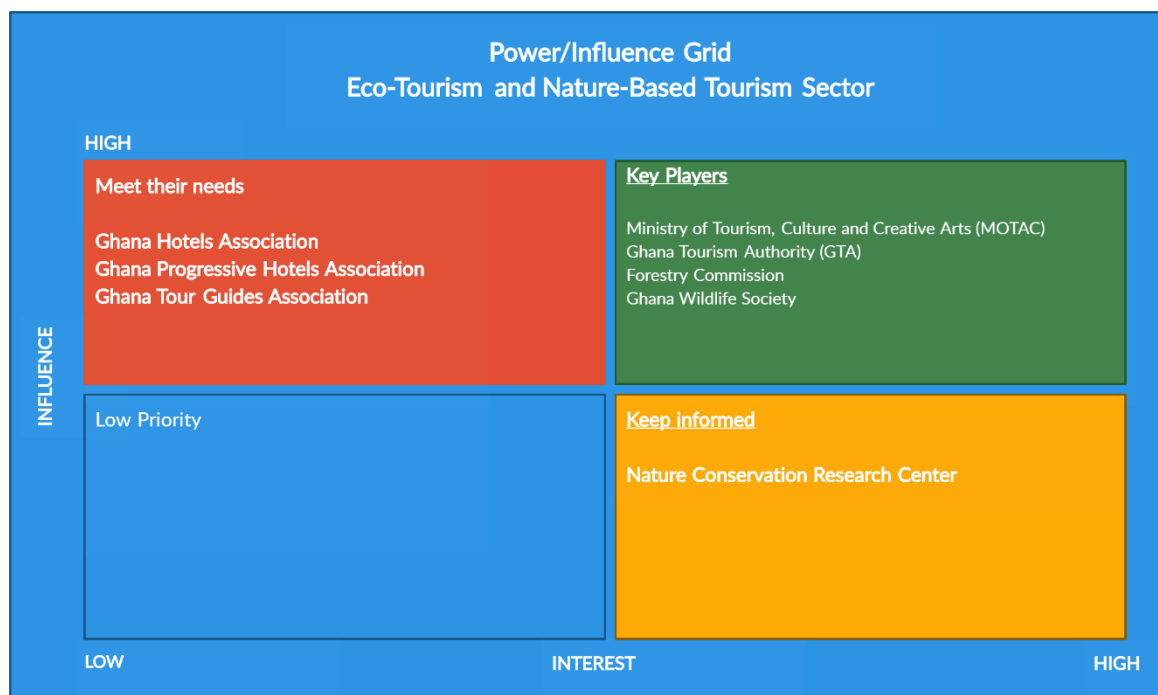


5.4 Eco-Tourism and Nature-Based Tourism Sector

In the Eco Tourism Sector, the Ministry of Tourism, Culture and Creative Arts (MOTAC) and the Ghana Tourism Authority (GTA) are the most critical institutions the strategy needs to work with to be successful. This is because from Chart 6, they wield high power and influence and they also have high interest in creating a Green Economy. The private sector stakeholders (Tour Operators Association, Ghana Hotels Association and Ghana Progressive Hotel Owners Association) do not have significant influence and interest that could affect the strategy.

The Nature Conservative Research Center (NCRC), an NGO in the sector also have low influence but high interest in creating conservation.

Chart 6: Eco-tourism stakeholders' influence/power and interest/impact in the Green Jobs Strategy.

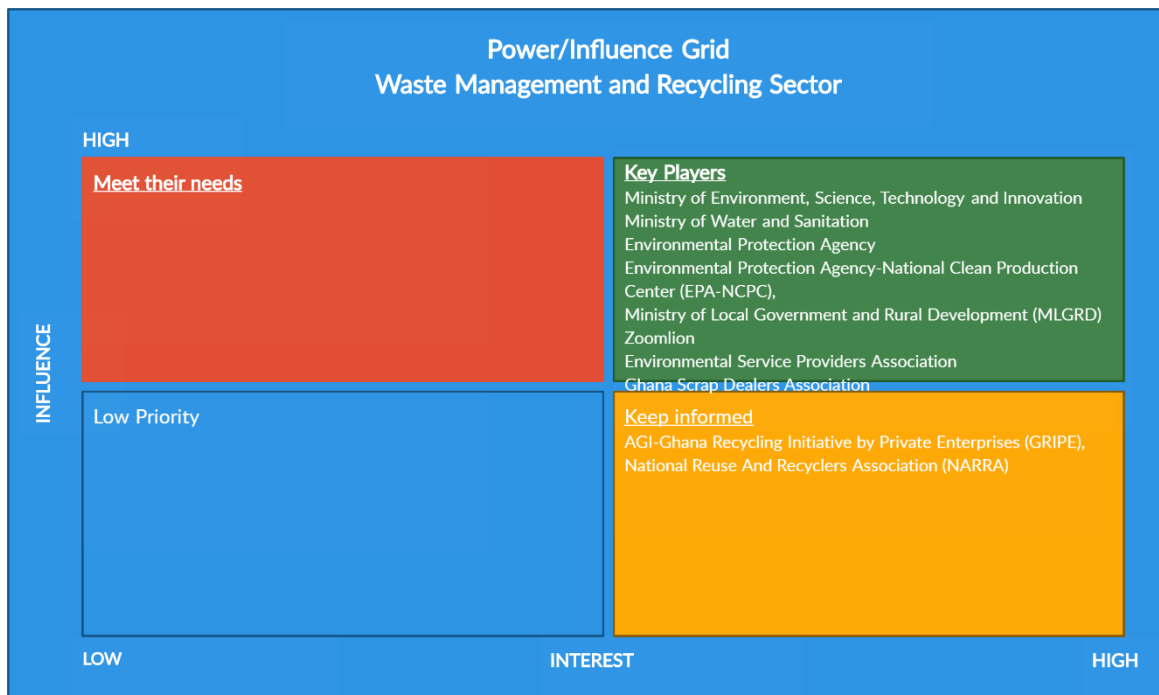


5.5 Waste Management and Recycling

Within the Renewable Energy and Recycling Sector, the key government institutions with high power and influence who can contribute significantly to the success of the Green Jobs Strategy (as shown in Chart 7) are the Ministry of Environment, Science Technology and Innovation (MESTI), Environmental Protection Agency (EPA), Environmental Protection Agency-National Clean Production Center (EPA-NCPC), Ministry of Local Government and Rural Development (MLGRD) and the Department of Cooperatives (DoC). Also, key institutions within the private sector who are critical to the success of the Strategy include the AGI-Ghana Recycling Initiative by Private Enterprises (GRIFE), and the Private Enterprise Federation. From Chart 7, private sector institutions such as Zoomlion, National Reuse and Recyclers Association (NARRA) and the Environmental Service Providers Association (ESPA) have very high interest in greening the environment yet they have very low influence.

GIZ is a donor with significant power/influence and high interest in the Ghana Green Jobs Strategy. The Waste Recycling Platform and Environment360 are NGOs that have very high interest in the Green Jobs Strategy but have low power.

Chart 7: Renewable Energy and Recycling Sector stakeholders' influence/power and interest in the Green Jobs Strategy.



6.0 Conclusions

The Ghana Green Jobs Strategy will be very beneficial as its anticipated benefits/ advantages from the stakeholders point of view exceeds the potential disadvantages it could pose to the economy of Ghana. To a larger extent, stakeholders expect the strategy to contribute significantly to environmental sustainability, climate change adaptation, economic development, job creation and poverty reduction. However, the effects of the strategy in terms of job losses, poverty, environmental degradation and negatively impact on climate change efforts is expected to be minimal.

The majority of stakeholders who are aware of the Ghana Green Jobs Strategy are government institutions. Awareness of the strategy is however low among private sector actors who are also critical to the successful implementation of the strategy. Whiles most government stakeholders contributed either through their involvement in consultations, reviews and inputs as well as validation of the Ghana Green Jobs Strategy, most private sector stakeholders played no role in developing the strategy.

Coordination and collaboration between the MERL, and stakeholders identified should be effective since most of the stakeholders have projects or programmes directly or indirectly related to the Green Jobs Strategy. Other stakeholders who currently are not implementing any project or activities related to the Green Jobs Strategy if well-informed and engaged could incorporate green in their future/potential projects as well as support the Ghana Green Jobs Strategy.

If well informed and engaged, the stakeholders will play significant roles in the implementation of the strategy such as capacity building, creation of green jobs, green jobs policy implementation, green jobs project implementation, policy development and implementation, provision of green skills and training, green jobs policy advocacy, and provision of financial resources.

The main challenges facing stakeholders in the implementation of their Green Jobs related projects and activities are funding constraints, duplication of efforts and lack of political commitment. These challenges among others if not carefully considered could affect the implementation of the strategy.

There are strong alliances between local institutions as well as between local and international organizations in implementing green activities. These alliances are amongst other things driven mainly due to similar objectives shared between the institutions.

7.0 Recommendations

Establish a Green Strategy Programme Coordination Unit (PCU): *to effectively implement this multi-project strategy, there is the need for Programme Coordination Unit that will be responsible for developing annual plans and implementation activities for the Green Jobs Strategy as well as organizing and facilitating regular meetings of the technical working groups of steering committee. The PCU will also be responsible for coordinating all subproject activities among different implementing partners and government agencies to ensure synergy and complementary of activities implemented.*

Set up a multi-layered structure for effective coordination of the implementation of the Green Jobs Strategy. *The Strategy should have the overall Coordination Committee comprised of Ministries, Agencies and Departments as well as Private Sector Bodies, CSOs and Academic/Research Institutions that will provide overall, strategic direction on implementation of the strategy. At the sectoral level, each sector should have a Technical Working Group comprising MDAs and Apex Private Sector Organizations, and CSOs involved with direct implementation of the strategy in their sector. These Technical Working Groups will be tasked to identify opportunities and challenges in implementing the strategy and provide sector specific recommendations and take the necessary steps to address these challenges. At the MMDA level, the Ministry could utilize its Public Employment Centers to coordinate inter-agency coordination committee to implement the strategy at the regional/district level.*

Design, develop and deliver relevant awareness programs and communication campaigns through an effective Communication Strategy: The level of awareness of the green development and green jobs is very low among stakeholders, especially in the private sector. It is therefore recommended that a comprehensive communication strategy be developed, with well targeted messages for key stakeholders developed. The communication activities would be planned in such a way to ensure smooth implementation of the Ghana Green Jobs Strategy. At the same time, the planned awareness programs should be delivered in close cooperation with all the stakeholders and sectors. Almost all the high-influence stakeholders-mainly government stakeholders- in all the sectors have high interest in the strategy except for the construction sector where the high influence stakeholders seems to have low interest in green and need to be engaged.

Assess, design, develop and deliver institutional capacity building on mainstreaming green in MDAs and MMDA activities: In line with the observation that Green Jobs Strategy implementation will require an all of government approach, MDAs require capacity building on mainstreaming greening into all policy planning, implementation and evaluations. This will require that all government institutions at the sectoral and sub-national level receive the necessary policy direction and technical support to green their activities. The NDPC and the MELR, as well as other agencies will need to spearhead this to provide the highest political commitment and policy consistency with regards to green jobs development. Capacity building efforts will contribute to improving stakeholder interest and influence and also improve synergy among stakeholders.



ICR Facility
Rue de la Science 14b, 1040 Brussels – Belgium
www.icr-facility.eu