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PRIVATE ENTERPRISE FEDERATION

Rapid Institutional Assessment and Recommendations
for Capacity Strengthening

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Private Enterprise Federation

Rapid Institutional Assessment and Recommendations for Capacity Strengthening

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Africa Leadership Training and Capacity Building Program

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ACRONYMS

INGO	International Non-Governmental Organization
ACP	Africa, Caribbean and Pacific States
AGI	Association of Ghana Industries
AOMC	Association of Oil Marketing Companies
BUSAC	Business Sector Advocacy Challenge Fund
CBC	Commonwealth Business Council
CIPE	Centre for International Private Enterprise(),
DANIDA	Danish International Development Agency
DFID	Department for International Development
EU	European Union
GAB	Ghana Association of Bankers
FAGE	Federation of Associations of Ghanaian Exporters
GCCI	Ghana Chamber of Commerce and Industry
GCM	Ghana Chamber of Mines
GCT	Ghana Chamber of Telecommunication
GEA	Ghana Employer's Association
GIA	Ghana Insurers' Association
GLIPGOA	Ghana Liquefied Petroleum Gas Operators Association
ILO	International Labour Organization
KAS	Konrad Adenauer Stiftung
NAPRM	National African Peer Review Mechanism
NPoA	National Programme of Action
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development

INTRODUCTION AND BACKGROUND

Purpose and Objectives of Assessment

In order to get a better understanding of the institutional capacity needs of the Private Enterprise Federation (PEF), USAID/Ghana asked Africa Lead to conduct a rapid capacity assessment of the organization, and to make recommendations on how to strengthen PEF to enable it to better fulfill its vision and mission. During the period of August 9 –September 25, 2013, an Africa Lead team led by Carla Denizard, Deputy Chief of Party, Annie Dela Akanko, M& E Coordinator, and Martha Ebele Yough, Institutional Assessment Consultant performed a rapid assessment of PEF and a sample of PEF member associations in order to identify their strengths and weaknesses, to rate their performance and organizational effectiveness, and to prioritize capacity strengthening areas. This report presents the findings, conclusions and recommendations of the team.

Institutional Overview of the Private Enterprise Federation & Member Associations

PEF is a non- political, autonomous institution established in 1994, with the following four founding members, Ghana National Chamber of Commerce, Association of Ghana Industries, Ghana Employers Association and Federation of Associations of Ghanaian Exporters, principally to support the development and growth of the private sector in Ghana. PEF is a company limited by guarantees under the Ghana Companies Code Act 179 and has its membership open to all private businesses and trade associations from both the formal and informal sectors of the economy. PEF played a significant role in the economic history of Ghana fostering the growth of the private sector, as the preconception at independence was that the Government should be the engine and driver of economic development with a focus on public ownership and management of business organizations called “State Enterprises”. During the period of military rule, private enterprises and individuals were perceived to be enemies of the state and even market women were publicly humiliated and denounced at times. Such actions hindered the development and growth of the private sector, but PEF served as a catalyst of change and a bridge builder between the government and the private sector, encouraging partnership and cooperation and paving the way for a burgeoning of private enterprises and a prosperous period of economic growth in the country.

PEF’s stated mission is “to identify and respond to the development needs of the private sector by influencing government policies and regulations supported by experiential data, provide business development services to businesses and create an enabling environment to increase growth in the private sector and the development of the nation” Some of the activities that PEF engages in to achieve its mission include advocacy, fostering public –private dialogues, conducting research and producing papers on critical issues affecting the private sector, capacity building and technical skills training, and the provision of business development services to its membership.

PEF Member Associations share similar goals and objectives to PEF such as national policy and legislation changes, coordination of advocacy activities, and the promotion of corporate social responsibility to

increase the competitiveness and profitability of their members and to promote positive image of Ghana globally.

PEF's relevance remains undeniable with a total of 10 Member Associations, representing 70% of the entire business community, covering all sectors of the economy, and contributing to 75% of all taxes paid to the Government of Ghana. The membership includes: the Ghana Association of Bankers (GAB), Ghana Chamber of Commerce and Industry (GCCCI), Federation of Associations of Ghanaian Exporters (FAGE) and Ghana Chamber of Mines (GCM). Other members include Association of Ghana Industries (AGI), Ghana Employer's Association (GEA), the Ghana Chamber of Telecommunications (GCT), Ghana Insurers' Association (GIA), Association of Oil Marketing Companies, and Ghana Liquefied Petroleum Gas Operators Association (GLIPGOA). PEF also has working relationships with various local associations such as the Ghana Grain Council (GGC), Association of Small Scale Industries, Ghana Association of Consultants, Peasant Farmers Association of Ghana, Ghana Real Estate Developers and Ghana Association of Women Entrepreneurs. PEF collaborates with international organizations such as UNIDO, DANIDA, UNDP, CIPE of USA, FAO, IFAD, and KAS.

Today, PEF has fallen short of meeting its mission and fulfilling the expectations of its members. In Oct 2012, Professor Kwaku Appiah-Adu carried out a study that identified several weaknesses that have hampered PEF from achieving its mission. The findings of his study corroborate many of the findings of this assessment.

Organizational Restructuring

The restructuring exercise funded by the Business Sector Advocacy Challenge (BUSAC) Fund made recommendations on strategies to streamline operations of the Federation including its ownership structure, including how PEF can grow its membership and strengthen its relationship with other private sector associations; how PEF can improve the relationship between itself and Government, define a media and communication strategy, better identify funding sources, and redefine the scope of its operations to include income generating services. The research findings were validated at a series of stakeholder workshops and then fine-tuned into a new strategic plan. After these engagements, the Governing Council approved the recommended changes that enabled the Federation to implement the strategic plan. Some of the changes include the change of name, as well as the change in its corporate and governance structure. Below are the details of the recommendations that were adopted by the Governing Council:

Changes in Corporate Governance Structure

These changes included the establishment of a Delegates Assembly made up of two representatives of each member association who would play the role as shareholders under the company's code and serve as the highest authority of the Federation. The Delegates Assembly would then elect from among its members a 13-Member Governing Council. The 13-Member Governing Council (playing the role of Board of Directors) would be comprised of the 4 founding members, 6 other members elected from the Delegates Assembly, and the Chief Executive Officer who would serve as the Secretary of the

Governing Council and 2 other independent representatives unaffiliated to any member institution, both with extensive experience and expertise in private sector business operations.

The PEF Strategic Plan calls for the restructuring of the institution into the following five thematic areas:

1. Advocacy
2. Research and Publication
3. Innovative Business Development Services (BDS)
4. Capacity Building and Technical Skills Training
5. Intermediation and Facilitation for Agricultural Investment.

Change of Name from Private Enterprise Foundation to Private Enterprise Federation

The main reason for the name change from Foundation to Federation was because many assumed that the organization was a philanthropic and grant making rather than an apex organization with many member Associations. (*Source, 5-year Strategic Plan: Private Enterprise Federation*). The name change also forms part of the organization's re-branding and re-engineering strategy to better portray its mission to play a greater advocacy role for the private sector and to provide more effective and efficient services to its membership.

METHODOLOGY

The team used participatory capacity assessment methods and tools to collect data on PEF and its member associations. The structured questionnaire included a tool to rate organizational effectiveness (OE) and a priority capacity need ranking table to gather data on staff's perceptions of capacity gaps and desired areas for transformation. The team organized the OE section of the questionnaire under the following broad components of Organizational Effectiveness: Governance, Management Practices, Human Resources, Evidence Based Monitoring and Evaluation, Internal and External Relations, Sustainability and Financial Management.

In order to better understand the mandate, structure and level of organizational effectiveness of PEF, the team utilized elements of the Institutional Development Framework (IDF) to identify and to prioritize capacity development needs of the respective institutions. The team completed a total of 21 key informant interviews, used observation techniques and gathered secondary data through document review.

LIMITATIONS

The USAID Ghana Mission requested this assessment at the end of the life of Africa Lead when time and financial resources were limited to conduct the assessment. Consequently, a rapid approach had to be utilized to gather data quickly from a small sample size. Therefore, the views shared in this report may not be representative of all member associations. The assessment team did not have the time nor resources to interview all the members of the 13-member governing council and their member associations; as such the conclusion of the report may not equally represent the views and opinions of PEF's entire membership. In some cases the Association member views maybe biased with the hope that exaggerating some needs or gaps may result in donor support and funding. However, the team

attempted to triangulate and confirm as many of the findings as possible through multiple sources. More data on the Government of Ghana's perspective and opinions on PEF's role and performance could have been gathered and incorporated into the final report.

FINDINGS

SUMMARY OF FINDINGS

The assessment covered a diverse range of issues and the team consulted with and triangulated a diverse set of voices and opinions in formulating these findings and recommendations.

General findings from the assessment are presented below then followed by specific findings on organizational effectiveness and priority capacity development needs of both PEF and its member associations.

- **Relevance of PEF:** All key informants agreed that PEF had an important role to play in the Ghanaian economy, and that PEF should represent and champion the cause and interests of the private sector in the country. If adequately funded and staffed, most respondents felt that PEF could lead the private sector. However, in its current under staffed and under resourced state PEF is not fulfilling its mission and objectives nor playing its role as a voice and leading advocate for the private sector.
- **Low level of member association's commitment:** Confirmed by poor attendance at PEF meetings and irregular payment of membership dues, this lack of commitment shows that members have lost confidence in the ability of PEF to represent and advocate for their interest. Members cited that, the unclear delineation of roles and responsibilities between PEF and its member associations causes conflict and competition and at times power tussles between the stronger and more active associations. In general, the team found that PEF and its members don't consult enough to set common goal and objectives and to align their activities.
- **Financial Sustainability:** The non-payment and irregular payment of member dues limits the amount of funds available for PEF to cover its operational costs. Apart from membership dues, PEF lacks a sustainable source of funding. The team found that PEF does not have a resource mobilization plan nor qualified staff to engage in any income generating activities.
- **Human Resources & Implementation Capacity:** The current technical staff strength of three persons severely limits PEF's ability to design and implement research and advocacy programs and provide services to members. Respondents cited the lack of funds as the main reason for the poor staffing and inability to hire the new staff recommended in the 5 year strategic plan.
- **Communication:** Regular communication with membership and the public is critical for an organization like PEF engaged in advocacy work representing a large constituency. However, PEF lacks a communication plan and a dedicated communication officer to maintain its website

and newsletter and effective and constant communication with its membership. The PEF website is outdated and needs to be redesigned to reflect PE's vision and mission. It should showcase current information on the pressing issues of the day relevant to the private sector.

SPECIFIC FINDINGS: ORGANIZATIONAL EFFECTIVENESS

The data gathered from key informant interviews with PEF staff, PEF Member Associations and selected stakeholders have been scored and synthesized in the table and subsequent narrative below to give a snapshot of the organizational performance of PEF. Under each of these broad components, a number of sub-categories were delineated and questions framed to measure the strength or weakness of PEF and association members in that component. The respondents were asked to rate each category as "strong", "average", "weak" or "do not know". The table showing the analysis of percentage rating of respondents can be found in the Appendix. Some specific areas of organizational effectiveness fall under several categories which allowed better "triangulation" of data and analysis which further strengthened findings.

The general components and specific areas (in parenthesis) of organizational effectiveness that were assessed include the following:

- **Governance** (Board, Mission/Goal, Constituency, Leadership, Legal status and Policies)
- **Management Practices** (Organizational structure, Information systems, Administrative procedures, Teamwork, Workplans, Regular planning, Program development and Program reporting)
- **Human Resources** (Human resource development, Performance-based management system, Performance of Executives, Training plans, Skilled staff, Work organization, Capacity to access additional expertise, Diversity issues, Supervisory practices and Qualified personnel - executives)
- **Evidence-Based Monitoring and Evaluation, Policy Formulation and Decision-Making** (Results-based strategies and projects, Involvement of constituents in program design, implementation, Monitoring and evaluation systems, Data collection and analysis, Annual review of programs and Application of lessons learned)
- **Internal and external relations** (Member relations, Service provision to members, Communication with members, Feedback mechanisms and processes, Public relations, Inter-organization collaboration, Government collaboration, Media relations and Communication)
- **Sustainability** (Organizational sustainability, Financial sustainability, Sustainable fundraising mechanisms)
- **Financial Management** (Planning, Control, Reporting and Audits)

A. Governance

1. Board of Directors (BOD): 60% average; 40% weak

Composed of executive representatives of PEF Member Associations who are qualified, experienced, skilled managers and leaders, PEF staff and association member respondents generally felt that the BOD is not fulfilling its role and responsibilities and meeting the expectations of the membership. Asked why, some said the BOD is too busy with its own work and lacks the time. Others said the BOD is not fully committed to PEF because PEF isn't performing well and meeting its mandate so the members are not motivated. Those who rated the BOD as weak mentioned that there's a power tussle between association members' and PEF and a lack of clarity on each group's roles and responsibilities.

2. Mission/Goal: 80% rated strong; 20% weak

PEF and association members have strong and clear mission statements with achievable goals and objectives that accurately reflect the desires and expectations of members. However, respondents cited that poor planning and implementation of action plans hampered performance and impeded the attainment of intended results and impact. Some associations are strong in public relations and advocacy but in general, most associations cited that they needed to enhance their capacity to implement new programs.

3. Constituency: 80% weak; 20% rated strong

Although the quality of member relations within associations varied and rated average, most agreed that the relationship between PEF and its ten members was very weak. Some associations said that besides the regular BOD and council meetings, they have very little interaction with PEF and do not receive any support or services from PEF. Thus, they don't see a value in maintaining a relationship with PEF as PEF isn't helping them achieve their goals and objectives. Those who rated constituency as strong cited the diversity and size of the membership as an asset of PEF.

4. Leadership: 100% rated strong

All agreed that PEF and associations had capable and experienced leaders in the top management positions of their respective organizations. However they cited that these Executives lack the financial resources and qualified supporting staff to perform well. Some leaders were overworked and stretched due to the lack of skilled and experienced staff to assist them due to shortage of funds to hire new staff. Others had adequate staff but not enough funds to implement new programs in areas of research and advocacy that would enhance the performance of their associations.

5. Legal Status: 80% rated strong; 20% weak

All the legal documents establishing PEF as a federation are in order and in place. All other associations interviewed stated that they were legally registered and recognized by the Government of Ghana as non-political autonomous bodies under the Registrar general and adhered to the Ghana Companies Act.

6. Policies and Procedures: 60% rated average; 40% poor

Although PEF and members have some standard operating procedures and policies, they are now generally outdated and/ or not strictly adhered to. PEF in particular lacks a Human Resource Management policy including a staff performance appraisal system and staff development plan. A PEF staff lamented that he has held the same position, and has not received a promotion nor been given the opportunity to enhance his skills through staff development in eight years. Due to the exigency of the BOD and members for a high level of financial transparency and accountability, PEF and members appear to follow and to adhere to financial policies and procedures although the assessment team did not review any audit reports to confirm this.

B. Management Practices

1. Organizational structure: 40% rated strong ; 60% average.

The organizational structure proposed in PEF's 5 Year Strategic Plan has been approved by the BOD but is not fully operational due to the lack of financial resources to fill the positions proposed in the new organizational chart. The key positions that need to be filled include: Manager-Advocacy and Communication, Manager-BDS & Investor Liaison, as well as two Analysts supporting the Managers and an IT Manager. The restructuring exercise that was funded by the Business Sector Advocacy Challenge (BUSAC) Fund made recommendations on strategies to streamline the operations of PEF including its ownership structure, on how PEF can grow its membership and strengthen its relationship with other private sector associations, and how PEF can improve its relationship with Government and mobilize resources through income generating services.

As for Association members, the majority felt that the organizational structures in place were relatively strong and/or performed on average, and needed minimal strengthening. Many remarked that they wanted to build and expand their outreach and regional level offices so that they could better respond to the needs of their members based outside of Accra. The Ghana Chamber of Mines, CEO also mentioned that they were in the process of reviewing their organizational chart to restructure the ways that staff worked together and how they related to various working committees of the BOD.

2. Information Systems: 20% strong; 60% average; 20% weak

Regular communication and information sharing amongst members and the public remains a big challenge for PEF. The assessment team checked the website and found that the most recent news dates back to 2011. PEF has no dedicated IT or communication staff nor the resources to maintain the website. To disseminate information to members and the public, they communicate via letters, email with occasional press releases and media briefings. The level of development of member association's communication systems and platforms varied. For example, Federation of Association of Ghanaian Exporters (FAGE) website was down and inaccessible. However, the Association of Ghana Industries (AGI) has a very interactive and current website with a portal for members to access information and the public to subscribe to their monthly newsletter. The Ghana Chamber of Mines (GCB), the Ghana Employers Association (GEA), and Ghana Association of Bankers (GAB) maintain their websites and keep the public and members informed about upcoming events and the association's activities.

3. Administrative Procedures: 40% strong; 40% average; 20% weak

At PEF administrative procedures are loosely defined, and flexible due to the small staff size. However, the staff recognized that as the organization grows that it will be necessary to standardize and enforce administrative procedures and policies. In general, association members felt that their administrative systems were cumbersome and needed to be streamlined and updated as they wasted time and prevented them from responding to the requests of their constituents and members efficiently.

4. Team work: 100% strong;

The PEF staff unanimously agreed that despite their financial and human resources limitations the staff work well together in a spirit of harmony and unity and help each other. As for associations, they rated team work as average and an area that needs improvement mainly due to the large size and diversity of their members.

5. Regular Planning: 60% strong; 40% average

Due to budget limitations, the staff said that proper planning is not done on a regular basis. However, when they do have a new project then they effectively organize and plan their activities. However, association members regularly carryout work planning meetings with the BOD as well as working committees and select members.

6. Program Development: 20% strong; 80% average

Although the staff recognize that that new program development is a key and necessary function for PEF to grow, and augment its revenue base, they generally lacked the human resources, the initiative and skills and capacity in house to design and implement new programs in its current state. Regarding the Associations, this function varied according to the size and the strength of the membership. According to several association members, key “powerful” members drive change and new program development to suit their company needs which in many cases serve and address the needs of the larger membership as well.

7. Program Reporting: 80% strong; 20% average

When PEF has new programs and funding, they report well and regularly to the donor and constituency on activities, results and impact, but in general they don’t produce a regular annual performance report. Many member associations do have a monthly newsletter and produce articles and reports of interest on their websites. Both groups however cited that program reporting functions needed improvement.

C. Human Resources

I. Human Resource Development: 60% weak; 40% average

As confirmed in the PEF Strategic Plan, the organization currently lacks the qualified personnel to achieve its vision and mission. There’s no documented human resource development plan or strategy for existing staff to develop their skills and capacity. Moreover, a staff appraisal and management system to measure staff performance has not been developed. Similar to PEF, Association members rated human resource development as weak and affirmed that the lack of

financial resources and absence of dedicated Human Resource staff to address these issues were major constraints to improving human resource management.

2. Performance Based Management System: 20% Average; 60% weak

PEF and member associations both rated performance management as weak. This was attributed to the fact that the systems to conduct this evaluation of staff are not in place, and staff performance appraisals are not conducted on a regular basis. Putting a performance appraisal system in place is a high priority for both PEF and its member associations.

3. Executives' Performance: 40% strong; 60% average

Most respondents attributed the average performance of the Executive management to the lack of financial resources available rather than the incompetence or lack of expertise of the Manager's. They felt that this is the biggest factor contributing to optimal performance of PEF as well as their associations. The inability of these Executives and Manager's to generate funds either in terms of membership dues or externally is the biggest contributing factor in their opinion.

4. Regular Update of Staff Training Plans: 100% weak

All respondents (100%) rated this as weak as both PEF and associations do not have staff training plans in place, although they however recognize the importance and need to provide training opportunities for their staff.

5. Assessment of Staff Development Needs: 80% rated weak 20% strong

Eighty percent of respondents rated this as weak as it is not being done except for the recommendations proposed in the 2012 Strategic Plan. Association members also confirmed that their staff capacity development needs were also not being evaluated on a regular basis.

6. Skilled Staff/Association Executives; 26% strong; 56% average, 18% weak

The majority of the respondents rated the existence of skilled staff/association executives as average, and 18 % rated this as weak. Recruiting skilled staff and retaining them has been a challenge for PEF due to the low pay scale and budget for operations. The lack of financial resources has also prevented PEF from upgrading the skills of the current staff. Senior management staff such as PEF's CEO and the President, Vice President's and Executive Directors of Associations possess university degrees and many years of management experience.

6. Work Organization: 40% strong; 40% average, 20% weak

The PEF staff had similar views on the work flow processes and the way they specifically organize and implement tasks. A staff indicated that his work is event or demand driven and he only gets occupied with work when a new project or initiative comes up and funding is available to implement it. Another felt that unstable funding and poor cash flow hinders and interrupts their work flow and processes but when funding is available everyone works together and they organize programs more effectively. Association members also cited that funding constraints hamper their work at times and the organization of programs.

7. Capacity to Assess Additional Expertise: 40% rated strong, 40% average and 20% weak.

According to PEF staff, this depends on the availability of funds because they rely mainly on external consultants to provide them with additional expertise. In recent times, since funding has been erratic, they haven't been able to hire any external consultants. They also face the double challenge of not being able to hire full-time staff which is essential to ensure the sustainability of the organization. According to Association Executives, when they need additional expertise, they identify the resources from within their membership. However, some members do not have the time to provide the required technical assistance and support due to other responsibilities. For special programs, some members jointly contribute to pay for consultants to do the work on behalf of the larger association.

8. Diversity Issues (gender, ethnicity, culture); 60% rated average ; 40% weak

Despite PEF's small staff, they have managed to attain some gender balance as they have two female staff and one plays a more senior role as the Head of Finance. Concerning cultural and ethnic diversity, no respondent indicated that there was any bias or discrimination toward any particular ethnic group. The same applies to association members who confirmed the diversity of their members with a strong rating.

9. Supervisory Practices: 50% strong; 50% average.

Although staff rated the CEO as a strong supervisor, they pointed out that the key managerial positions that should oversee the program activities of PEF remain vacant and so a supervisory gap remains. Associations' members rated supervisory practices at their organization higher than PEF but also mentioned that there's room for improvement.

D. Evidence Based Monitoring and Evaluation, Policy Formulation and Decision Making

I. Use of Results Based Strategies and Projects: 60% rated strong; 40% average

Despite admitting that they don't have a results based performance monitoring system in place, both PEF and associations members said that they would like to utilize Results Based Management (RBM) tools and approaches in their work, but now they only use these strategies if donors require it for reporting on special projects. Many confirmed that they strive to achieve high impact and results in their advocacy and media related activities.

2. Constituents/Members serve as partners in program design, implementation and evaluation: 60% rated average; 40% weak

Overall, the team found that PEF's communication and engagement with constituents and members appears limited to their regular Executive Council and certain important industry meetings. Association members said that PEF doesn't communicate with them regularly and they in turn do not normally consult and coordinate with PEF when designing and implementing their programs. Association executives did say they regularly consult with their members and do involve certain key influential members in new program design as necessary and appropriate. Some of their members especially those who regularly pay their dues want to be actively involved others don't engage much in association activities. Except if required by a donor or funding agency, both PEF and its members don't regularly evaluate the impact of their programs.

3. M&E system developed that links performance measures to results: 60% rated average, 20% rated strong; 20% weak.

Although the PEF staff rated their M&E system as average when asked by the team to see a copy of the plan, or explain their M&E systems, they admitted that they don't have a written plan nor performance indicators, targets and data collection tools to measure achievements and results. They attributed this to the fact that they don't have the staff in place to design and operationalize the system and that is due to the lack of funding.

Association members also ranked this as average or weak. The team found no evidence of an operational M&E system with an M&E plan, data collection methodology, tools or performance indicators in any association.

4. Data Collection and Analysis: 60% average, 20%strong, 20% weak.

PEF asserts that research on key issues that affect the economy is one of their major activities. According to PEF staff, research is currently being carried out on an ad hoc basis as the need and issues arise, but not in an organized and consistent fashion. In general, data collection and analysis is an area that the majority of Association members expressed a great need for capacity strengthening especially on how to collect evidence based and empirical data for analysis to back their advocacy activities.

5. Annual review of Organizational Performance: 60% rated weak; 20% strong; 20% average.

Apart from the 5year Strategic Plan that reviewed the organization's performance, the assessment team did not find any evidence that regular annual performance data was collected on the performance of PEF to confirm that organizational performance reviews are conducted on a regular basis. About half of the Association members rated this function as strong as some but not all review their performance on a yearly basis. Others explained that a system has not been put in place to do yearly reviews of the Association's performance and that technical assistance to design and implement such a system would be welcomed.

6. Annual review and analysis of resources: 40% strong; 20%average; 40%weak

At PEF, the staff said that financial reviews and analysis are done regularly because the dearth of resources requires prudence in expenditures. Though the majority of the associations have regular reviews of their financial resources, the lack of staff deters them from carrying out thorough review of their human and material resources although most have an external firm conduct a yearly audit of their accounts and produce financial statements as required by law.

7. Application of Lessons Learned from M&E to future activities: 60% weak; 40% strong.

The PEF team recognizes their organizational weaknesses but admitted that they have not been able to implement a strategy to turn things around. Due to the absence of an M&E plan in most of the associations, they rated this function as "average" and admitted that they do not keep track of lessons learned in a regular and systematic way but do discuss their successes and failures during their regular Annual General meetings and Executive Committee meetings.

E. Internal and External Relations

1. Member Relations: 80% average; 20% strong and 20% weak.

PEF staff admitted that relations with some of its members are actually strained and not the best. They reiterated that most members show very little interest in PEF because of the organization's inability to provide any services to them which in turn translates to low incentive for them to pay their association membership dues to PEF. This low rate of payment of dues contributes to PEF's poor financial standing. Besides Council meetings, several association members felt that they had few opportunities to play any decision making role in the affairs and direction of PEF.

Association Executives rated relations with their membership stronger than PEF at 50%. Overall, they would like to see more of their members involved in and supporting the activities of the association. They complained that members usually do not respond to emails regularly and on time because they are too busy.

2. Service Provision to Members-60% average; 40% weak.

As mentioned previously, PEF provides a very basic level of service to member organizations due to their financial constraints. PEF staff said they intend to provide more lobbying, advocacy, research, and business development services especially to new and grass root members once resourced to do so. Most Association Executives felt that PEF's services were inadequate. Although they rated service provision to their own member's higher than that of PEF. They did admit that they could do a much better job to meet the needs and expectations of their constituency, but just like PEF, they also face resource constraints because due payment rates are average.

3. Qualified personnel:-56 % strong; 44% average.

As discussed earlier in this report, PEF lacks several key technical positions which inhibits its ability to move the organization forward. Where vacancies exist, other staff are required to perform duties beyond their job descriptions. For example, the Finance Officer at PEF performs administrative and human resource functions along with her accounting and financial management roles responsibilities.

4. Communication between members: 60% strong ;40 % average.

PEF and member associations do meet according to the governing by-laws of the Federation and they communicate with members mainly by emails, phone calls, and letters.

Association Executives rated this function as strong in their associations. They said that the secretariat keeps members regularly updated on their activities through emails, letters, website, and monthly newsletters. Even though PEF staff felt that they regularly communicated with their members, Association Executives did not affirm this. On the contrary, they asserted that PEF did not communicate with them regularly and that the modes of communication were inadequate and weak at PEF.

5. Use of Feedback Mechanism:50% average; 25% weak; and 25% strong.

According to PEF staff, no recognized mechanism exists at PEF for staff to receive and use feedback. Feedback is provided to management on an informal basis and decisions taken do not always reflect the feedback of members and staff. Association executives rated this function higher than PEF but mentioned the challenges that their Secretariats face in receiving timely feedback and responses from their members on issues concerning their respective associations.

6. Public Relations: 40% weak; 40% strong; 20% average;

Although PEF staff agree that the public needs to know more about PEF and its vision, mission, role and responsibilities they also admitted that they lack the resources to implement public relations campaigns. Associations Executives also expressed the need and desire to improve their public relations and rated this function as average.

7. Inter-Organization Collaboration: 60% strong, 40 % weak.

PEF has established good relationships with many local and international organizations and regularly participates in working group meetings and committees. The PEF CEO regularly speaks and participates in international conferences, meetings and events hosted by the AUC, and NEPAD related to CAADP. In Ghana, PEF collaborates with the Ghana Grain Council (GGC), Ghana Association of Women Entrepreneurs, Peasant Farmers Association of Ghana and UNIDO. Other organizations include DANIDA, UNDP, CIPE of USA, FAO and IFAD. Member associations also asserted that they collaborate with each other when necessary as well as similar sister associations in other countries, international organizations and development partners in order to learn and adopt best practices to apply to their work.

8. Government Collaboration: 60% strong; 40% weak.

PEF staff characterized interactions with the GOG as healthy and friendly. However, they did admit that they don't interact with a diverse set of government ministries or departments but mainly with those related to their work. The majority of PEF associations collaborate with the government on issues concerning the sectors they represent but admitted that they would like to improve and enhance their collaboration so that they can play a greater role in influencing policy changes that would help enhance the business environment and their businesses performance. Those respondents who rated the collaboration with Government as weak felt that their associations don't have enough influence on the government in order to get the issues that they are lobbying for resolved.

9. Media relations: 60% weak, and 40% strong.

PEF releases information to the media about its work and current events via press releases and at press briefings when resources are available but not very frequently. Association Executives rated their relations with the media as stronger than PEF. They overall felt that they related well with the media and used the media as a tool to advocate for policy changes.

8. Communication: 60% average, 40% strong.

Communication between external stakeholders and PEF exists, but the regularity and the quality of communication varies according to PEF staff interviewed. They felt that the absence of a communication plan and strategy for the organization has hampered effective communication with its membership, the public and other key stakeholders. In order to change this, they recommended hiring a dedicated communication staff or consultant to set up a system. This section was rated as average among association members as well due to the lack of a communication plan and strategies.

F. Sustainability

1. Organizational Sustainability: 60% weak, 20% strong and 20% average.

PEF staff recognize that ensuring the sustainability of the organization is the biggest challenge and hurdle that they need to overcome to ensure the survival of the organization. As already mentioned earlier in this report, PEF staff cited that the human and financial resource limitations and the lack of various mechanisms and systems to raise funds were the causes hindering them from effectively ensuring the sustainability of the organization. On the other hand, the majority of association executives rated organizational sustainability as strong. They expressed confidence that their large membership base, strong leadership, and the importance and value of the association to their membership ensured the sustainability of their associations.

2. Financial Sustainability: 80% strong ; 20% weak.

PEF staff rated this area as strong as they interpreted this question to mean the presence of an effective financial management system. They affirmed that formal structures are in place for proper management and accounting of funds. They however mentioned that their ability to generate funds is still limited as they are not able to access additional technical expertise, local/volunteer support or even membership dues to assist them.

Association member responses were mixed with 44% rating financial sustainability as strong, and 56% average. They all mentioned that the erratic payment of membership dues by members threatened their financial sustainability and that they needed to find alternative ways to raise funds and to better enforce the payment of membership subscriptions on a timely basis. Some members stated that they intended to or were in the process of reviewing their membership due's schedule to reflect current economic conditions in the country.

G. Financial Management

1. Planning: 100% strong

Interestingly, PEF staff unanimously agreed that because the organization maintains a yearly budget and manages finances according to general accounting principles that their planning function is strong. Association members also rated planning as strong as they cited that they had strong financial management systems in place.

2. Control: 80% strong; 20% average.

Although outdated, PEF staff rated their financial control systems as strong because they have been established and fully operational with checks and balances. Association members also felt that they had good financial control systems in place because they had to report regularly to their members.

3. Reporting: 100% strong.

According to PEF staff, financial reports are clear and complete and reporting is done to the Board on a regular basis. 87 % of association members also asserted that they have a good financial reporting system in place.

4. Auditing: 100% strong.

PEF staff rated this as strong as external audits are performed on a yearly basis. 87.5% of associations rated this as strong as they cited having good auditing mechanisms in place as their members required a yearly external audits of association accounts.

SUMMARY OF PRIORITY CAPACITY DEVELOPMENT NEEDS OF PEF

The assessment team developed and administered a tool using the CAADP capacity development framework to collect data from PEF staff and PEF Association members on their priority skill and development needs. Table 1 and Table 2 below list the capacity development areas and then shows ranking of need by High priority (3), Medium priority (2) and Low priority (1). Generally, the PEF staff interviewed rated the specific capacity areas either as high or medium priority.

During their assessment of PEF's organizational effectiveness, PEF staff indicated the specific capacity strengthening areas required to bring change and transformation in their organization. Under the leadership and change management category, the need for coaching and mentoring in the form of technical assistance ranked as the highest priority followed by team building and group dynamics, and then leadership and change management. PEF staff unanimously agreed that they needed external support and technical assistance to help them achieve their vision as outlined in their strategic plan and to help them mobilize the funds to implement it. Until new staff are hired they felt that this coaching and mentoring support could be provided by external consultants. However, building a new full time PEF team would still be their priority while existing staff could benefit from new skills and knowledge in the areas of leadership, change management, the rapid results approach, and resource mobilization in order to kick-off the organizational 'transformation' process.

PEF staff rated building skills on how to build and structure coalitions and partnerships as a high priority and a greater area of need than engagement with public and stakeholders. The general sentiment was that coalition building amongst its members as well as with external partners around key policy issues was a key and important role that PEF needed to play in order to enhance their impact and outreach. They also felt a need to expand their membership base to include more SME's as well as agri-businesses.

Skills in advocacy, policy analysis, formulation and implementation were unanimously selected by all PEF staff as highest priority capacity need at 100% under this area. The lack of dedicated skilled staff in this area makes these functions weak and non-existent even though they are a fundamental part of PEF's mandate. Therefore, capacity development in this area can only start when full-time staff or consultants are hired to fulfill these responsibilities in the organization.

Like advocacy and policy change, PEF staff rated organizational development management and improvement as a highest priority with specific focus on developing management's ability to develop and implement staff development plans and assessing the organization's capacity as this has not been done in the past.

Although many specific topics exist under the project and program design and management theme, the highest priority rankings are related to enhancing PEF's new program design and fundraising skills. Financial management related skills were rated as medium priority which was confirmed in the organizational effectiveness area as well. Regarding, evidence-based monitoring, evaluation, and decision making all respondents agreed that this was absolutely necessary for the sustainability of PEF.

Table 2: Prioritization of Capacity Development Needs of PEF Staff

PEF-Capacity Development Needs	High Priority (3)	Medium Priority (2)	Low Priority(1)
Leadership and Change Management			
Leadership and change management skills	60%	40%	
Team building and group dynamics	80%	20%	
Clarifying roles and responsibilities	40%	60%	
Coaching and mentoring skills	100%		
Process management skills	60%	40%	
Problem solving and conflict management	60%	40%	
Coalition, Partnerships and Alliance Building			
Building and structuring coalitions	80%	20%	
Cultivating partnerships and alliances	80%	20%	
Engagement with stakeholders and public	60%	40%	
Advocacy and Policy Change			
Policy formulation	100%		
Policy Analysis	100%		
Policy implementation	100%		
Facilitation skills	80%	20%	
Stakeholder management	80%	20%	
Organizational Development Management/Improvement			
Conducting organizational self-assessments	100%		
Development of training, human resource and staff development plans	100%		
Workshop design and facilitation	80%	20%	
Project and Program Design and Management			

PEF-Capacity Development Needs	High Priority (3)	Medium Priority (2)	Low Priority(1)
Prioritizing projects, programs and investment portfolios	100%		
Designing new programs and work plans	80%	20%	
Economic, social and institutional analysis e.g. cost effectiveness, cost benefit, rate of return analysis	100%		
Program analysis	100%		
Participatory planning skills/approaches	80%	20%	
Activity Management	80%	20%	
Financial Management	40%	60%	
Budget and Expenditure Management	40%	60%	
Proposal writing skills	80%	20%	
Budget development	80%	20%	
Fundraising Skills	100%		
Evidence-Based Monitoring, Evaluation, and Decision Making			
Development of results-based strategies and projects	100%		
Development of M&E systems that link performance measures to results	100%		
Data collection and analysis	100%		

SUMMARY OF PRIORITY CAPACITY DEVELOPMENT NEEDS OF PEF ASSOCIATIONS

PEF association members cited evidenced based monitoring and evaluation and decision making as a priority capacity need. Other priority areas mentioned include advocacy and policy change, coalition, partnerships and alliance building. Their selection of these priority areas can be attributed to the desire of the associations to improve their advocacy roles and contribute more to policy formulation, analysis and stakeholder management which affect the private sector tremendously. The association members also require their capacity to be built in the area of engagement with stakeholders and the public. The table below provides a comprehensive list and % ranking of their capacity development needs.

Table 3: Prioritization of Capacity Development Needs of PEF Associations

Capacity Development Areas	High Priority (3)	Medium Priority (2)	Low Priority (1)
Leadership and Change Management			
Leadership and change management skills	75%	12.5%	12.5%
Team building and group dynamics	43.75%	50%	6.25%
Clarifying roles and responsibilities	25%	56.25%	18.75%
Coaching and mentoring skills	37.5%	50%	12.5%
Process management skills	56.25%	50%	12.5%
Problem solving and conflict management	12.5%	68.75%	18.75%
Coalition, Partnerships and Alliance Building			
Building and structuring coalitions	56.25%	25%	18.75%
Cultivating partnerships and alliances	50%	43.75%	6.25%
Engagement with stakeholders and public	81.25%	18.75%	
Advocacy and Policy Change			
Policy formulation	68.75%	18.8%	
Policy Analysis	68.75%	18.75%	
Policy implementation	68.75%	25%	6.25%
Facilitation skills	62.5%	31.25%	6.25%
Stakeholder management	81.25%	12.5%	
Organizational Development Management/Improvement			
Conducting organizational self-assessments	43.75%	56.3%	
Development of training, human resource and staff development plans	50%	43.75%	6.25%
Workshop design and facilitation	56.25%	35.5%	6.25%
Project and Program Design and Management			
Prioritizing projects, programs and investment portfolios	56.25%	37.5%	6.25%
Designing new programs and work plans	43.75%	50%	6.25%
Economic, social and institutional analysis e.g. cost effectiveness, cost benefit, rate of return analysis	62.5%	31.25%	6.25%
Program analysis	43.75%	50%	
Participatory planning skills/approaches	37.5%	50%	6.25%
Activity Management	43.75%	50%	6.25%
Financial Management	25%	50%	25%
Budget and Expenditure Management	25%	56.25%	25%

Capacity Development Areas	High Priority (3)	Medium Priority (2)	Low Priority (1)
Proposal writing skills	43.75%	50%	6.25%
Budget development	25%	68.75%	12.5%
Fundraising Skills	56.25%	31.25%	12.5%
Evidence-Based Monitoring, Evaluation, and Decision Making			
Development of results-based strategies and projects	81.25%	18.80%	
Development of M&E systems that link performance measures to results	81.25%	18.75%	
Data collection and analysis	81.25%	25%	

Based on the triangulation of this data and the data gathered on organizational effectiveness, the assessment team found that PEF and its association members opinions on priority development needs were consistent in some theme areas but also varied in other areas. For example, in the category of leadership and change management skills were both high priority areas for PEF and association members. Specific areas such as clarifying roles and responsibilities were more important to member’s than to PEF. Probably due to conflicts arising between associations .This corroborates other data that association members are more confident about their leader’s skills and abilities than PEF staff and that PEF staff desire stronger leadership that can bring change and transformation in the organization. Under the coalition, partnerships and alliance building theme, the highest priority ranking among associations was stakeholder management followed by policy analysis, formulation and implementation. Association members cited that they often have to hire consultants or work with “policy” think tanks to work on policy issues because they don’t have the capacity in house.

Responses by association members on organizational development management improvement areas are divided equally between high and medium priority which probably reflects the diverse strengths and weaknesses of associations.

Under the project and program design and management theme, both PEF and association members ranked economic, social and institutional analysis e.g. cost effectiveness, cost benefit, rate of return as high priorities. Financial and budget management were rated as medium priority by both groups as the general perception is that they have strong financial management and accounting systems in place.

SPECIFIC FINDINGS: PEF STAFF AND ASSOCIATION MEMBERS RATING ON THE PERFORMANCE OF PEF

The Private Enterprise Federation and its associations assessed the performance of PEF. The assessment was carried out to identify how the two entities perceive their accomplishments or otherwise. The association members assessed themselves as well. The assessment tool contained specific questions asking respondents to indicate if they Agree, Disagree, Somewhat Agree, or Don’t know to statements about PEF and its associations’ performance. The questions and scores follow below.

Table 4: Scores from PEF Staff Rating Performance of PEF

	Agree	Somewhat Agree	Disagree	Don't Know
1. PEF's vision of the future and specific mission are clear to constituents and outsiders	60%	40%		
2. PEF is committed to its roles and its performance meets the expectations of its constituent members	80%	20%		
3. The performance of PEF meets the expectations of its constituent members	20%		80%	
4. PEF works in collaboration with its members to achieve their set mandates	40%	40%	20%	
5. PEF takes collective decisions with its members	60%	40%		
6. PEF collaborates with other associations where required to meet the interest of private sector	60%	40%		
7. PEF does not deliver effective and appropriate services to its members	60%	40%		
8. PEF meets demands of its members on timely basis		60%	40%	
9. PEF has a proven track record and established its credibility among its members and constituents	100%			
10. PEF has adequate membership			100%	
11. PEF is well resourced to achieve its mandates (financial, material and human resources)	20%	80%		
12. PEF has a valuable and important role to play in the Ghanaian economy.	50%	50%		

SCORES FROM ASSOCIATIONS RATING THE PERFORMANCE OF THEIR ASSOCIATION

Table 5: Scores from PEF Associations Rating Performance of PEF Associations

	Agree	Somewhat Agree	Disagree	Don't Know
1. The association's vision of the future and specific mission are clear to constituents and outsiders	75%	18%	6%	
2. The association is committed to its roles and its performance meets the expectations of its constituent members	69%	31%		
3. The performance of the association meets the expectations of its constituent members	31%	63%	6%	
4. The association works in collaboration with its members to achieve their set mandates	62%	38%		
5. The association takes collective decisions with its members	75%	25%		
6. The association collaborates with other associations where required to meet the interest of private sector	75%	25%		
7. The association does not deliver effective and appropriate services to its members	6%	6%	88%	
8. The association meets demands of its members on timely basis	25%	75%		
9. The association has a proven track record and established its credibility among its members and constituents	75%	25%		

10. The association has adequate membership	50%	37.5%	12.5%	
11. The association is well resourced to achieve its mandates (financial, material and human resources)	25%	31%	44%	
12. The association has a valuable and important role to play in the Ghanaian economy.	100%			
13. The association communicates well with its members	69%	31%		
14. The association has poor fundraising mechanisms	29%	50%	21%	

SCORES FROM ASSOCIATIONS RATING THE PERFORMANCE OF PEF
Table 6: Scores from PEF Associations Rating Performance of PEF

	Agree	Somewhat Agree	Disagree	Don't Know
1. PEF's vision of the future and specific mission are clear to constituents and outsiders	40%	33%	7%	20%
2. PEF as a federation engages in advocacy and lobbying activities and benefits on behalf of its constituent members	60%	33%		7%
3. PEF does not recognize its members and/or constituents as partners		20%	73%	7%
4. PEF is not able to deliver effective and appropriate services to constituents	27%	33%	33%	7%
5. PEF is seen as a valuable partner by its members and/or constituents	40%	53%	7%	
6. PEF has a proven track record and established its credibility among its members and constituents.	27%	53%	13%	7%
7. The board of PEF is made up of leaders in the relevant field of the organization's mission capable of carrying out roles as policy direction, lobbying, etc	81%	13%		6%
8. PEF has achieved its expected goals and objectives.		53%	33%	13%
9. PEF has a valuable and important role to play in the Ghanaian economy.	80%	20%		
10. PEF has the financial, material and human resources to achieve its goals, objectives and strategic plan.		27%	60%	13%
11. PEF communicates well with its constituents	33%	47%	13%	7%
12. PEF has poor fundraising mechanisms	66%	7%		27%

CONCLUSIONS AND RECOMMENDATIONS

PEF recognizes the urgency and necessity for change and has a vision and a viable plan to achieve it as outlined in the 5 Year PEF Strategic Plan. However, the current leadership has not been able to bring about this transformation due to the myriad of external and internal factors presented and discussed in the findings above such as the :

- Inability for the team to operationalize and implement the structures and systems outlined in the 5 Year Strategic plan
- Inadequate financial resources and fundraising mechanisms
- Lack of trained and qualified full time human resources
- Limited ability to lead by example and to provide services to association members and demonstrate value-added attributes of PEF
- Poor external communication and public relations
- Deficiencies in business practices and systems like communication, performance management and reporting, human resource management and capacity development planning

The overall stakeholder perspective on PEF is that it has a critical role to play in the Ghanaian economy and that if strong could provide valuable services to its membership. However, the financial viability as well as the credibility of the organization has rapidly deteriorated and without immediate financial support as well as technical assistance the demise of PEF could be near.

The specific recommendations from the assessment team are presented below in the following four categories: Human Resource, Financial, Technical and Member Relations and outlined by near, medium and long-term.

Near Term (within the next 60 days)

Human Resource

a)Reevaluate the strategic plan including the organizational structure and incorporate the following additional staff positions, a Program Director, Resource Mobilization/ Fundraising Officer and a Human Resource Manager. Recruit and hire the Resource Mobilization/Fundraising officer or a consultant in lieu

immediately. Once the Human Resource Manager has been hired, a salary survey should be conducted and the remuneration and compensation plan for existing and new staff should be revised to reflect current market rates. This will serve to motivate existing staff to perform better as well as attract more skilled and qualified persons to join the organization.

Financial

b) Develop and implement a Resource Mobilization plan in order to secure funding to cover operation costs for at least two years. In the short term, PEF could seek funding from a combination of donors, it's members ,and/or a program like Africa Lead could source a short term consultant in lieu of a full time resource mobilization officer to develop and kick-off the implementation of the resource mobilization plan.

Securing some initial funding would enable PEF to hire all the new staff proposed in the revised strategic plan which would provide them with the human and financial resources to operationalize the revised 5 year strategic plan . The leadership will need some immediate technical assistance and financial support in order to develop the plan and elaborate the proposals to funding sources.

Member Relations/Communication Strategy

c) Review membership subscriptions & fee structure and implement a vigorous new membership drive and an existing member payment campaign in order to generate resources to operationalize the strategic plan. This drive should include direct solicitation's not only to PEF association members, but to individual companies as well as prospective members.

d)Re-brand PEF and develop a short term communication and marketing strategy to donors, member associations as well as prospective members and individual firms. In the short term with limited resources, a consultant could provide these services which should include the design of a new logo and tag line, simple web page, brochure and new letter. An official launching ceremony of the "new PEF" inviting key government and non-government stakeholders and prospective donors would help enhance PEF's external exposure and public relations. The proposed media and engagement strategy in PEF's 5 year strategic plan is a good start and presents a good comprehensive approach .

MEDIUM TERM (within the next 120 days)

Human Resource

e) Design and implement a capacity development plan for new and existing staff which is aligned and supports the goals and core objectives of the new 5year Strategic plan . This should include off and on site short courses on topics identified and validated by staff in this assessment followed by on-site technical assistance , coaching and facilitation by knowledgeable consultant trainers who can assist with practical implementation.

The current PEF staff have a good understanding of the required functions and mandate of the organization. However, gaps remain in the actualization and operationalization of work plans on a daily basis that lead to impact. The Africa Lead Rapid Results Initiative course would be a good starting point

to help the new PEF team develop a Rapid Results Initiative to kick-start the development of a detailed 100 day action plan to achieve some quick short term wins .

Offering Advanced Leadership training and coaching for PEF and member association executives including Presidents and Executive Directors could facilitate the process of helping them to develop a unified strategy to enhance working relationships as well as reviving membership participation. Building the team's capacity in research and advocacy needs to be a focus area as well.

f) Given the workload and commitments of the current CEO, an additional human resource perhaps a Program Director(PD) could be assigned and dedicated solely to overseeing and providing technical assistance to teams including monitoring resource mobilizations efforts and work plans, and tracking progress and achievements. The PD would be responsible for scheduling consistent internal meetings to ensure that results are being achieved across teams. Both the PD and CEO should have a clear command of the expected targets and results from staff. The teams should frequently report to both PD and the CEO and provide regular updates on activities and tasks.

Member Relations/Communication

g) Strengthen member relations and coordination at two levels, i.e. between PEF and its association members and between PEF and the individual members of the its association members. PEF should develop a plan together with its membership that will foster coalition and partnership building between members and that will lead them to set common agenda, goals, objectives and targets and to take unified positions on critical issues that affect the economy and private sector.

h)Design and implement a long term 5 year communications and marketing strategy aligned with re-branding and strategic plan to enhance communication and public relations with all stakeholders. The plan should include upgrading electronic as well as written communication including website and portal. PEF should outsource their website redesign and maintenance, and create a more dynamic website with links to PEF member associations. Disseminating a regular on-line newsletter and list serve with will also enhance PEF's outreach.

Financial

i) Develop business development services package for members and offer these services at a fee to generate income as outlined in the 5 year Strategic plan. This would involve conducting a rapid assessment of the types of services that member associations would pay for. In addition consultant expertise from major trade and business associations in the US and Europe may provide some guidance on the type of services that could be designed and marketed for members working in diverse sector.

j)Upgrade and strengthen financial management and accountability systems of PEF and select members. This would make PEF more attractive to its members as well as donors. For PEF and some members simply integrating new modern technology including financial management software, and strengthening finance staff capacity to better process, record, track and report on financial transactions would enhance systems considerably.

LONG TERM (within the next 180 days)

Technical

k) Design and implement a monitoring and evaluation plan to track and assess the performance of PEF programs. This includes selecting performance indicators, setting targets, and elaborating the methodology of data collection. Designated staff will regularly collect data at specific intervals, analyze and report on findings. These reports should inform and guide decision making and work planning. Meeting the knowledge and information needs and expectations of its stakeholders especially on common issues effecting the private sector will greatly enhance the perception and success of PEF and bolster PEF's advocacy role.

Human Resource

l) Adopt a **Results Based Management** approach. This would include designing a staff performance management system managed by the human resource department that allows senior management to monitor and focus on results from its teams. Ultimately, it will help ensure direct accountability for results from each staff person. Instituting a performance management system led by the CEO, managed by the PD, and executed by the human resources office has the strongest potential to create a more results-based environment at PEF.

Member Relations

l) Foster joint advocacy campaigns on overarching issues that cut across sectors and affect all members like utility and fuel rates, interest rates on loans, tax rates, government of Ghana policies. Recognizing that the private sector is engine to accelerate economic growth, direct and visible attention should still be placed on public-private partnerships and exchanges that will help drive and achieve prioritized activities/actions that will benefit all.

m) Increase the provision of general and specific services to membership, i.e. "free" and for "fee" services in areas of business development, research, advocacy and public relations.

Human Resource

n) Continue offering professional development courses and on-the-job technical assistance and coaching support based upon individual and group capacity development plans. In general, the priority topics/themes identified and recommended by staff in this assessment are:

- Coalition, Partnership and Alliance Building
- Advocacy and Policy Change
- Organizational Development skills
- Program Design and Management
- Monitoring and Evaluation
- Performance Management

ANNEXES

Table 5: Respondents: PEF and Its Member Association Representatives

S/N	Name	Organization	Designation
1	Nana Osei Bonsu	Private Enterprise Federation	Chief Executive
2	Daniel Dzissem	Private Enterprise Federation	Project Officer
3	Wisdom Adongo	Private Enterprise Federation	Project Officer
4	Eunice Ansah- Agyeman	Private Enterprise Federation	Finance Officer
5	Moses Agyeman	Private Enterprise Federation	Senior Economist
6	Stephen Oteng	Ghana Chamber of Commerce and Industry	Chief Executive Officer
7	Marjorie Abdin	Federation of Association of Ghana Exporters	First Vice President
8	Seth Twum Akwaboah	Association of Ghana Industries	Executive Director
9	Mark Bedu- Aboagye	Ghana Chamber of Commerce and Industries	Head of Research
10	Dr. Kwaku-Appiah Adu	Central University College	Vice Dean
11	Dr. Tony Aubynn	Ghana Chamber of Mines	Chief Executive Officer
12	D.K.Mensah	Ghana Association of Bankers	Chief Executive Officer
13	Genevieve Duncan-Sackey	Fidelity Bank	Branch Manager
14	Alex Frimpong	Ghana Employers Association	Chief Executive Officer
15	Kwaku Sekyi- Addo	Ghana Chamber of Telecommunications	Chief Executive Officer
16	Atsu Menyawovor	Ghana Insurers Association	Chief Executive Officer
17	C. C Bruce	Ghana Insurers Association	Board Member
18	Kwame Gazo-Agbenyadzie	Ghana Insurers Association	President
19	Kwaku Agyeman Duah	Association of Oil Marketing Companies of Ghana	Chief Executive Officer
20	Michael Bozumbil	Association of Oil Marketing Companies of Ghana	Member
21	Patrick K. Akorli	Association of Oil Marketing Companies of Ghana	Governor