

1. The Need for Predictable and Effective Government

AmCham Ghana believes Ghana needs to develop a more effective civil service especially for those Ministries that engage heavily with the private sector. This will ensure that the government can develop and implement a predictable set of policies and regulations needed to oversee the country's economic development. To do this, we suggest the following recommendations:

- Rightsize the civil service to match jobs to actual work/service requirements.
- Rigorous recruitment process which ensures right skilled persons is hired for the right job.
- Each employee should be assigned a unique employee number (which links to other identification numbers, passport, drivers license, etc) which is quarterly audited for performance, participation and attendance by managers
- Create opportunities for redundant staff in other critical sectors of the economy by directing severance remuneration to those sectors.
- Retrain the remaining staff on critical job requirements and service delivery.
- Run the government like a business with performance management and accountability to well spelt out work plans for each employee.
- Outsource elements that do not form the core competency of the government to private local entities who are vetted by a third party and not the government.
- Segregation of duty and segregation of Authority to keep in balance tip top ethical standards should be the mission of the day.
- Need to get a predictable permitting process in place that is time bound and clearly spelt out processes and requirements which are not dependent on individuals/agencies opinion but fact based.

2. Broadening the Tax Base to Reestablish Fiscal Balance

Recognizing the need to increase revenues, AmCham Ghana encourages the Government of Ghana to increase efforts that will broaden the tax base. Many American companies or those doing business with American firms are significant tax payers. Rather than increasing the tax burden on American investors, goods or services, we suggest the following as ways to ensure that all private sector entities are fully contributing to the Ghana Revenue Authority:

- Find innovative ways to generate tax revenues from current non or low revenue generating sources. For example:
 - Standardize property valuation and revise tax rates upwards
 - Create standard tax bands for the informal trade and apply them accordingly
 - Tax property rents
- Ensure public services are self-funding. For example:
 - Police can generate revenues from enforcing existing laws – traffic tickets etc (just like they do in the developed markets).
 - Utility company are streamlined or form PPPs to allow them to be effective in collecting revenues due them
- Advocating for a transparent revenue utilization regime, similar to that of the Petroleum Revenue Management Bill in the oil and gas sector.

3. Modernizing Procurement Processes to Ensure Competitive Bidding

Ghana's procurement processes, especially for large infrastructure projects, seem to prioritize expediency and access to financing over strategic planning and transparency. We believe that modernizing the procurement system by implementing a more robust tendering process rather than heavily relying on sole source procurements would improve the competitive process and, more importantly, would help ensure better results. In support of this goal, we suggest the action items below:

- Draft, pass, and implement a new procurement law that streamlines the tendering process.

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- Hand over the administration of the procurement process to a private entity (such as a large public accounting firm) that will enforce the tenants of the law and ensure transparency.
- Again segregation of authority and duty will lead to a level, fair playing ground on tenders and the details of competitive bidders for a genuine honest process.
- World class standards must be stressed and if not met, it should lead to prosecution. Accountability needs to be stressed on suppliers where payment is only warranted in value chain process. If no value is added in the process no payment and immediate removal from the process.

4. Working Together to Create Jobs

More than just recognizing the need to create jobs in Ghana, American companies are delivering results by employing a large number of Ghanaians. We want to partner with the Government of Ghana to support ongoing efforts to increase employment opportunities around the country. We are going to redouble our efforts to:

- Find new areas of investment for our existing businesses
- Promote Ghana as a preferred investment destination
- As much as possible, direct our social investments to critical areas of the economy to support job creation
- Advocate for the creation of an environment for investment having a stable fiscal regime, which de-risks the expansion programs of our members.