

Ghana Social Enterprise Policy

25 October 2021

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GHANA SOCIAL ENTERPRISE POLICY



MINISTRY OF TRADE AND INDUSTRY

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List of Acronyms

CSOs	Civil Society Organizations
GCI	GIMPA Center for Impact Investing
GSEP	Ghana Social Enterprise Policy
GoG	Government of Ghana
ICT	Information Communications Technology
MDAs	Municipal and District Assemblies
MSMEs	Micro, Small and Medium Scale
PSDS	Private Sector Development Strategy
SE	Social Enterprise
SEA	Social Enterprise Africa
SE Ghana	Social Enterprise Ghana
SDGs	Sustainable Development Goals

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CHAPTER ONE

INTRODUCTION

1.0 Background

The development of the Ghana Social Enterprise Policy (GSEP) is in fulfilment of the Government's commitment to promote and grow social enterprises as a means of improving livelihoods, particularly among the youth, women and persons living with disability and contribute significantly to the achievement of the Sustainable Development Goals (SDGs).

The SDGs, also known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. Adopted by 193 countries, including Ghana, the SDGs came into effect in January 2016, and aim to foster economic growth, ensure social inclusion and protect the environment. Being one of 50 countries in which the post-2015 agenda consultations were held (2012-2013), Ghana was directly involved in the development of the SDGs and as such the goals reflect the aspirations and needs of the people of Ghana.

This Policy is designed within the context of the Coordinated Programme of Economic and Social Development Policies (2018-2024) and aligned with the SDGs and other development programmes and strategies that seek to develop a thriving private sector and robust Micro, Small and Medium Scale Enterprises (MSMEs). The Policy therefore focuses on supporting MSMEs that play an increasingly vital role in building more resilient communities within the social enterprise subsector of the economy.

It is worth mentioning that conscious efforts to address the challenges of the private sector started in the second half of 2006 with the implementation of the first Medium-Term Private Sector Development Strategy (PSDS I, 2006-2010). The main objective of the PSDS II was to consolidate the gains made under PSDS I which were mainly in the area of creating a conducive business environment and also support production at the firm level to enable businesses to harness benefits. Since this time, several related policy developments have transpired including:

- Ghana Companies Act, 2019 (Act 992)
- Ghana Company Insolvency and Restructuring Act 2020 (Act 1015)
- Ghana Crowdfunding Policy
- The Micro, Small and Medium-Scale Enterprises (MSMEs) and Entrepreneurship Policy (launched on June 9th, 2021)

- The Ghana Start-up Act (the bill is in the drafting stage)

Furthermore, the Ghana Social Enterprise Policy (GSEP) seeks to complement existing policies such as the MSMEs and Entrepreneurship Policy as well as the Ghana Start-up Act. MSMEs and Start-up who are mission driven with a social and environmental goal, will be able to leverage the GSEP to address needs that are specific to social enterprises. Combining the synergies and complementarities of the GSEP and other related policy will aid the development of the SEs eco-system in Ghana.

The Ghana Social Enterprise Policy (GSEP) therefore complements government private sector development initiatives to drive both economic and social goals of such related strategic initiatives at the enterprise level and in addition support efforts at effectively implementing and monitoring the Global Goals.

There is an emerging social enterprise sub-sector that has grown consistently over the years, but slower than its potential pace. This policy is therefore, expected to become a major driver of innovative local led or owned businesses whose strategic objectives include addressing sustainable development challenges, increasing productivity, advancing gender equity, supporting people living with disabilities, and contributing to building resilient communities and local economies.

Following from the above, it is important that the government establishes strong partnership with players within the social enterprise sub-sector and other stakeholders to create the necessary regulatory and legal environment to develop the sub-sector.

1.1 Situational Analysis of the Social Enterprise Ecosystem

Social entrepreneurship has existed in Ghana before independence with traditional associations formed around trade groups such as fishing and farming. The groups, in addition to supporting each other's businesses, undertake community projects. In recent times, the term Social Enterprise has become more mainstreamed and as the country is seeking to move beyond aid, Ghana's social entrepreneurs have begun to recognize themselves as catalysts in the growth of impact investment and poverty reduction.

Some developments in the social enterprise ecosystem that continue to spur interest in the subsector in Ghana, includes:

- The emergence of start-ups experimenting with social, environmental and profit models as well as combinations of these models.
- The establishment of a number of accelerators, incubators and hubs since 2012.
- The formation of the Social Enterprise Ghana (SE Ghana) in early 2016; an affiliate of the Social Enterprise Africa (SEA).

- The establishment of the GIMPA Center for Impact Investing (GCII).

In Ghana, social enterprise comes with a distinct attribute of impact creation through economic empowerment, environmental protection and the creation of economic opportunity for all. Globally, social enterprises are thriving and as a result changing the terms of doing business while empowering the poor. As Ghana develops further and international aid reduces, social enterprise presents one alternative to harness local and global funds and innovation to drive inclusiveness by creating opportunities for all leading to social transformation. Social enterprises are also well positioned to address community social and environmental challenges with market-led solutions.

The present economic, political and social conditions of Ghana are favourable for the growth of social enterprises. However, social enterprises in Ghana are confronted with some challenges including high cost of credit, inadequate regulation of the sub-sector, unstable exchange rate between the cedi and major currencies and inadequate infrastructure (hard and soft) to support their operations.

Provided below are some of the specific challenges of the social enterprises sub-sector:

1. Inadequate funding for social enterprises given that access to capital remains one of the major challenges of MSMEs in Ghana
2. Regulatory landscape can be difficult to navigate for social entrepreneurs and arguably does not reflect the trend towards blended value. For instance, social entrepreneurs struggle to access existing tax exemptions and other benefits granted to organizations with a social purpose. In terms of business registration, there is no designation for social enterprises.
3. Skills gaps, especially around entrepreneurial behaviour, financial and administrative management as well as taking a social enterprise to scale exist among social entrepreneurs in Ghana.
4. Inadequate infrastructure for people with disabilities to operate businesses
5. Accessing markets and consumers in Ghana, across Africa and globally remains limited.
6. Inadequate data on the social enterprise sub-sector; its size, impact, market opportunities and needs.
7. Limited access to marketing and public procurement processes for social goods and services.
8. High cost of energy.

To address the challenges above and ensure the effective growth of social enterprises, there is the need for government to put in place appropriate policy interventions which include the following:

1. Well-defined regulatory framework including a legal status for business registration for the sub-sector
2. Adequate and affordable power supply to businesses
3. Reduction in the cost of financing i.e. interest rates
4. Reduction in government's borrowing on the local financial market to enable businesses to access capital
5. Stable exchange rate between the Cedi and major foreign currencies
6. Sensitization campaigns on the value of social enterprises
7. Training and capacity building for social entrepreneurs
8. Research and impact measurement tools to promote the development of the sector
9. Improved access to innovative and technological tools
10. Inclusive frameworks to include persons with disabilities and women
11. Accessible and improved public procurement processes that benefit SEs

Notwithstanding the challenges identified above, there are some social enterprises that are doing well and have gained global recognition. These enterprises have been adding value to productivity, creating jobs, improving the environment, and improving social values, particularly in rural communities. It is expected that if the conditions improve, there will be more of such enterprises to contribute towards growth and development in Ghana.

1.2 Rationale for Ghana Social Enterprise Policy (GSEP)

It is difficult to quantify the impact of social enterprises on a country's economy or the social development landscape because of inadequate data. However, a study on the State of the Social Enterprise Sector in Ghana (published by the British Council in 2016) indicates that social entrepreneurs exist in many sectors of Ghana's economy including Climate-Smart Agribusiness, Inclusive Financial Services, Clean Technology, Health, Education, Justice, Water and Sanitation which are directly aligned to the Global Goals and indicated as high-growth sectors by the World Bank.

Social enterprises contribute towards the implementation of national as well as sector strategies key among them being the SDGs targets for specific purposes such as employment creation, efficient provision of social services and environmental

sustainability. Some specific opportunities offered by social enterprises include the following;

- Sustainable market-based solutions to pressing social and environmental challenges
- Development of patient local private capital and attraction of external funding for investment
- The emergence of new sectors to create jobs for the populace, especially the youth and women in poor and rural communities.
- Women empowerment through entrepreneurship and leadership
- Opportunities for persons with disabilities to contribute to impact creation of social enterprises
- Environmental protection through innovative actions.

Siemens Foundation estimates that in Ghana, there were 97,000 social enterprises in 2020 who collectively employed 413,300 people and expected to increase to 508,800 people in 2030. These numbers indicate growth in the subsector, however there is not much of an ecosystem support or investment in the growing number of social enterprises in Ghana.

To address this, some social entrepreneurs, intermediaries and other partners have come together to form Social Enterprise Ghana (SE Ghana) a sub-sector network of high impact social enterprises, whose aim is to support the development of a strong and vibrant eco-system for social entrepreneurship and contribute to the attainment of the SDGs.

Though there is no policy for the sub-sector, Ghana is considered as one of the leading countries spearheading social enterprises development in all of Africa. Despite these pioneering efforts, it remains true that the sub-sector is young and fragile. The timing is therefore right for government to take policy actions to accelerate the development of the sub-sector, a sector that presents an alternate business model to realising the social and environmental objectives enshrined in the Global Goals.

CHAPTER TWO

POLICY CONTEXT AND DEVELOPMENT OBJECTIVES

2.0 Introduction

This chapter sets out the policy framework, the vision, and strategic goals and also outlines the key outputs or results that the policy seeks to achieve. The basis for the policy recommendations are the situational analysis, review of private sector development strategies, consultations held with stakeholders in the social enterprise community and review of social enterprise policies in other parts of the world – both from 2017 and updated in 2021. The lessons learnt from the implementation of the Private Sector Development Strategy (PSDS) I and II also influenced the choice of policy prescriptions and recommendations.

2.1 The Vision of the Policy

A vibrant social enterprise sub-sector that drives innovation, create jobs and scales-up enterprise based solutions to social problems in Ghana.

2.2 The Goal of the Policy

Support the growth of a strong, innovative and financially sustainable social enterprise sub-sector that drives measurable social impact in prioritized areas of social need, provides jobs and supports economic transformation, especially for the urban and rural poor. Ultimately, the goal is to support Ghana's social enterprises and Business Member Organizations to become more resilient, inclusive, and financially viable in an unpredictable future.

2.3 Strategic Objectives

- To create an enabling regulatory environment for Social Enterprise Development.
- To increase funding to social enterprises through innovative funding mechanisms.
- To increase training and support for social enterprises, champion a culture of innovation, and develop the SE ecosystem with a focus on supporting the attainment of the SDGs.
- To identify key sectors and promote SE activities in those sectors to drive measurable social impact.
- To ensure adequate data collection and research to track and measure progress of SEs and the attainment of the SDGs.

- To create equal opportunities for all including women, youth and persons with disabilities.

2.4 Guiding Principles of the Policy

The Policy is designed based on the following principles:

- Gender mainstreaming in the social enterprises sub-sector.
- Special focus on persons with disabilities, women and children in respect of opportunities.
- Strong political commitment to ensure development of the sub-sector.
- Strong private sector commitment to ensure the development of the sub-sector
- Adequately resourced institutions (public and private) to facilitate the growth of social enterprises.
- Sustainable resources to support the development of social enterprises.
- Environmental sustainability of SE activities.
- Strong focus on innovation and technology in driving impact.

These principles will ensure that the policy drives SDG Goal 8: Decent Work and Economic Growth, SDG Goal 1: No Poverty, SDG Goal 5: Gender Equality, SDG Goal 9: Industry Innovation and Infrastructure, Goal 12: Responsible Consumption and Production and Goal 16: Peace, Justice and Strong Institutions

2.5 The Definition of Social Enterprise

Enterprises usually pursue either profit by selling into the market or focus on social programs with no commercial motive. After achieving their primary objectives, commercial entities may decide to support social programmes. The regulatory structures of the country have supported this dichotomy with business registration forms that are either for-profit (limited by shares and sole proprietorship), or non-profit (companies limited by guarantee and cooperatives).

The world of business is however changing. Some businesses still prioritise the short-term, narrow pursuit of profit above wider impact on people's lives, communities and the environment, sometimes causing significant negative side effects. However, many commercial entities are showing tremendous interest in social impact and the SDGs,

with some making it the central focus of their operations. These entities act as more responsible corporate citizens – realising that long-term sustainability can be better supported by building trust amongst customers, stakeholders and the wider community, through responsible environmental stewardship, and a commitment to eliminate or reduce disparities and inequalities as hinged on the Global Goals.

Some enterprises go beyond tokenistic Corporate Social Responsibility gestures, embedding social, environmental considerations at the heart of their business practices. Social impact programmes with no commercial practices are also realizing the need to incorporate earned income models into operations and strategy in order to generate enough revenue to sustain operations and also social impact made.

Social enterprises may be considered as mission driven organizations set up with *a primary social or environmental purpose*, they trade in markets, earn income through the sale of products or services, and thrive through their ability to attract real customers.

A social enterprise therefore is an organization that applies business strategies to achieve social and environmental goals. The focus of the organization should be measurable social or environmental impact first, profits second.

A social enterprise is an organization that operates a commercially sustainable social and environmental impact business model.

2.6 Features of Social Enterprises

The key features of social enterprises include the following:

- They pursue social, environmental and inclusion objectives as their primary mission.
- They work towards generating substantial revenue by acting entrepreneurially (trading) through a combination of business models, strong culture of innovation and openness.
- They act within financially independent and sustainable organizations that plan and execute earned-income strategies and work towards reinvesting a majority of their profits towards pursuing their primary mission; social and environment.
- They are structured as a for-profit or non-profit and may take the form of a co-operative, mutual organization or a charity organization and independent of the state and other public administrations
- Their impact is measurable and optimized by management.

2.7 Strategic Sectors

To achieve the vision, goal and objectives of this policy, there is the need to promote SE activities where they are already making impact and are aligned to specific SDGs.

The sectors and corresponding SDGs are:

Economic Empowerment and Financial Inclusion	Goal 1: No Poverty Goal 5: Gender Equality Goal 8: Decent work and economic growth Goal 10: Reduced Inequalities
Agriculture & Fishing	Goal 2: Zero Hunger Goal 14: Life Below Water Goal 15: Life on Land
Sustainable Energy	Goal 7: Affordable and Clean Energy Goal 13: Climate Action
Education	Goal 4: Quality Education
Health	Goal 3: Good Health and Wellbeing
Water & Sanitation	Goal 6: Clean Water & Sanitation
Sustainable Communities	Goal 11: Sustainable Cities & Communities

By collaborating with state, private sector and other actors SEs also drive Goal 17: Partnerships for the goals. The sectors were identified through studies conducted by SE Ghana in 2015 and would serve as a starting point for the implementation of this policy, later to be scaled to include all Global Goals (SDG 9: Industry, Innovation and Infrastructure, SDG 12: Responsible Consumption and Production, and SDG 16: Peace and Strong Institutions). These sectors directly impact the lives of every Ghanaian and are part of government's current priorities.

CHAPTER THREE

THEMATIC AREAS AND POLICY PRESCRIPTIONS

3.0 Introduction

To support the budding social enterprise sub-sector and enable it to grow, some policy contexts, objectives and prescriptions have been developed under seven (7) thematic areas. These policy interventions are expected to address constraints that were identified and discussed in the situational analysis.

The thematic areas were developed on the basis of the outcomes of the review of private sector development strategies, the SDGs, consultations held with stakeholders in the social enterprise community and the review of social enterprise models of other countries.

3.1 The Thematic Areas

The under-listed thematic areas are the focus of this Policy. They constitute the strategic pillars of the policy's objectives and prescriptions.

- Regulatory Environment
- Financing for Social Enterprises
- Training and Capacity Building
- Research, Statistics and Information
- Technology and Innovation
- Marketing and Procurement of Social Goods and Services
- Cross-Cutting Issues

3.2 Regulatory Environment

3.2.1 Description

Government is determined to ensure that the best frameworks and regulations are present to create a more conducive environment for social enterprises to start up and grow in scale and quality of goods and services in their operating environment. In tandem, Government is determined to ensure an investment-friendly climate exists in Ghana to attract investments into the social enterprise sub-sector. This requires that the necessary legislation and regulations are put in place to create a favourable environment within which businesses can thrive and also protect the interests of all stakeholders.

3.2.2 Policy Context

Under the current Ghana Companies Act, 2019 (Act 992), there is no provision for the registration of social enterprises. Consequently, social enterprises are registered as sole proprietorships, limited liability companies or companies limited by guarantee. Social enterprises experience challenges accessing existing exemptions and incentives that exist within the current regulatory framework among others. For example, social enterprises registered as companies limited by guarantee still face problems obtaining tax exemptions when importing equipment for use in their operations.

3.2.3 Policy Objectives

- To ensure that the regulatory environment supports the development of social enterprises.
- To ensure that social enterprises including start-ups are able to access incentives.
- To ensure that there are regulations that protect social enterprises that are led by or employ women, marginalized communities, vulnerable communities, or people with disabilities.

3.2.4 Policy Prescriptions

- Government will create a legal framework for the registration and management of social enterprises. With the legal framework for social enterprises any of the legal entities (for-profit or non-profit, co-operative, mutual organization or a charity organization etc.) can apply to obtain a social enterprise status)
- Government will create a designation on the existing gh.gov registration portal to facilitate registration as ‘Social Enterprise’.
- Government will align existing tax legislation that ensures social enterprises with low turnover, are not over-burdened with tax or bureaucracy, only the profits to shareholders of social enterprises are taxed and incentives for social enterprise investors
- Government will review public business support programmes to allow access by SEs.
- Government will develop regulations to monitor and assess social impacts, and the alignment of their activities to the SDGs.

3.3 Financing for Social Enterprises

3.3.1 Description

Funding is essential for the growth and sustainability of businesses. Lack of funding has been identified as one major constraint to the development of enterprises in Ghana. Financial considerations and funding are fundamental for social enterprises to operate in Ghana. In cases where funds are available, there are cumbersome procedures and unfavourable requirements that inhibit SEs from accessing them. For the social enterprises to grow there is the need to ensure that policies deal effectively with the issue of finance.

3.3.2 Policy Context

The availability and accessibility to short-, medium- and long-term financing is essential for social enterprises' development and achieving the SDG targets. There is a general lack of medium- and long-term funds for businesses. The high cost of borrowing limits access to credit and raises the cost of doing business for SEs, which restricts the ability to grow.

3.3.3 Policy Objectives

- To ensure adequate funding for start-ups and growth capital for existing social enterprises.
- To ensure that there is transparency in lending to SEs from financial institutions.
- To create funding streams that are independent of donor agencies and are private sector-led.
- To ensure the availability, accessibility and affordability of funding to start-ups, including women, marginalize communities, and people with disabilities.

3.3.4 Policy Prescriptions

- Government will work with private investment/finance institutions to establish a Ghana Social Enterprise Fund (i.e. update the Social Investment Fund Act, 1962).
- Government will establish legal framework that will outline regulations that can guide and attract investors for social and impact investment.
- Government will create platform to increase access to information on social investments for social enterprises as well as increase engagement between investors and social enterprises.

- Government will collaborate and strengthen existing organisations such as Ghana Investment Promotion Centre, Ghana Institute of Management and Public Administration Centre for Impact, Social Enterprise Ghana to build capacity on social and impact investment for investors, intermediaries, enterprises in the social enterprise sector across the country for social entrepreneurship development.
- Government will support innovative initiatives to fund the SE sector.
- Government will support efforts by the private sector (eg. SE Ghana) to establish a directory and the certification of social enterprises.
- Government will work with development agencies to diversify the types of funding available to social enterprises.
- Government will work with corporate institutions and multinationals to invest part of their corporate social responsibility funds into social enterprises and start-ups
- Government will create a diaspora fund for social enterprises (funded by the Ghanaian diaspora).
- Government will work with financial technology organizations to create a remittance fund.
- Government will support efforts by the private sector (e.g. SE Ghana) to establish a directory and the certification of social enterprises (criteria for certification will include features outlined in section 2.6 above).
- Government will facilitate the implementation of favourable financial regulation especially the e-money policy of the Bank of Ghana and the Payment Systems Act, 2003 (Act 662).
- Government will facilitate Social Enterprises including those led by both men and women, entrepreneurs with disabilities, youth, in marginalized areas and groups, access to funding from public and quasi-public institutions.
- Government will review existing legislations to allow for Crowd Funding of debt, equity and other forms of innovative financing in Ghana.

3.4 Training and Capacity Building

3.4.1 Description

The capacity needs of social enterprises mostly comprise of specialised skills in leadership, management, investment readiness, concept of social enterprise, finance management, digital literacy, social impact measurement, contracts, regulation and taxations and business development. Currently, development organizations run workshops, incubators and accelerators for social entrepreneurs. These efforts are concentrated in the geographic areas usually served by these organizations. There are also capacity building programmes being organized by private and public institutions for entrepreneurs.

3.4.2 Policy Context

Ghana's Social Enterprise sub-sector is characterised by low levels of entrepreneurial and managerial skills, slowing the pace of development of the sub-sector. There are a low number of skilled employees to support the social enterprise sub-sector, which hinders growth and their ability to achieve their SDG goals. The availability of such personnel in these key sectors is an essential pre-requisite for Social Enterprise development. The supply of entrepreneurs with the skill to start and grow social enterprises is limited due to the structure and curriculum of the educational system.

3.4.3 Policy Objective

To provide a pool of entrepreneurs, including women, people with disabilities, and marginalized communities, with the required skills and competencies for the social enterprise sub-sector.

3.4.4 Policy Prescriptions

- Government will collaborate with the private sector to provide a co-ordinated training and capacity building modules (i.e., customer development, legal and intellectual property, go-to-market strategies, fundraising, marketing and sales, procurement, contracts, financial management, digital literacy, investment readiness, viable business models, concept of social enterprises measuring impact, and monitoring and evaluation)for social entrepreneurs .
- Government, in collaboration with private institutions and capacity building organizations will support the development of a pipeline of social entrepreneurs who could develop market-oriented solutions to achieve the SDGs.
- Government will partner with private sector institutions (i.e., hubs and business support centres) and international organizations to promote social enterprise, build capacity of social entrepreneurs through training of

trainers programmes, and provide social enterprises with business support services.

- Government will create the Ghana Social Enterprise Capacity Development Fund for the training of social enterprises in Ghana.
- Government will collaborate and strengthen existing training hubs across the country for social entrepreneurship development.
- Government will collaborate or partner with training institutions and private organizations to develop training for people with disabilities, women, and marginalized communities.
- Government will incorporate social enterprise training into school curriculum (for students in JHS to tertiary levels and social enterprise clubs for primary school students).
- Government will support the set up of female led hubs across the country for the training of women led social enterprises.
- Government will support social enterprises to get services of up to two (2) national service persons at no cost to the social enterprise for three (3) years of operation.

3.5 Research, Information and Statistics on the SE Sector

3.5.1 Description

Data-backed business models are a core feature of social enterprise activities. Broad market insight in specific sectors including social enterprises are imperative to building business models backed by real market data. Key industry players like investors, development partners and policy makers also need data on the activities of the industry to make informed decisions on funding and other opportunities.

3.5.2 Policy Context

Although timely and credible data is fundamental to monitoring and evaluating performance in the SE sub-sector, there are no systematic mechanisms for collecting and analysing data on the industry.

3.5.3 Policy Objectives

- To establish a credible database on the activities of social enterprises to facilitate the growth of the sub-sector.

- To make information and statistics on social enterprises available for SE industry stakeholders.

3.5.4 Policy Prescription

- Government will support efforts by industry associations and international organizations to create a database for the social entrepreneurship ecosystem.
- Government will integrate market analysis data capturing on social enterprises in existing databases collection processes of MDAs.
- Government will collaborate with and support partners in the space to capture and showcase best practices for SE in Ghana.
- Government will support the creation of research centres for social enterprises in Ghana.
- Government will work in the commercialization of research work of social enterprises and social innovators
- Government will strengthen public research institutions to disseminate research findings
- Government will create easy access to databases of social enterprises in Ghana at various collection points.
- Government will support easy sharing of data among social entrepreneurs in Ghana.
- Government will facilitate the development of relevant information in local languages for easy access and understanding of local social entrepreneurs.
- Government will facilitate the digitization of processes such as registration and filing of taxes.
- Government will support the publication of the Annual State of Social Enterprises in Ghana report.

3.6 Technology and Innovation

3.6.1 Description

The social enterprise sub-sector mostly generates innovative solutions using appropriate technologies to solve social and environmental challenges. These technologies are employed in the health, agricultural and environmental sectors leading to the creation of jobs. Considering the fast pace of global technological improvements, support

towards ICT development is imperative for the sustenance of the activities of social enterprises.

3.6.2 Policy Context

There is an absence of an institutional framework that provides systematic guidance for the adoption and absorption of technologies and innovation developed by SEs. There also exists a gap between technological research and entrepreneurship to commercialize research findings. SE innovations are typically ahead of public policy and this limits the impact of such innovations on the society. Additionally, activities of public regulatory agencies do not facilitate the adoption of new technologies as expected.

3.6.3 Policy Objective

- To enhance government policies to support the adoption of new technologies and innovations developed by SEs that can be harnessed to achieve the SDGs.
- To strengthen public and regulatory institutions to facilitate quick adoption of new technologies and innovations.
- To bridge the gap between technology research and entrepreneurship to commercialize research findings.

3.6.4 Policy Prescription

- Government will strengthen the capability and capacity of public research institutions to effectively engage with social enterprises.
- Government will support the adoption of new technologies developed by Social Enterprises in industry.
- Government will facilitate the integration of international best practices into research and innovation for Social Enterprises.
- Government will resource and review operations of regulatory bodies to enable them support the adoption and absorption of new technologies.
- Government will facilitate the registration and protection of intellectual properties of SEs.
- Government will create a platform for interaction between the public and private sectors on innovation and social enterprise (i.e. Dialogue information sharing, etc.).
- Government will support the development of technology and innovation at the base of the pyramid i.e. (grassroot innovators and inventors).

- Government will encourage the development of technology and innovation hubs/incubation centres at industrial parks at the national, regional and district levels including in rural communities.
- Government will facilitate the organization of annual technology and innovation fairs.
- Government will facilitate the acquisition of provisional licensing of new technologies and innovations developed by social enterprises.

3.7 Marketing and Procurement of Social Goods and Services

3.7.1 Description

SEs provide goods and services that create social and environmental impacts. Effective marketing of SEs good and services will ensure their development and growth, while contributing to economic growth. As young and growing enterprises, access to improved public procurement processes is key to the growth of the SE sub-sector. Such processes will allow SEs to acquire resources needed for their activities, as well as increase the sale of their goods and services.

3.7.2 Policy Context

There is a lack of a framework that provides guidelines on marketing and procurement of social goods and services. Added to this is an absence of regular market analysis from which SEs can learn about market access opportunities.

3.7.3 Policy Objectives

To address challenges SEs including women, people with disabilities, and marginalized communities experience in terms of marketing and procurement of social good and services.

3.7.4 Policy Prescriptions

- Government will facilitate the creation of an online/e-commerce platform for SEs to market and sell their products and services.
- Government will facilitate the creation of a ‘buy-social’ campaign to create a community of organizations and persons that purchase SEs goods and services.
- Government will create a ‘Free-zone’ type of agreement for companies to sell products of SEs in specific areas, for example in duty-free stores at the airport and shopping malls.
- Government will facilitate the creation of a logo for companies to label their products as made by a SEs.

- Government will continue to make infrastructure investments which support the sector, including building and improving existing roads and improving telecommunication services.
- Government will facilitate easier processes for SEs in terms of procurement by encouraging state institutions to allocate a percentage of national procurement from government to SEs.
- Government will facilitate the creation of a marketing plan for SEs by facilitating the granting of a quota for public media advertisement and an allocated budget towards marketing processes for SEs.
- Government will create a unit in the applicable ministry or partner existing SE Business Member Organizations to facilitate market access opportunities for SEs through regular market analysis.

3.8 Cross-Cutting Issues

3.8.1 Description

The cross-cutting issues provide the framework within which policy prescriptions are coordinated in a manner that addresses contemporary human-centred developmental challenges. Proposed policy prescriptions therefore provide policy makers and implementers with the necessary tools and guidance to resolve structural weaknesses in the SE ecosystem and alignment of activities to the SDGs for seamless implementation. These weaknesses manifest themselves in systemic dysfunction, usually reflected in poor planning, unsustainable environmental practices, and workplace discrimination of all forms including gender and towards persons with disabilities.

3.8.2 Policy Context:

Promoting growth in the social enterprise sub-sector, whilst safeguarding the environment can be achieved by introducing environmentally sustainable technologies and improved production and waste disposal processes.

Gender issues have not received the required recognition in social entrepreneurship, including persons with disabilities. Hence, by directly linking the policy to the SDGs, issues of gender inequality and discrimination will be adequately addressed where they are manifest.

3.8.3 Policy Objectives

- To ensure environmentally sustainable production in the SE ecosystem.
- To ensure equal and inclusive opportunities for all, in the social enterprises sub-sector.

3.8.4 Policy Prescriptions

- Government will promote social enterprises in these prioritised sectors aligned to the SDGs; economic empowerment and financial inclusion, agriculture, sustainable energy, education, health, gender equality, equity and inclusion (persons with disabilities).
- Government will facilitate the development of programmes that promote the efficient use of raw materials, energy and water in social enterprises.
- Government will encourage social enterprises to adopt cleaner production technologies.
- Government will promote the adoption of relevant standards on environmental management within the SE sub-sector.
- Government will facilitate the development of an environmental impact assessment framework for activities in the SE sub-sector.
- Government will encourage the introduction of pro-gender policies within the social enterprises sub-sector.
- Government will continue to promote equal opportunities in the labour market and encourage continuous capacity building, including women, persons with disabilities, youth, marginalised communities in the SE subsector.
- Government will continue to promote programmes on gender awareness in the subsector.
- Government will facilitate the accessibility of public infrastructure by persons with disability.
- Government will ensure that investments made through a SE fund are based on economic priorities i.e. economic empowerment, environmental protection while taking into account gender, disability and related minority considerations.
- Government will continue infrastructure investments in terms of transportation facilities, telecommunications networks including internet facilities and water supply, which SEs can utilize towards their growth.

CHAPTER FOUR

IMPLEMENTATION ARRANGEMENTS

This chapter outlines the institutional framework for the implementation and co-ordination of this policy for the achievement of the set goals and objectives which are also aligned to the Global Goals.

4.1 Institutional and Implementation Framework

This policy is developed to help support a nascent and growing sector that has already spurred innovations. Its implementation will be informed by the need for using a variety of instruments each suited to its purpose. Above all, implementation will be guided by the need to ensure that resources and efforts would be directed at where impact would be maximized.

4.2 Approach to Implementation

The policy implementation will be based on a stakeholder driven (bottom up) approach. This will enable priorities to be set and resources deployed by stakeholders involved in the implementation. This will allow for more flexibility in programme design and implementation and, thus, guarantee greater success.

The policy is flexible, allowing for activities to change in response to results and feedback from the beneficiaries.

4.3 Project Management and Coordination

Implementation will be done through the under-mentioned structures:

- A Ghana Social Enterprise Development Council
- A Ghana Social Enterprise Co-ordinating Committee
- Implementing Entities

4.3.1 Social Enterprise Development Council

This Council will lay down policies, review progress and guide the GSEP Co-ordinating Committee on priority activities and a scale up of SDG aligned areas.

In line with the new partnership between the public and private sectors, membership (a balanced gender and disability representation) of the Council will be made up of representatives of GoG (the Ministry of Trade and Industry and other Ministries whose activities impact on the social enterprise sub-sector); Representatives of the Social Enterprise sub-sector; academia; and Development Partners.

4.3.2 The Coordinating Committee

The Committee will coordinate the activities of the implementing entities. The Committee will be made up of five people. Two from the Ministry of Trade and Industry and three from outside the Ministry as follows: the Social Enterprise Community, Entrepreneurs and intermediary organizations. The Committee (a balanced gender and disability representation) will elect from among them a Chairperson.

4.3.3 Implementing Entities

A number of implementing entities such as Registrar General's Department, Domestic Tax Unit of the Ghana Revenue Authority and the Ghana Enterprise Agency will be needed to implement the policy. The support of Business Member Organizations in the SE sub-sector, such as SE Ghana, will also be leveraged during the implementation of the policy.

Adequate financial, human, and technical resources to ensure effective and efficient implementation for desired policy outcomes will be mobilized by the government. Moreover, implementing staff will reflect diversity within the society i.e., gender and disability, and will receive periodic capacity training.

The table below presents implementing entities as well as their roles and responsibilities during the implementation period.

Implementing Entity	Roles and Responsibilities in the Implementation of the Policy
Ministry of Trade and Industry	Engage Cabinet of Ghana to adopt the Ghana Social Enterprise Policy
Ministry of Finance	Advice on the framework and sources to fund the Ghana Social Enterprise Fund
Office of the Attorney General and Ministry of Justice	Advice on the appropriate regulatory framework and laws for the registrations and operations of social enterprises
Ghana Enterprises Agency	Support in the training and funding of social enterprises
Registrar General Department	Implement and support in the formalization, registration and operations of social enterprises
Ghana Revenue Authority	Support in advancing the appropriate tax incentives allowed to social enterprises

Public Procurement Authority	Ensure that government procurement departments adhere to the quotas for the procurement of social goods from social enterprises
National Entrepreneurship and Innovation Plan	Promote social enterprises and support development training and programs for their growth and sustainability
Ghana Statistical Service	Develop relevant data and reports on the nature and operations of social enterprises and the communities they serve-impact
Social Enterprise Ghana	Mobilize for advocacy various stakeholders necessary for the development of the social enterprise ecosystem

4.4 Monitoring and Evaluation

An M&E system with a defined framework will be designed to track the progress of the implementation of the policy. The M&E strategic framework will identify key gender sensitive and disability inclusion indicators for the goal in tandem with SDG targets, purpose and outputs contained in this Policy. An M&E team will be created by the implementing entities to develop and carry out activities in the M&E strategic framework. The M&E team together with the implementing entities will develop the M&E framework gender sensitive and disability inclusion indicators to be used for the monitoring and evaluation. The team will have a balanced representation and will be trained on key indicators such as gender and inclusion.

In this regard, a baseline data will be put together before implementation begins. The data will be related to activities of existing social enterprises viz a viz the set targets and objectives.

Corrective actions will be planned and implemented for Initiatives that are not delivering the anticipated outputs and outcomes. Support from the relevant ministries and the Ghana Statistical Service will be needed to build synergy at the district, regional and national levels for the implementation and monitoring of activities and targets in this policy. An M&E team will be created by the implementing entities to develop and carry out activities in the M&E strategic framework. The M&E team together with the implementing entities will develop the M&E framework indicators to be used for the monitoring and evaluation. The team will have a balanced representation and will be trained on key indicators such as gender and inclusion.

4.5 Communication Plan

To achieve the objectives of this Policy, it is important that it receives widespread awareness and acceptability, and that all stakeholders are clear of their roles and accept responsibility for its implementation. For this reason, a comprehensive communication strategy and sensitization programme will be developed together with relevant stakeholders including the GoG, private sector and CSOs.

All available channels of communication including print, electronic, broadcast and direct sensitization through workshops and seminars, will be employed particularly for social enterprises, manufacturers, wholesalers, retailers and the various associations, local financial institutions and investors, and the general public.

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Appendix: Timeline of Activities on the Ghana Social Enterprise Policy

Activity	Date	Public sector engaged	Private sector engaged	Evidence
Consultative Assembly	March 2016-June 2016	MOTI, Ministry of Finance, NBSSI	More than 200 social entrepreneurs across Ghana- Zaacoal, Farmerline, Reach for Change, SE Ghana, Impact Hub, HapaSpace, Grassroots,	Attendance Sheet Upon Request
Policy Dialogue	October 2016	MOTI-Dr Spio-Garbrah	AGI, Zaacoal, Farmerline, Reach for Change, SE Ghana, Impact Hub,	https://www.modernghana.com/news/728664/govts-committed-to-promoting-supporting-social.html
Ghana Social Enterprise Policy Drafted	February 2017	MOTI and SE Ghana	Not applicable	
Ministry of Trade meets with Social Enterprise Ghana	Dec 2017	MOTI- Deputy Trade Minister	SE Ghana, TANOE, Impact Hub, TEDX Accra, Bar Camp Accra	https://seghana.net/ministry-of-trade-meets-with-ghanaian-social-enterprises/
Policy Dialogue on Women Social Entrepreneurship	1 Nov 2020	Ghana Venture Capital Trust Fund, GEA	Wheassoy, SE Ghana, BUSAC, Grofin, Absa, Access Bank	https://www.myjoyonline.com/social-enterprise-ghana-advocating-for-women-economic-growth/
Ghana Social Enterprise Forum	18 Nov 2020	Ghana Enterprises Agency	100 Participants, Mawutwueni, HapaSpace, ICode, Dansyn, 21st Century, British Council, Reach for Change,	https://www.myjoyonline.com/introduce-effective-policies-to-promote-small-businesses-social-enterprise-ghana-urges-government/

Policy Dialogue with MOTI	2 Dec 2020	MOTI, Ghana Venture Capital Trust Fund, Ghana Enterprises Agency	30 Participants, Mawutwueni, Ecobank, Soronko Academy, Food for All Africa, Divine Group International	https://www.myjoyonline.com/social-enterprises-dialogue-to-fast-track-government-private-partnership-in-achieving-social-enterprise-policy/
Policy Dialogue with MOTI	20 March, 2021	MOTI, Ghana Venture Capital Trust Fund, Ghana Enterprises Agency, Ministry of Finance	SE Ghana, Wheassoy, British Council, Divine Group, IIGh	https://citinewsroom.com/2021/03/stakeholders-meet-to-review-ghanas-draft-social-enterprise-policy/
Launch of the ICR Facility to update the Ghana Social Enterprise Policy (GSEP) Draft of 2017	02 July, 2021	GEA, MOTI, Ghana Venture Capital Trust Fund	SE Ghana, WUSC Canada, Fidelity Bank, Green Economy Ghana, British Council, Reach for Change, IIGh	https://www.facebook.com/BritishCouncilGhana/photos/pcb.4719139194768986/4719130318103207/
Focus Group Discussion among social entrepreneurs	05 August 2021	Not applicable	More than 200 social entrepreneurs across Ghana participated	Attendance Sheet Upon Request
Meeting with Deputy Minister of Trade	10 August, 2021	MOTI- Dept Minister	SE Ghana, Mawutwueni, Troto Tractor, Anthony Baafi, Wheassoy, Divine Group Int	https://www.myjoyonline.com/social-enterprise-ghana-pays-courtesy-call-on-deputy-trade-and-industry-minister/
Public Private Dialogue on the GSEP Draft	12 August, 2021	Ministry of Trade and Industry, Ghana Enterprises Agency, Energy Commission	SE Ghana members, Sleek Garment Expo Ltd, The Fabulous Women Network, Reaga Right, Ecobank, Ghana Chamber for Entrepreneurs with Disabilities, GhanaThink Foundation, WUSC, Vision For Action	https://www.facebook.com/SEGhana/photos/pcb.1453192458376497/1453192251709851/

			<p>Foundation, Kasa Initiative Ghana, Youth Opportunity & Transformation in Africa (YOTA), Care International, GIZ, Databank Asset Management Services Limited, Youth Advocates Ghana, Africa Centre for Energy Policy (ACEP), Eastern Tech hub, Centre for African Research and Development (CARD), Afro-Arab Microfinance, Access Bank, SJH MICRO CREDIT SERVICES, Songhai Advisory, Impact Investing Ghana, Ghana Startup Network, BFT, Citi FM</p>	
<p>Public Private Dialogue on the GSEP Draft</p>	<p>26 August, 2021</p>	<p>MOTI (3) Ministry of Energy, Ministry of Gender, Children and Social Protection, Ministry of Education, Ministry of Employment and Labour, NSS, GEA, Ministry of Health, Ghana Water Company Ltd, National Entrepreneurship and Innovation Programme, National Service Secretariat</p>	<p>SE Ghana, SNV, GIZ, WUSC Canada, University of Ghana, Songhai Advisory, Access Bank, Ghana Federation for Disability Organisations,, Afro-Arab Microfinance, Bloom Impact/Grameen Foundation, Ahaban the Green Leaf Foundation, WUSC, MDF West Africa / Ghana Innovation Hub, University of Ghana Business School, Ghana Monitoring & Evaluation Forum (GMEF),</p>	<p>https://www.facebook.com/SE Ghana/photos/pcb.1463226070706469/1463225710706505</p>
<p>Validation of the Updated GSEP Draft</p>	<p>October 1, 2021</p>	<p>Ghana Enterprises Agency, Ministry of</p>	<p>SE Ghana, Ecobank, Arab</p>	<p>https://www.facebook.com/SE</p>

		Employment and Labour Relations, Ministry of Energy, Ministry of Gender, Children and Social Protection, Ministry of Health,	Microfinance, Access Bank, Ashesi University, Songhai Advisory, Developers Academy, Eastern Tech Hub,	Ghana/photos/pcb.1485452501817159/1485452011817208
Ghana Social Enterprise Forum	Nov 18, 2021	Ministry of Finance	160 Organizations, SE Ghana, British Council, Green Economy Ghana, WUSC Canada, HapaSpace	https://www.myjoyonline.com/time-to-invest-in-entrepreneurs-is-now-social-enterprise-ghana/
Meeting with MOTI Chief Director under ICR Facility intervention	Nov 25, 2021	MOTI	SE Ghana, EU, British Council	
Social Enterprise Convening	Jan 25 2022	Ministry of Trade, Ghana Venture Capital Trust Fund, NEIP	SE Ghana, British Council, Norsa, Star Ghana Foundation, Troto Tractor, Accra Technical University	https://twitter.com/STARGHana/status/1485962196094009348/photo/1