



ikatu
international
yes i can

PHASE 3 RESEARCH

Selection of a Pilot Country: Why Ghana

Executive Summary



IKATU is GUARANI FOR "YES I CAN"

Ikatu International is attempting to create employment opportunities for the world's youth population. We are identifying gaps within current youth employment efforts, strategically modeling and implementing solutions that leverage our blended value experience (economic, social, and environmental), and creating significant impact measurements that drive dialogue on transparency and accountability. Ikatu International aspires to enable self sufficiency, teach life and social skills, and create building blocks for future generations by connecting youth to economic opportunity.

Ikatu is Guarani for "Yes I Can", a translation that speaks to both our organization and the belief systems we hope to cultivate. We would like to inspire personal dignity, realized opportunity, and leadership within young adults who have been underexposed by circumstance. Giving back to the community through smart business can stimulate positive change regardless of economic, political, religious and social context.

At Ikatu International, we believe in endless possibilities and the power of "Yes I Can".

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Revised Report

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INTRODUCTION

The Pilot Selection analysis, the third in a series, focused on Namibia, Botswana, and Ghana as potential candidates for Ikatu International's (Ikatu) first programmatic effort in Sub-Saharan Africa. This comparative analysis aided Ikatu's country selection process by assessing relevant country attributes against Ikatu's organizational priorities. Information was drawn from a diverse list of academic, governmental, and non-governmental publications and sources, weaving together qualitative research along with comparative quantitative global indicators to present a more nuanced view of each country's development environment.

After narrowing the potential countries from 24 to 3 in the Country Matrix Report, Ikatu focused on four key program-enhancing elements to make its final choice for a pilot location:

- **Private Sector Growth** – The categories of Governance, Civil Society, the Economy, Business Climate and Infrastructure and Technology were considered for their effect on the organization's ability to build sustainable for-profit business models.
- **Workforce Readiness** – The socio-demographic categories that contribute to Workforce Readiness, including Health, Education, Youth and Gender were considered as key elements to delivering programs that address social development challenges.
- **Urban Characteristics** – The relative size and growth rate of cities was considered for evaluating the potential for scale-up of programs.
- **Environment** – National environmental policies received critical review for their consistency with Ikatu's organizational values.

Within the four elements, Ikatu focused on 10 strategic categories comprised of a total of 23 key indicators. It rated each country's performance on the indicators using a 1 – 3 scoring system based on organizational preferences. For each indicator, the country with the best performance received a score of 3, while the country with the least favorable characteristics received a score of 1. Scores were tallied by country to calculate an overall country total. Ikatu made its pilot country selection based on the comparative narratives in the report, and the total country scores (see Exhibit A).

Based on the analysis, Ghana emerged as the overall leader. It was selected for Ikatu's first pilot program since it most closely corresponds to Ikatu's organizational priorities.

The following categories and indicators were reviewed in the report:

Government

- Government Structure
- Ethnic Diversity and Political Representation
- Corruption, Government Effectiveness, and Regulatory Quality
- Traditional Authority Status

Civil Society

- Civil Society Organizations
- Voice and Accountability

Economy

- National Income Level and Gini Coefficient Index
- Population Living Below the Poverty Line
- Vibrancy of the National Economy

Business Climate

- Doing Business Indicators
- Business Attitudes and Entrepreneurship

Infrastructure and Technology

- Physical Infrastructure
- Communications

Education

- Adult Literacy
- Number of Universities

Health

- Infant Mortality
- HIV/AIDS Prevalence

Youth

- Youth Population
- Labor Markets
- Gender

Cities

- Size and Number of Cities
- Rate of Urbanization

Environment

- Environmental Policy

The Executive Summary presents the traits of the leading country for each category in accordance to Ikatu's programmatic preferences.

STRATEGIC CATEGORIES

Government

Understanding the capacity and nature of governance systems, while gaining support from them, is critical to producing effective development outcomes. A government that facilitates input from a variety of stakeholders and considers dissenting voices provides a foundation on which to partner for progressive social outcomes.

Ghana's government structure has the characteristics of a mature multi-party democracy, decentralized local governance, and several peaceful transitions to power, making it a preferred environment for Ikatu's programmatic efforts. The country's diverse ethnic make-up is well represented in the political system, and traditional authorities are recognized and engaged in the decision-making process, nationally and at the local level. Such a consultative democratic system is conducive to forging partnerships, which is critical for Ikatu's success. Although Ghana's Corruption Perception Index and Governance Matters scores were not the highest within the consideration set, the country ranked above the 85th percentile in the set of 24 Sub-Saharan African countries used for the Matrix Tool analysis in the Country Matrix Report. Ghana is the overall leader in the Governance category.

Civil Society

The strength of civil society can be used as a measure of a population's engagement in the democratic governance process. A vibrant and active civil society contributes toward development issues being tackled more effectively, and allows for a multitude of voices to be heard in the public arena.

Among the three countries, Ghana has the most developed system of civil society organizations. Independent since 1957, the country has a long and vibrant history of political activism among social groups, strong constitutional provisions relating to freedom of association, and a political culture that has contributed to civil society's growth. In recent years, dialogue with think tanks, NGOs, human rights groups and women's associations has marked Ghana's poverty reduction efforts. This receptiveness by the government to collaborate with civil society organizations would increase Ikatu's ability to impact long-term policy reform. Despite not being the leader in Press Freedom, over the last decade Ghana has significantly improved its rating in the Press Freedom Index to 4th place in Africa, behind only Benin, Namibia and Mauritius.

Economy

Economic health is a strong indicator of a country's productive capacity and its potential to support labor force growth. A productive and growing economy creates opportunities for addressing social challenges, and providing a better future for its citizens.

National Income Level scores incorporate gross national income (GNI) per capita and the Gini Coefficient as a measure of income inequality. Ghana's GNI per capita is significantly lower than that of Namibia and Botswana, due to its lower income and larger population. Still, it has the most equitable income distribution of the three. Ikatu prioritized the percentage of the population living below the poverty line over the number of poor people, placing Ghana between Botswana and Namibia. Ikatu's priorities reflect the fact that countries with a high percentage of the population living below the poverty line often experience a disproportional strain on their political and economic resources when addressing poverty. Exports as a percentage of GDP weigh favorably toward Botswana due to their mining industries, while Namibia's strong Foreign Direct Investment (FDI) inflow and access to credit significantly outperform Ghana's. Still, Ghana's diversified economy with a relatively low level of reliance on extractive industries, and its role as a regional trading hub allowed it to emerge with the best score in the Economy category.

Business Climate

A country's business climate often equates to the level of government support for new business development. The more pro-business policies and regulations exist, the higher the potential for new business opportunities and employment creation.

Botswana is the leader in the Business Climate category, with a lead in the Ease of Doing Business index and a relatively vibrant SME sector. Despite having a more diverse economy and a lower reliance on extractive industries, Ghana scored the lowest of the three countries on the World Bank Doing Business indicators. Although more work needs to be done, Ghana has recently taken steps toward business-enhancing reforms such as property registrations, access to credit, trading across borders and enforcing contracts. A supportive business environment will enable Ikatu to work more effectively in the development of business entities and the associated employment creation. Entrepreneurship was evaluated in the context of the

vibrancy of SMEs and business incubators. Both Ghana and Namibia are among the 10 countries in Sub-Saharan Africa participating in an initiative that introduces ICT-based business incubators in developing countries, while Botswana's business hub is still in design stage.

Infrastructure and Technology

Physical infrastructure and communications are crucial elements in connecting goods to markets, thus making potential businesses a reality. In addition, the level of public services such as water, sanitation, and reliable electricity in a country can greatly impact development program outcomes by contributing to a strong baseline for economic and social development.

The three countries are tied for first place in the Infrastructure and Technology category. Ghana has two commercial seaports at Tema and Takoradi, which provide a strong advantage for the development of an export-oriented economy. Still, its transportation and communications networks are concentrated in the southern regions. The corresponding infrastructure that supports major exports also serves the movement of, and demand for additional goods and services throughout the region. Among the three countries, Ghana is the leader in access to electricity, however it is still prone to rolling blackouts, affecting worker productivity. Despite significant differences in national income among the three, the number of internet users and mobile phone subscribers is comparable across the countries with a small lead in Botswana.

Education

The number of higher education institutions is a strong indicator of the value placed on, and resources allocated to education. Additionally, the number of tertiary education institutions provides insight into the relative access of the population to an advanced level of education, which contributes directly to the capacity and readiness of a country's workforce.

The three countries are tied for first place in the Education category. Ghana has made significant strides toward achieving universal primary school enrollment as mandated by the Millennium Development Goals. However, there is opportunity to improve adult literacy rates, which trail Namibia's and Botswana's. Employment generation through relevant skills development is critical to address school dropout rates and enhance workforce readiness.

Ghana has invested in this arena with nearly 1,000 Technical and Vocational Education and Training (TVET) institutions, significantly outperforming the other two countries. At the tertiary level, Namibia has only one university in the capital city and does not allow for the accreditation of private tertiary institutions. Botswana has 2 major universities and several non-degree institutions. Ghana, by contrast has 10 major universities and another 40 private tertiary institutions that offer degree programs located throughout the country. Access to skilled graduates from tertiary and vocational schools is essential to Ikatu's success as it moves its business model to scale.

Health

HIV/AIDS has been one of the most significant barriers to the advancement of developing nations over the last decade. HIV/AIDS attacks the working age population of a country and can change demographic patterns drastically. Infant mortality tells a slightly different story and is commonly pointed to as a proxy for assessing the relative strength of a country's health care system.

Faced with critical decisions about how to invest public funds, countries with a high HIV incidence rate like Botswana need to make significant investments in health interventions to keep their citizens healthy and alive. Although Ghana has the largest number of people living with HIV/AIDS, its population prevalence rate of 3.5% is 6 to 11 times lower than in the other two countries. The effects of the HIV/AIDS epidemic can also be seen in the health-adjusted life expectancy (HALE) rates of the countries. Ghanaians, on average, live longer healthier lives than citizens of Namibia and Botswana.

Youth

The conditions and needs of the Youth population are critical elements for understanding the requirements for a successful youth employment program. Ikatu paid specific attention to four key indicators—age distribution, number of youth to be served, their employment status and level of gender equality.

Ghana is the leader in the Youth category. All three countries have a high proportion of youth to the overall population, at roughly 33 percent. Nevertheless, Ghana's actual youth population is more than 10 times that of Namibia and Botswana. The World Bank defines youth as ages 10 – 24, while other stakeholders define youth in

broader terms, referring to those who have not yet made the transition from dependence to independence. This expanded definition exacerbates the statistics.

Ghana's reported youth unemployment figures are dramatically better than in Namibia and Botswana. Despite the favorable comparison, Ghanaian youth face many challenges as they leave school and move to urban centers. Among the dominant factors contributing to their unemployment and underemployment are: skills mismatch between the education system and labor demand, lack of desire to work in agricultural sector jobs, and high interest rates for SME loans. All of these issues are highly relevant to Ikatu's work, and present considerable development opportunity for its programmatic efforts.

Gender inequality is a significant barrier to the economic and social development of youth in a country. According to the Gender-related Development Index (GDI), Ghana, Botswana and Namibia are comparable in GDI scores. Still, Namibia takes the lead due to its progressive gender policies, followed by Ghana with multiple elements of matrilineal culture. Botswana ranks last due to its heavily male-dominated society.

Cities

Given the geographic characteristics of urban environments, cities have the greatest potential to drive the economy of a country. In most cases, cities provide increased access to capital, a more diverse labor pool and better business and physical infrastructure. In addition to urban population size, the urbanization growth rate should also be taken into account to effectively plan interventions that address both the current and future needs of a region.

Youth represent a major portion of those migrating to cities throughout Sub-Saharan Africa. Of the three countries, Ghana is the most urbanized in terms of both the number of cities and their population density. It has 8 cities with a population over 100,000. Accra, the capital, and Kumasi, the country's second largest city, both have populations of over one million. Of the three countries, Ghana also has the highest rate of urbanization, creating a significant need for sustainable youth employment solutions that Ikatu seeks to provide. This is of particular interest to Ikatu because the physical proximity of people in urban areas facilitates a higher rate of information exchange and access to a variety of local and international markets. It is also

possible for an entire industry's value chain to exist in a city, thus providing job opportunities for a wide range of skill sets.

Environment

Environmental degradation and climate change affect the economic and social wellbeing of countries. From a human and economic perspective, countries cannot afford to ignore the destruction of natural resources. The more advanced environmental policy a country has, the better it is prepared to address environmental challenges. Recently, many national governments in Sub-Saharan Africa have begun to include the environment as a stakeholder in national policy measures.

Namibia is the leader in the Environment category followed by Ghana. Namibia has received considerable governmental support for the implementation of rigorous environmental protection policies, focusing on the fishing industry, game parks and natural wildlife areas. Botswana has been slow to focus on environmental policies, due in part to the country's reliance on extractive industries. Ghana's environmental efforts fall in between these two countries. The nation's first Environmental Protection Council was established in 1974, and in 1991, Ghana created the National Environmental Policy (NEAP). Despite the long history of environmental protection regulation in Ghana, the biggest challenge is to develop and promote policies that offer solutions to environmental issues by helping reduce the harmful activities that affect environmental quality.

EXHIBIT A: Scorecard Summary Table

	BOTSWANA		GHANA		NAMIBIA	
	Description	Ranking	Description	Ranking	Description	Ranking
GOVERNANCE						
Government Structure	Parliamentary republic with one leading political party based on ethnic lines; centralized governance of the districts	1	Multi-party political system; two major political parties; inclusive decentralized government system	3	Multi-party democracy with one leading political party based on ethnic lines; divested authority to the regional councils	2
Ethnic Diversity and Political Representation	The Tswana people represent close to 80% of the ethnic make-up of the country; the Tswana dominate the political system	1	Diverse ethnic make-up; political system that allows for the representation of a diverse set of voices	3	Multiple ethnic groups, but ethnicity is downplayed; the Ovambo people make up over 50% of the population and are dominant in politics	2
Corruption, Government Effectiveness and Regulatory Quality	Best performance on CPI and Government Effectiveness	3	Performance on CPI and Government Effectiveness is lower than in Namibia and Botswana, but higher than in most SSA countries	1	Second best performance on CPI and Government Effectiveness	2
Traditional Authority Status	Legal recognition at the national level; authoritarian rule in rural areas	2	Strong recognition; active role in consultative decision-making	3	De-emphasized and downplayed in the governance of the nation	1
CIVIL SOCIETY						
Civil Society Organizations	Civil society groups remain outside of the political system; homogeneity of interests and voices as dominated by the Tswana people	1	Long and vibrant history of political activism; civil society engagement in policy making; open channels for pluralistic voices	3	Extensive networks of community organizations; still a deep divide between the elite and poor populations	2
Voice and Accountability	Slow to implement freedom of the press	1	Recent reforms in Voice and Accountability and press freedom	2	Strong freedom of the press	3
ECONOMY						
National Income Level and Gini Coefficient Index	Highest per capita income, coupled with very pronounced income inequality as measured by the Gini Index	2	Low-income country with a much more equitable distribution of income	3	Upper-middle income country, but has the most inequitable income distribution in the world	1
Population Living below to Poverty Line	The lowest proportion of the population living below the poverty line	3	The second lowest proportion of the population living below the poverty line	2	High level of income disparity which leaves 44% of the population living below the poverty line	1
Vibrancy of the National Economy	Economy based on the growth of the mining industry; large proportion of state-owned enterprises; dependence of diamond exports	1	Economy not as reliant on extractive industries; local economy still based on agriculture; new oil prospects; key player in regional trade	3	Heavily dependent on extractive industries; small business development alongside majority of state-run enterprises; dependence on South Africa	2
BUSINESS CLIMATE						
Doing Business Indicators	Highest rank on the Doing Business indicators; business-friendly climate created by government policy and incentives, and increased access to technology	3	Not as spectacular as a performance on Doing Business; recently a leading reformer in Sub-Saharan Africa, especially in the Registering Property category	1	Second highest Doing Business indicators right behind Botswana; fourth place in Sub-Saharan Africa	2
Business Attitudes and Entrepreneurship	SMEs not in the primary productive sectors of the economy; business incubator in design stage	2	Vibrant micro-enterprise tradition; difficulty in scaling-up businesses; active business incubator	3	Businesses are predominantly state-run; presence of an active business incubator	1

	BOTSWANA		GHANA		NAMIBIA	
	Description	Ranking	Description	Ranking	Description	Ranking
INFRASTRUCTURE AND TECHNOLOGY						
Physical Infrastructure	No seaport; well-developed road and railroad transportation; 38.5% of the population have access to electricity	1	Two commercial ports; road network most developed in the South; 49.2% of the population have access to electricity	3	Commercial port at Walvis-Bay; well-planned road network; 34% of the population have access to electricity	2
Communications	Leader both in access to internet and number of mobile phone subscribers	3	Last in both in access to internet and number of mobile phone subscribers	1	Second both in access to internet and number of mobile phone subscribers	2
EDUCATION						
Adult Literacy	Second highest percentage of adult literacy at 83%	2	Last in adult literacy with 65%; recent progress on the MDGs' universal primary school enrollment	1	Leader in adult literacy with a rate of 88%	3
Number of Universities	Two major universities; low-level of TVET activity	2	Close to 50 universities throughout the country; close to 1,000 TVET programs	3	One university in the capital city; numerous TVET programs	1
HEALTH						
Infant Mortality	The highest infant mortality rate out of the three countries	1	The second highest infant mortality rate out of the three countries	2	The lowest infant mortality rate out of the three countries	3
HIV/AIDS Prevalence	One of the highest adult HIV/AIDS prevalence rates in the world at 37.3%	1	One of the lowest HIV prevalence rates in Sub-Saharan Africa at 3.5%	3	High prevalence rate compared to the region at 21.5%	2
YOUTH						
Youth Populations	The highest percent of youth in the population at 36%; comparable in the number of youth to Namibia	2	Youth are 32% of the population; the number of youth is disproportionately larger than in the other two countries	3	Youth represent 33% of the population; comparable in the number of youth to Botswana	1
Labor Markets	Second highest youth unemployment rate at 39.7%; unemployment exacerbated in rural areas	2	Lowest youth unemployment rate at 16.6%; greatest numbers of unemployed youth, especially in urban centers	3	Highest youth unemployment rate at 43.7%; two-tier labor market system which hurts people with little education and skills	1
Gender	Second highest rank on the GDI; heavily male-dominated society	1	Lowest rank on the GDI out of the three countries; matrilineal culture	2	Highest rank on the GDI; progressive gender policies	3
CITIES						
Size and Number of Cities	Only one city with a population over 100,000; highest percentage of urban population at 60%	2	Eight cities with a population over 100,000; the second highest percentage of urban population at 50%; over 11 million reside in urban areas	3	Only one city with a population over 100,000; lowest percentage of urban population at 37%	1
Rate of Urbanization	Lowest urbanization rate at 2.5%	1	Highest urbanization rate at 3.5%	3	Second highest urbanization rate at 2.9%	2
ENVIRONMENT						
Environmental Policy	Water and desertification issues; environmental issues are not a government priority yet	1	Water and sanitation issues in urban areas; progressive environmental policies	2	Water scarcity and desertification issues; highly progressive environmental regulation	3
TOTAL		39		56		43

APPENDIX A: Indicator Tables

TABLE 1: GOVERNANCE INDICATORS

Country	Date of Independence	Main Parties	Biggest Ethnic Group	Corruption Perception Index*	Government Effectiveness*	Regulatory Quality*
Botswana	1966	BDP	Tswana, 79%	100	96	100
Ghana	1957	NPP and NDC	Akan, 45%	87	87	87
Namibia	1990	SWAPO	Ovambo, 50%	91	91	91

* Numbers represent the percentile rankings of Botswana, Ghana and Namibia among the 24 Sub-Saharan countries in the Country Matrix Report.

TABLE 2: CIVIL SOCIETY INDICATORS

Country	Community-based Organizations (CBOs)	Voice and Accountability*	Press Freedom Index
Botswana	Newly formed	87	14
Ghana	Active and pluralistic	91	15
Namibia	Active, but reflect inequality	96	5.5

* Numbers represent the percentile rankings of Botswana, Ghana and Namibia among the 24 Sub-Saharan countries in the Country Matrix Report.

TABLE 3: ECONOMY INDICATORS

Country	GNI per Capita PPP	Gini Coefficient	% of Population Living below Poverty Line	Mining as % of GDP	FDI as % of GDP	Exports as % of GDP
Botswana	\$12,320	60.5	23%	33%	14.7%	48%
Ghana	\$1,330	40.8	30%	5%	16%	40%
Namibia	\$6,080	74.3	43.8%	8%	35.2%	39.8%

TABLE 4: BUSINESS CLIMATE INDICATORS

Country	Ease of Doing Business	Access to Credit	Registering Property
Botswana	38	43	29
Ghana	87	109	31
Namibia	51	12	129

TABLE 5: INFRASTRUCTURE AND TECHNOLOGY INDICATORS

Country	Paved Roads	Access to Electricity	Internet Users	Mobile Phone Subscribers
Botswana	32.6%	38.5%	5.28	61
Ghana	16%	49.2%	3.85	33
Namibia	12.8%	34%	4.84	38

TABLE 6: EDUCATION INDICATORS

Country	Adult Literacy	No. of Universities
Botswana	83%	2
Ghana	65%	50
Namibia	88%	1

TABLE 7: HEALTH INDICATORS

Country	Infant Mortality	Adult HIV/AIDS Prevalence	Estimated No. of People Living with HIV/AIDS	Health-adjusted Life Expectancy (HALE)
Botswana	90	37.3%	355,000	35.5
Ghana	68	3.5%	385,000	49.5
Namibia	45	21.5%	215,000	43.5

TABLE 8: YOUTH INDICATORS

Country	% of Youth Ages 10 to 24	No. of Youth Ages 10 to 24	Youth Unemployment Rate	GDI Ranking*
Botswana	36%	700,000	39.7%	87
Ghana	32%	7,500,000	16.6%	83
Namibia	33%	700,000	43.7%	91

* Numbers represent the percentile rankings of Botswana, Ghana and Namibia among the 24 Sub-Saharan countries in the Country Matrix Report.

TABLE 9: CITIES INDICATORS

Country	% of the Urban Population	No. of Urban Population	No. of Cities over 100,000	Rate of Urbanization
Botswana	60%	1,152,673	1	2.5%
Ghana	50%	11,675,464	8	3.5%
Namibia	37%	788,046	1	2.9%

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