

UNIVERSITY OF CAPE COAST

A HISTORY OF THE CENTRAL REGION DEVELOPMENT

COMMISSION (CEDECOM): 1990 TO 2012



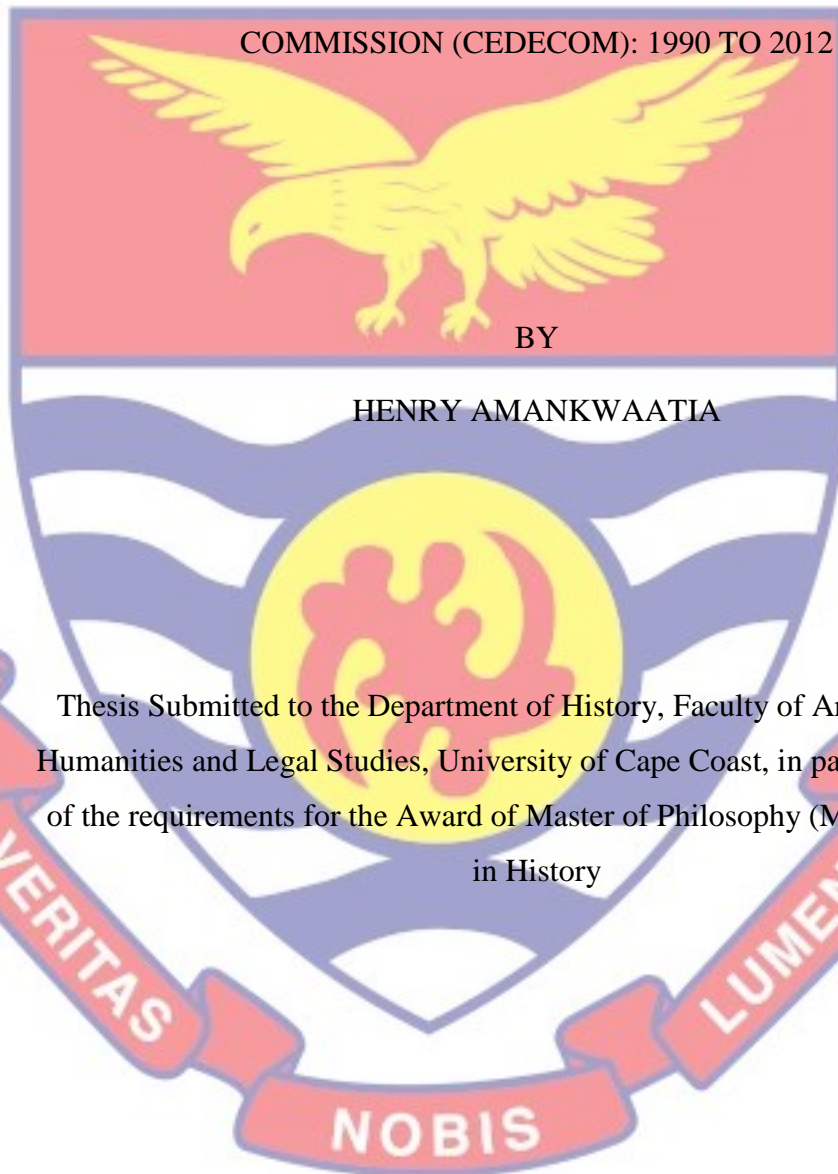
HENRY AMANKWAATIA

2021

UNIVERSITY OF CAPE COAST

A HISTORY OF THE CENTRAL REGION DEVELOPMENT

COMMISSION (CEDECOM): 1990 TO 2012



BY

HENRY AMANKWAATIA

Thesis Submitted to the Department of History, Faculty of Arts, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfillment of the requirements for the Award of Master of Philosophy (M.Phil.) Degree in History

OCTOBER, 2021

## DECLARATION

### Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: ..... Date: .....

Name: Henry Amankwaatia

### Supervisor's Declaration

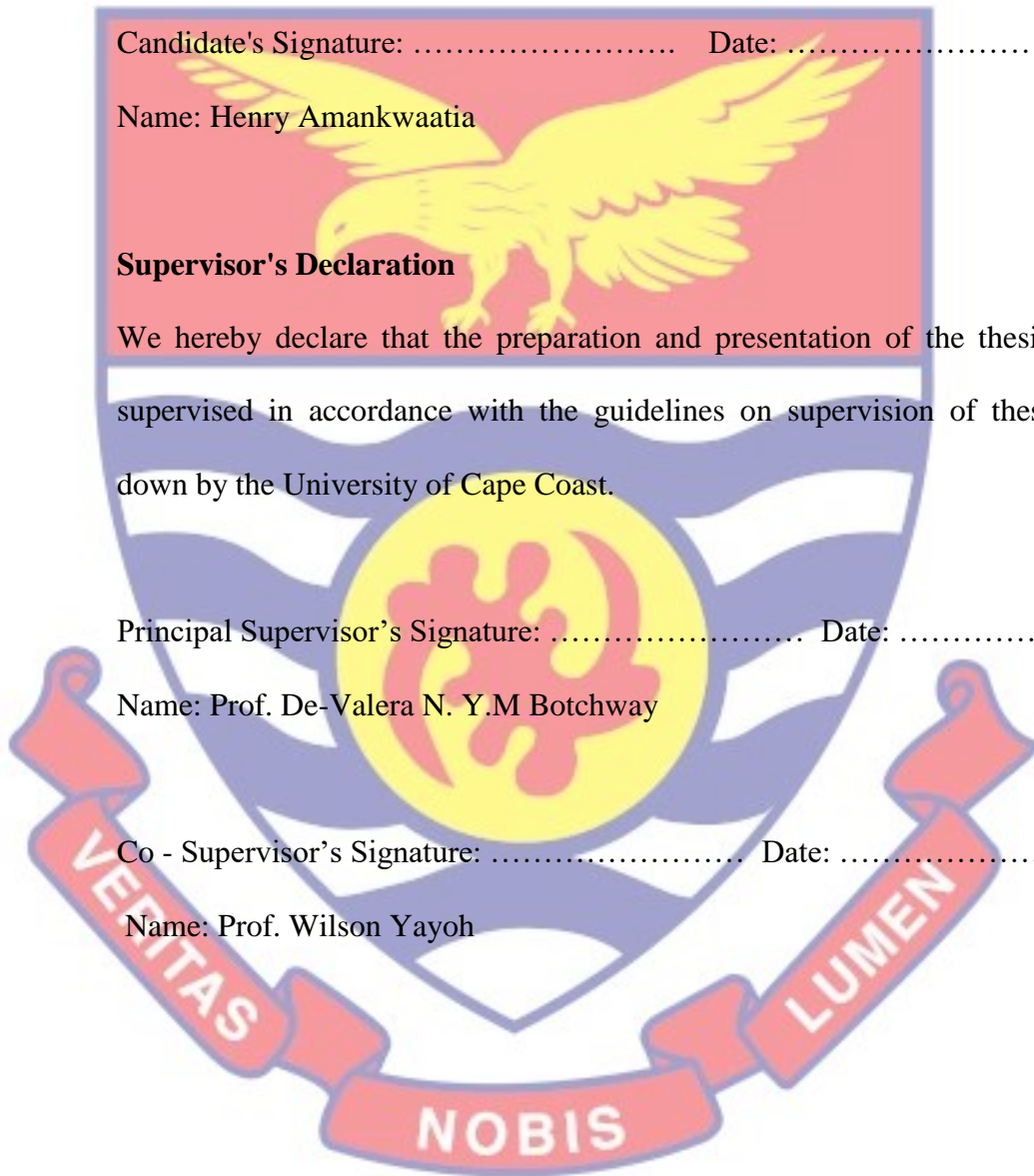
We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Principal Supervisor's Signature: ..... Date: .....

Name: Prof. De-Valera N. Y.M Botchway

Co - Supervisor's Signature: ..... Date: .....

Name: Prof. Wilson Yayoh



## ABSTRACT

The Central Region Development Commission (CEDECOM) was established in April, 1990 by the Provisional National Defence Council (PNDC) to advance the development of Central Region of Ghana through policies and programmes. Since its inception it has contributed tremendously to the development of Central Region. However, its contribution is largely ignored in the literature of economic history of Ghana. For this reason, this thesis sets out to explore the evolution and contribution of CEDECOM. The thesis established that CEDECOM was a very significant quasi-government agency in the development of Ghana. It was governed by a board of directors headed by an executive director and a secretariat. It had a number of departments and units that performed various functions that helped it to achieve its core mandate. The thesis found that CEDECOM undertook activities in tourism and hospitality, entrepreneurship, vocational skills training, salt production and a whole range of agricultural activities such as oil palm production, cassava production and pineapple cultivation. It was also concerned about the promotion of information and communication technology, health, potable water supply, education, commerce and security. The funds for all those activities and operations of CEDECOM largely came from lobbying with government, Non-governmental Organizations (NGOs) and International partners. As a regional institution, CEDECOM contributed to the alleviation of social and economic poverty in the Central Region. However, the commission was faced with some challenges. The main one being lack of funding leading to its over-reliance on government subventions and other external donor partners. The existence of the commission was threatened by the Subverted Agency Act 2006 (Act 706) which empowered government to withdraw or close down some public agencies including CEDECOM.



**KEYWORDS**

Development

Commission

Evolution

Advancement

Policy

Over-reliance



## ACKNOWLEDGEMENT

Many and various ways have the merciful God shown His infinite mercy and love to me. What shall I render to my God? This seems like an unbelievable dream that has ended well. This work has finally been completed. I can only say that I was an instrument used by the Omnipotent God to complete this work. Holy is His name. My instrumentality was, however, channeled through some people without whom I could not have done the work. Professor De-Valera N.Y.M. Botchway deserves my gratitude. He supervised my work to the end. I will forever remain grateful to you, Professor. I am grateful to Professor Wilson Yayoh, who co-supervised the work. His immense contribution was non-paralleled. Mr. Kwame Adjei Adjepong (Boahenian) also offered me enormous help. My gratitude goes to Dr. Kwadwo Mensah Abrampah the Board Chairman of CEDECOM as well as Mr. Spancer Taylor, the CEO, CEDECOM. My sincere thanks to Mr. Akoto Minta who is the ICT Manager of CEDECOM and Mr. John Akowuah the former CEO of CEDECOM.

I am also grateful to Mr. Oliver Kofi Tasin, Mr. Thomas Acquah and Mr. Isaac Indome who helped me immensely by typing and reading through the work to re-shape it. I thank Dr. Michael Boakye Yiadom of IEPA, UCC, for his support during my stay on UCC campus. Finally, I thank all friends at the Department of History, UCC, and friends at home who are too many to mention individually.

## DEDICATION

This work is dedicated to my late mother Adwoa Tweneboa (Boame) and my late uncle, Opanin Kwadwo Amankwaa (Dwomor). To my wife Nana Afia Kobi Amankwaatia (Naka) and my children, Martin, Vera, Victoria and Victor. To my sisters, Esther Awuah-Gyawu, Victoria Ama Konadu, Abena Dede and all my friends.



## TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	v
DEDICATION	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ACRONYMS	xii
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	3
Literature Review	4
Objectives of the Study	18
Research Questions	19
Methodology	19
Significance of the Study	22
Challenges	22
Organisation of the Study	23
CHAPTER TWO: A HISTORICAL OVERVIEW OF THE CENTRAL REGION FROM THE EARLIEST TIMES TO THE 1990s	
Introduction	25
The Peopling of the Central Region	26
The Economic History of the Central Region: The Pre-Colonial Experience	32
The Economic History of the Central Region: The Colonial Experience	33



Conclusion 35

CHAPTER THREE: THE EVOLUTION OF THE CENTRAL REGION

DEVELOPMENT COMMISSION (CEDECOM)

Introduction 37

The Establishment of CEDECOM 46

Mission Statement of CEDECOM 52

Vision Statement 53

Objectives of CEDECOM 53

Conclusion 57

CHAPTER FOUR: ACTIVITIES AND OPERATIONS OF CEDECOM UP

TO 2012

Introduction 58

Economic Activities and Social Activities 58

Tourism and Hospitality Industry 69

Entrepreneurship and Vocation Skills Training 74

Abrafo Craft Village 75

Salt Industry 76

Activities in the Fishing Industry 82

Production of Palm Oil 84

CEDECOM and Cassava Production in the Central Region 88

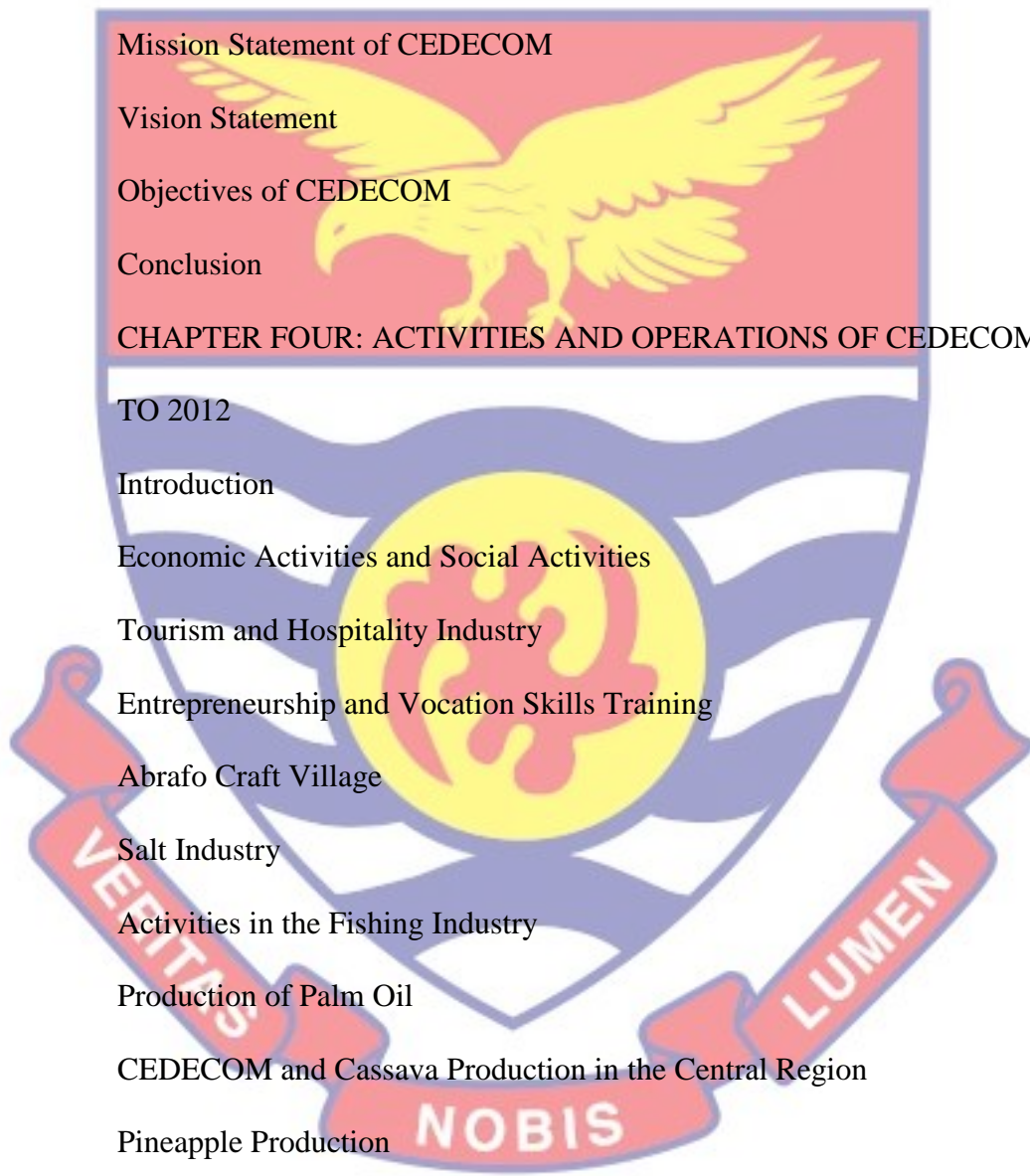
Pineapple Production 91

Social Amenities and Infrastructural Developments 94

Security 94

Information and Communication Technology (ICT) 94

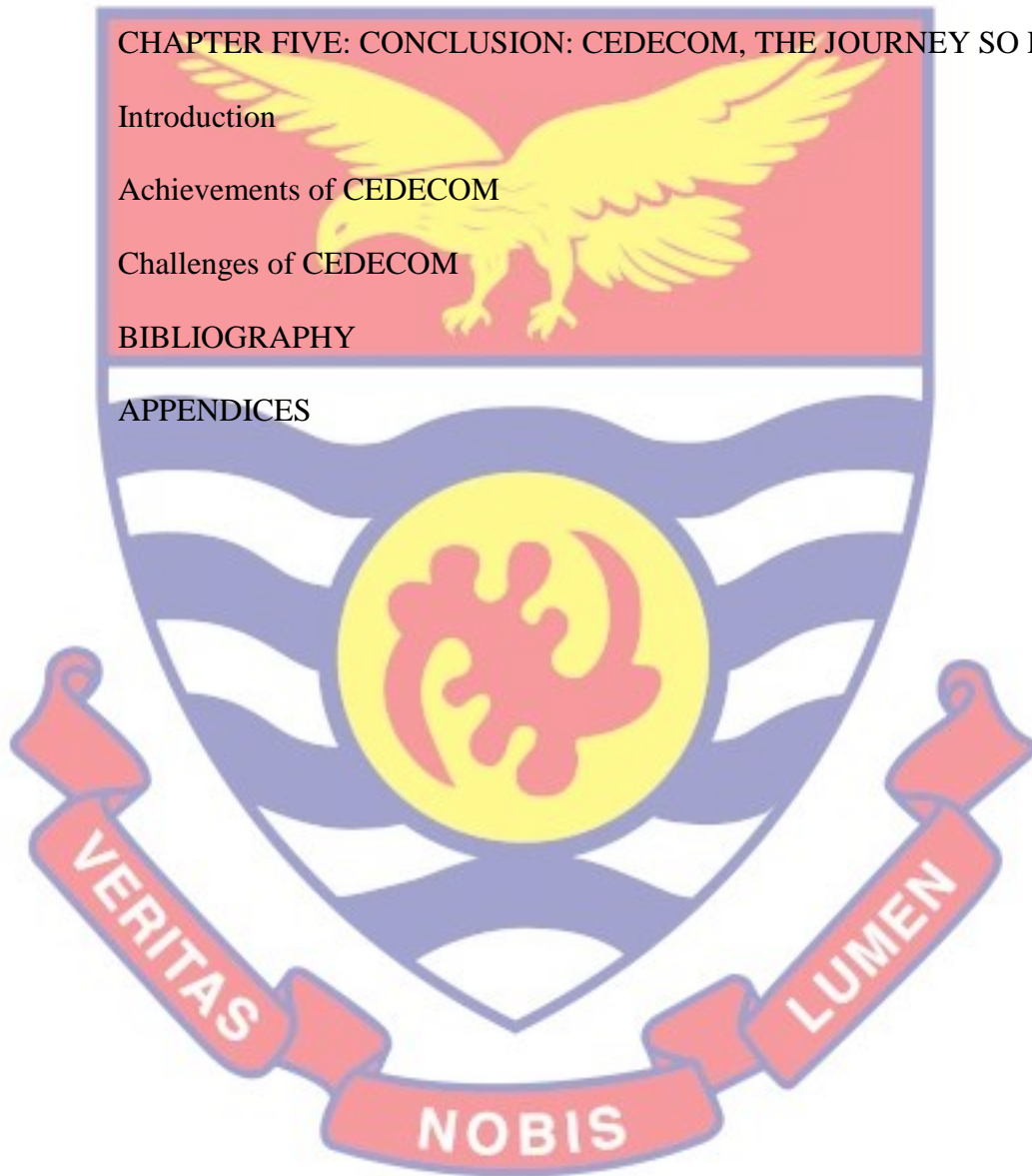
Health Care Facilities 95



Water Supply Schemes	96
Educational and Learning Facilities	97
Other Projects	98
Prof. Atta Mills' Support for CEDECOM	99
Conclusion	102

CHAPTER FIVE: CONCLUSION: CEDECOM, THE JOURNEY SO FAR

Introduction	104
Achievements of CEDECOM	115
Challenges of CEDECOM	118
BIBLIOGRAPHY	124
APPENDICES	132



## LIST OF TABLES

Table		Page
1:	Salt Production Companies Supported by CEDECOM	82
2:	Leading Districts in Oil Palm Production in the Central Region	87
3:	The Export of Palm Oil in Ghana	87
4:	The Major Cassava Producing Districts in the Central Region	91



## LIST OF FIGURES

Figure	Page
1: The Emblem of Cedecom	54
2: Organizational Structure	55
3: Department of CEDECOM	57





## LIST OF ACRONYMS



CEDECOM	Central Region Development Commission
CEREDEC	Central Region Development Corporation
CERIDEP	Central Region Integrated Development Programme
CFAO	Compagnie Francaise de l'Afrique Occidentale
CSIR	Council for Scientific and Industrial Research
EPU	Economic Planning Units
ERP	Economic Recovery Programme
GNTC	Ghana National Trading Corporation
GSS	Ghana Statistical Services
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development
MMDA	Metropolitan, Municipal and District Assemblies
NDPC	National Development Planning Commission
UNFPA	United Nations Fund for Population Activities
NGO	Non-Governmental Organizations
PANAFEST	Pan-African Festival of Arts
PNDC	Provisional National Defence Council
RCC	Regional Coordinating Council
REC	Regional Economic Committee
RPCU	Regional Planning and Coordinating Units
SCOA	Société Commerciale de l'Ouest Africain
SSNIT	Social Security and National Insurance Trust
TODSCER	Tourism Development Scheme for the Central Region
UNDP	United Nations Development Programme

UNESCO	United Nations Education, Scientific and Cultural Organisation
UNICEF	United Nation's International Children Emergency Fund
USAID	United States Agency for International Development
WDP	Women in Development Programme
WHO	World Health Organisation



## CHAPTER ONE

### INTRODUCTION

#### Background to the Study

This thesis is about the history of the Central Region Development Commission (CEDECOM) from 1990 to 2012. But what is CEDECOM and why has its history become the central theme of this thesis?

CEDECOM evolved as a unique regional entity in Ghana. It has made achievements and faced challenges in the pursuit of its mandate. CEDECOM, which has its headquarters in Cape Coast, was established in April, 1990 under the Provincial National Defence Council (PNDC) government to advance the development of the Central Region of Ghana through policies and programmes. Also, it was established to promote the well-being of the people in the region and Ghana as a whole.

CEDECOM was established during the administration of Ato Austin, the then Regional Secretary (Minister) of the PNDC government.<sup>1</sup>The financiers of the projects and activities of CEDECOM included the United Nations Development Programme (UNDP) and the Ghana government.<sup>2</sup> Clearly, from its inception in April 1990 to 2012, CEDECOM accumulated a history that is worth knowing and therefore requires a systematic historical analysis in respect of the context of evolution of the institution, the objectives for which it was established, the successes made as well as the challenges it encountered up to 2012.

---

<sup>1</sup> Yvonne Lawson, "A Biography of Ato Austin", B.A. Dissertation of History, University of Cape Coast (2006), 13.

<sup>2</sup> Lawson, "A Biography", 2.

This thesis studies CEDECOM from 1990 because that was the year of its establishment. It ended the historical interrogation in 2012 because that year marked the decline of the government support, probably as a result of the demise of Prof. J.E. Atta Mills who had interest in CEDECOM. During that year (2012), CEDECOM enjoyed the full benefits as a commission with improvement of financial assistance from the government of Ghana under Atta Mill's administration and more projects were undertaken. However, after his death, even though the NDC was in power, the then president did not give the Commission much attention so CEDECOM began to decline.

CEDECOM evolved within the historical context of the nation's desire to promote development in the Central Region. In this respect, the institution emerged to occupy a position that was previously filled by the government development corporations.<sup>3</sup>

It must be noted that CEDECOM was not the first development-oriented institution that enjoyed government's support. The reason is that CEDECOM was a commission oriented while the others were corporations. This made CEDECOM a unique entity. Prior to the creation of CEDECOM, there was the Central Region Development Corporation (CEREDEC), and there were similar corporations in all the remaining regions. For example, there were the Eastern Region Development Corporation (EREDEC), the Volta Region Development Corporation (VORADEC), the Northern Region Development Corporation (NOREDEC) and the Ashanti Region Development Corporation (ASHREDEC). These corporations were instituted by the government to compete with companies such as the United Trade Company

---

<sup>3</sup> PRAAD-Cape Coast, ADM 23/ 1/ 26 Regional Planning and Development - Central Region, 1967-1990.



(UTC), Kingsway, Compagnie Fracaise de l'Afrique Occidentale (CFAO) and International Traders Limited (ITL) as well as private entrepreneurs in the business of selling essential commodities through Ghana National Trading Corporation (GNTC). The government also sought to build hotels in the regional capitals through these corporations. In any case, what has been said

above indicates that CEDECOM played a role in the history of Ghana's development efforts. Thus, the history of this role can be studied and documented. It is this history that this thesis unveils.

### **Statement of the Problem**

CEDECOM was instituted as a commission in 1990 during the period of Ato Austin as the PNDC Regional Secretary. He saw the totally deplorable development of the region which was endowed with minerals and had castles and beautiful tourist sites (in terms of forts and castles), a comparable advantage over other regions.

The challenge of instituting CEDECOM as a commission was to regimentally turn the table round and effectively put all these natural and artificial resources together to build strong and vibrant developmental projects to develop the economy of Central Region. Building a strong and vibrant economy would improve the standard of living of the people of Central Region. The region was seen as economically poor and was rated among the three poorest regions in Ghana thus the Northern, Upper East and Upper West Regions.

It was able to achieve some successes. However, certain significant challenges worked against the efforts.<sup>4</sup> As a result, CEDECOM could not work to meet all its targets and objectives as desired. These twists and turns of one of Ghana's premier institutions which was instituted to develop the Central Region can be historicised and researched through the prism of an M.Phil, thesis in history.

In fact, there exists a common notion that the Central Region is still underdeveloped and poor. This is often trumpeted during electoral campaigns by politicians. But is it not ironic that there exists an institution - CEDECOM - with the mandate to help the region to be "rich"? Perhaps a historical study of CEDECOM can unveil the reasons for the underdevelopment of the Central Region.

This should give a comprehensive understanding of the "seen" and "unseen" efforts and actions behind the development agenda of the Central Region. Despite the contribution of CEDECOM to the development of Central Region, there is no proper historical work on it. This has created a gap of understanding the economic development of Central Region, its achievements and challenges. Hence the historiographical inspiration of producing a history of CEDECOM from 1990-2012.

### **Literature Review**

In this section, the researcher purposefully reviewed literature produced by scholars in relation to the topic in question. However, in the course of the collection of data for this thesis, the researcher did not come across enough

---

<sup>4</sup> Interview with John Akowuah, Aged 65 years, Retired Chief Executive Officer of CEDECOM, September 14, 2019, Cape Coast; Central Region Development Commission (CEDECOM), *Medium Term Strategic Plan (2011-2015)* (Cape Coast: Multipixel Printing Press., 2011), 35.

historical works such as theses or monographs but some academic articles which did not provide enough information about CEDECOM as an economic development institution. The author found some archival documents about the institution which, he readily used as primary sources, and some newspapers that carried useful stories about CEDECOM. On account of that, the lack of

extant historical works on CEDECOM makes it difficult to carry out a literature review of scholarship on the history of CEDECOM. However, CEDECOM is an economic development institution and a national one too. This section therefore reviews some views of scholars on relevant features of economic development institutions; this is done in the quest to relate such literature to CEDECOM.

By doing this, CEDECOM, is viewed and classified as an economic institution. Emphasis is placed on issues such as the factors that trigger the establishment of economic development institutions and the organisational structure of economic institutions. This provides some context for an understanding of CEDECOM's nature as an economic development institution and its general structure.

Therriault defines an institution as "the rules of society that structure incentives shaping economic, social, and political behaviours and organisations."<sup>5</sup> She categorises some groups under the word *institution* into political, social and economic groups. Examples of the economic groups include firms, farms, unions and cooperatives. It could be noted that CEDECOM, which is an economic institution, falls under this category.

---

<sup>5</sup> Veronique Therriault, "Economics, Institutions, Development and Trade: Analysis of the Malian Cotton Sector", (Doctor of Philosophy Thesis, Graduate School of the University of Florida, 2011), 20.



Hence, Theriault's definition of economic institution is applicable to CEDECOM.

Theriault puts institutions into levels of three perspectives, viz embeddedness, institutional environment, and institutional arrangement. The embeddedness perspective identifies the fact that economic structures or economic institutions are integral aspects of the society and as such impact the society through the performance of their functions. This view is laudable and acceptable because economic institutions exist in the society to help bring about development. With regard to this function, CEDECOM is not exempted.

The institutional environment talks about the property right economic institutions acquire from the government to set up their economic structures for transaction. In the case of CEDECOM, since it is a governmental institution, it managed to duly acquire the property right needed. The institutional arrangement also focuses on the governance of the institution mainly through the analysis of transaction costs.<sup>6</sup> Consequently, Theriault's view will be a guiding stick for the researcher to unearth some of the merits the people of the Central Region derived from CEDECOM, how lands were acquired for the construction of CEDECOM as well as how CEDECOM was manned.

Primarily, it is generally accepted that economic institutions exist in society to help the development of society for the provision of favourable standards of living. According to Wiggins and Davis, economic institutions emerge in two ways: either informally through repeated interactions between individuals or organisations that establish expected norms of behaviour or

---

<sup>6</sup> Theriault, "Economics, Institutions", 20.



through deliberate design.<sup>7</sup> In the latter case, it may be the initiative of the government for the establishment of economic institutions.

The establishment of economic institution could also be carried out by various persons. In both cases, economic institutions are created or they emerge as a response to the uncertainty, risk, and information costs associated with living.<sup>8</sup> Furthermore, various economic institutions in society play key economic functions such as facilitating transactions and permitting economic co-operation as well as affecting economic growth and poverty alleviation among others.<sup>9</sup> In line with this view, this thesis investigates the source of the idea for the establishment of CEDECOM to serve as an institution to facilitate economic and social growth in the Central Region.

Wanjuu and Roux also admitted that economic institutions are considered as the fundamental causes of economic growth through the allocation of resources like physical and human capital. They postulate that economic institutions determine the incentives given to the main performers in the economy. Wanjuu and Roux assert that the outcomes of economic processes are influenced by the economic institutions available.<sup>10</sup>

Elsewhere, Ewusi had also examined some of the factors that stimulate the establishment of economic institutions in the society. He points out the fact that in the history of modern-day Ghana, during the 1960s, economists of the nation sought to redefine development to connote both the changes in the

---

<sup>7</sup> Steven Wiggins and Junior Davis, *Economic Institutions*, IPPG Briefing Paper No. Three (July, 2006), 1-2.

<sup>8</sup> Wiggins and Davies, *Economic Institutions*, 1-2.

<sup>9</sup> *Ibid*, 2.

<sup>10</sup> Lazarus Z. Wanjuu and Pierce le Roux, "Economic Institutions and Economic Growth: Empirical Evidence from the Economic Community of West African States", *South African Journal of Economic and Management Sciences*, Vol. 20, No. 1 (2017), 2.

aggregate output of the nation and a change in the quality of life of the people of the nation. He maintains that this necessitated the establishment of some economic institutions in the nation.<sup>11</sup>

Significantly, it could be inferred from the various views presented above that the establishment of CEDECOM indeed fulfilled the demand for the development of the Central Region to improve the economic life, curtail unemployment of the people and the nation at large.

A critical analysis of the views expressed in the scholarly works presented above indicates that the establishment of economic development institutions mostly emanate from the desire to satisfy the ever-growing needs of the people in the nation. Therefore, the aim of bringing about development in the nation is to improve the standard of living of the citizens of the nation. These reasons, which have been expressed by the various scholars with regard to the establishment of economic institutions, cannot be isolated from those that necessitated the establishment of the Central Region Development Commission (CEDECOM).

Lawson posits in her study on Ato Austin that the establishment of CEDECOM was carried out under the ministerial auspices of Ato Austin, who was a member of the Provisional National Defence Council (PNDC).<sup>12</sup> Lawson takes advantage of her study to examine the economic factors that led to the establishment of CEDECOM.

Clearly, the factors that facilitated the establishment of CEDECOM were related to those expressed by the various scholars whose works have

---

<sup>11</sup> Kodwo Ewusi, "Disparities in Levels of Regional Development in Ghana", *Social Indicators Research*, Vol.3, No 1 (1976), 75.

<sup>12</sup> Lawson, "A Biography", 13.

been reviewed above. In the course of the collection of data for this research work, it became apparent that there was a paucity of scholarly works -theses, articles and monographs - about CEDECOM. However, Lawson's work was of great value because an aspect of her work discusses how CEDECOM came into existence under Ato Austin. Thus, this information became a key building material in the narrative that traced how CEDECOM was established.

For economic institutions to thrive and discharge their operations, it is imperative for them to have an organisational structure in place. Such an organisational structure must have an adequate number of staff to plan, manage, coordinate, direct, implement, and evaluate organisational operations and services, control its personnel, resources, and programmes adequately. It must also have explicit reporting lines and precise locations of authority and responsibility for executing tasks, and strengthen professional relationships to ensure the accomplishment of the mission of the institution.

Scholars have expressed diverse views on these activities. Haveman, for instance, argues that organisational structure in economic institutions are categories that people use to judge organisations.<sup>13</sup>

She further posits that people perceive most categories, including organisational forms, as having graded structures: the members of a category vary in how good they are in that category, or how typical they are. This view shows the distinction that exists among the various hierarchies of people and the departments that exist within economic institutions. This view of Heather, one way or the other, influenced this thesis to investigate the distinction that

---

<sup>13</sup> Heather A. Haveman, *Structure at Work: Organizational Forms and the Division of Labour in U.S. Wineries* (Berkeley: University of California Press, 2014), 60.



exist among the various hierarchies in the organisational structure of CEDECOM which have helped to shape it as an economic institution.

In her study of the Republic of Macedonia, Blazevska emphasises that public enterprise, with the organisational structure, covers the entire territory. By her assertion, it means that the management had offices in all the regions which enabled it to have effective control over all the offices in the country.

Blazevska shows that the current organisational structure represents an advantage of this public enterprise. Every region, regardless of the geographical location and distance of the branch office, is directly connected to the head office. The organisational structure, thus, enables all branch offices to be closer to each other and function as one system. In this way, branch offices could help each other and share their knowledge, equipment and experience. The formation of this organisational structure was of great importance, especially for branch offices that had very low revenue and very small chances to survive and maintain.<sup>14</sup>

It can, thus, be deduced that organisational structure plays a paramount role in an economic institution in the sense that discharging of responsibilities is made easier and carried out on time. This view has informed this thesis to delve into the organisational structure of CEDECOM to ascertain how it facilitated the discharging of responsibilities and how successful or otherwise it was. Also, the organisational structures offer supplementary support to each other. In other words, they complement each other for a successful organisational operation.

---

<sup>14</sup> Aneta Blazevska “Analysis on the Organizational Structure of the Public Enterprises ‘Macedonian Forests,’ from an Aspect of Strategic Planning” (Master Thesis, University of Belgrade, 2012), 48.



Mensah et al, discuss the role of bottom up approach to economic growth. In their work, “Local Economic Development Initiatives in Ghana: The Challenges and the Way Forward,” the authors define Local Economic Development (LED) and trace its evolution.<sup>15</sup> They further outline three components of LED which included Community Economic Development (CED), Locality Development (LD) and Enterprise Development (ED). CED is defined as the process by which local people build organisations and partnerships that interconnect profitable business with other interests and values. ED focuses on the economic base of an area. It aims to maximise positive externalities of LED to reduce conflict, thereby enhancing attractiveness of an area such that LED goals such as poverty reduction are realised. The bottom up approach of the authors gives insight on the existing top-down development programmes. CEDECOM as a regional entity falls within the bottom- up approach.

However, the authors focus was on Atebubu-Amantin District in the Bono East Region. Their central argument was that LED was an important stimulus for local economies and could be an effective tool in accelerating progress towards poverty reduction and achievement of Millennium Development Goals (MDGS), now Sustainable Development Goals (SDGs). LED approach has therefore contributed to the socio-economic development of Atebubu-Amantin District. In this regard, the contribution and challenges of CEDECOM would be assessed through the prism of LED.

---

<sup>15</sup> James Kwame Mensah, et al., “Local Economic Development Initiatives in Ghana: The Challenges and the Way Forward,” *Journal of Public Administration and Governance* 3(2), 2013, 142-160.

Akudugu and Laube also used the LED approach in discussing their paper, “Implementing Local Economic Development in Ghana: Multiple Actors and Rationalities.”<sup>16</sup> The authors equally trace history of LED to America. With respect to Africa, the adoption of neoliberal economic policies in the 1980s served as fertile ground for private sector development, which is the focus of LED.

They were quick to add that “structural adjustment and liberalisation policies; ideological disenchantment with the state and state-led development; as well as aid fatigue and decline of Overseas Development Assistance.”<sup>17</sup>

Using Accra, Bongo and Berekum, the authors indicate how LED has become a valid and viable alternative or complement to traditional development strategies to overcome the development problems of territories around the world.

The authors argue that the success of local development in any area is dependent on the availability of both natural and financial resources. This paper helps in understanding the role of CEDECOM in regional pro-poor economic development.

So far, it is clear from the literature review that there is lack of scholarly historical works on CEDECOM. Nevertheless, the works reviewed here have offered important conceptual notions for the construction of the narrative and aspects of the analysis and the conclusion of this study.

This study is one that offers a systematically organised information about the main reasons that led to the establishment of CEDECOM. It sheds

---

<sup>16</sup> Jonas Ayaribilla Akudugu and Wolfram Laube, “Implementing Local Economic Development in Ghana: Multiple Actors and Rationalities,” ZEF Working Paper Series, No. 113, University of Bonn, Center for Development Research (ZEF), Bonn, 2013.

<sup>17</sup> *Ibid.*, 2.

light on how the institution undertook its activities, and discusses its successes and challenges from its inception up to 2012.

“The development path in Ghana, as written by Damachi” forms a third chapter of an edited book, *Development Paths in Africa and China*. The author tailored his writing with a variety of experiences, by focusing on a five point perspective. These were the socio-economic and politico-administration; social relations; employment; incomes policies and the impact of government strategies.

In the socio-economic, the author looks at the various sectors of the economy year after year from the colonial time through independence to the republican period and ended it at the time of National Redemption Council under I.K. Acheampong. The author gives periodic annual account of the Gross Domestic Products (GDP) in terms of agriculture and other exported commodities which brought income and the balance of payment deficit. His emphasis was on cocoa which was the leading commodity in terms of generating income. Cocoa also offered up to 62% of labour employment on the population. Despite the down trodden of the world price of cocoa, it was the backbone of the Ghanaian economy. There was also much increase in production. Cocoa continued to lead every sector of the economy in terms of employment in export as compared to gold, manganese and manufacturing of metals.

According to the author, in the politico-administrative aspect, Ghana experienced five types of political leadership. Thus the British colonial rule up to 1957, the Kwame Nkrumah year from 1957-1966, the National Liberation



Council (NLC) from 1966-1969, the Busia era from 1969-1972 and the National Redemption Council in 1972.

In each of these phases each government had its own peculiar set of objective and challenges. Also, the development policies of the political leaders were based on their respective political ideologies and ambitions. In the view of the author, the problems of Ghana had been basically the same since independence in 1957. These problems have been how to develop the economy and how to create jobs for the ever increasing population and thereby maintaining an equitable society.

The adoption of African socialism through rapid industrialisation to “Operation Feed Yourself” were all attempts to salvage the economy and create employment.

The focus of the author does not bear any common relationship as far as CEDECOM set up is concerned. Though both were looking for a speedy and economic discovery for the people, their attempts and approaches were far apart. The development path of Ghana to discovery in economy failed not because the state did not have resources. It failed because of changes in government and ideologies without a well planned development plan. In the case of CEDECOM, the commission could not achieve all her aims and termed it as “Unfinished Agenda,” because of lack of resources in terms finance. However, the commission also had its challenges on changes of leadership.

To specifically link local governance to the development of Cape Coast, scholarly works on Cape Coast Municipality were reviewed. Agyei-Mensah and Ardayfio-Schandorf in their work, *The Global and the Local:*



*Urban Change in Cape Coast from Precolonial Times to the Present*, examines urban change in Cape Coast from pre-colonial times to the present.<sup>18</sup>

The authors look at how global forces interact with the local ones to shape the urban landscape of Cape Coast. Their findings show that Cape Coast over the periods was subject to local and global forces, giving a distinctive image to the urban landscape. In the view of the authors, such change was reflected in the urban morphology, architecture and economic as well as social outcomes.

In the pre-colonial and colonial periods, the authors assess how Cape Coast developed because of the imposition of mercantile system of trade in the township. Like many African towns founded during the colonial era, the original function of Cape Coast was trade, and the close connection with Europeans promoted this, as well as the development of the township. The significance of the trading activity of Cape Coast was evidenced by the presence of foreign companies that came to dominate the trade.

This work assists in understanding a historical development and changes that occurred in Cape Coast up to 1983. The authors give an insight into the development of Central Region through many agencies. Specific reference was made to CEDECOM's contribution to the preservation works on the castles that was carried out in 1989 or 1999. Even though the focus of the authors was not on CEDECOM, their work is cardinal in understanding how internal and external factors have shaped Cape Coast over the periods. This paves way for assessing the contribution of CEDECOM as an indigenous institution that has collaborated with other institutions for the development of Central Region.

---

<sup>18</sup> Samuel Agyei-Mensah and Elizabeth Ardayfio-Schandorf, "The global and the local: urban change in Cape Coast from pre-colonial times to the present," *Urban Design International* Vol. 12 (2007), 101-114.

Pachai in *An Outline of the History of Municipal Government at Cape Coast* traces the setting up of municipal councils at Cape Coast and James Town in 1858 by Governor Benjamin Pine.<sup>19</sup> The duties of the councils among other things was the right to levy rates in place of the annual poll tax. The challenges of the council as the author indicates include the impossibility of raising revenue, the prevalence of serious quarrels and disturbances among different classes of the people and the co-existence of the courts of the chiefs. Pachai reveals how some of these challenges led to series of local council reforms in the colonial period.

His work, however, focuses on Cape Coast municipal government in the colonial period. This creates room for a scrutiny into the nature of local government of Cape Coast and the development of the town. The historical antecedence of past development attempts in Cape Coast and Central Region is key in producing a history of CEDECOM. It is in this regard that Pachai's work remains relevant.

In his work, *the Municipal System and Local Administration at Cape Coast: 1858-1957*,<sup>20</sup> Quarcoopome also traces the origin of local governance in Cape Coast. He recognizes the fact that Cape Coast established an early and intimate relationship with the Europeans who began to settle in the town from about the last decade of the fifteenth century. From this period until 1877, Cape Coast developed into one of the major commercial towns, centred around its' famous castle. A significant result of this development was the

---

<sup>19</sup> B. Pachai, "An Outline of the History of Municipal Government at Cape Coast," *Transactions of the Historical Society of Ghana*, 1965, Vol. 8 (1965), pp. 130-160.

<sup>20</sup> Samuel S. Quarcoopome, "The Municipal System and Local Administration at Cape Coast: 1858-1957," *Transactions of the Historical Society of Ghana*, 2002, New Series, No. 6 (2002), pp. 83-98

emergence of Europeans authority and the weakening of effective traditional authority in the town. He further indicates the loss of all initiatives in the administration of Cape Coast by the nineteenth century. Attempts at self-assertion by the people of Cape Coast was unfortunately, looked upon by the British as a challenge to their authority. The British, having convinced themselves of the inability of the traditional institutions to take cover the administration of Cape Coast, introduced the system of Municipal Administration in Cape Coast. The author examines the contribution of governance to the development of Cape Coast from 1858, when the concept was first introduced and ended in 1957.

Quarcoopome's work is relevant in producing a history of CEDECOM due to the nexus between local government and the development of regional entities. Highlighting the financial challenges and the issue of involving traditional institutions and practices in the local government scheme, it underscores the challenges later encountered by CEDECOM.

Fredholm in her work *Negotiating a dominant heritage discourse. Sustainable Urban Planning in Cape Coast* discusses local forms of heritage management to sustainable urban development.<sup>21</sup> She further explores how local forms of heritage management adapt, adjust and negotiate a dominating global discourse on cultural heritage, with specific focus on sustainable development of the built environment in Cape Coast. The author examines the role of tourism industry in the achievement of national development and economic recovery in Ghana. In doing so, the castles and forts along the

---

<sup>21</sup> Susanne Fredholm, "Negotiating a dominant heritage discourse. Sustainable Urban Planning in Cape Coast," *Journal of Cultural Heritage Management and Sustainable Development*, Vol.5, Iss 3 (2015), pp. 274 – 289.



Guinean Coast in Cape Coast were selected as UNESCO World Heritage Sites in 1979. In the view of the author, the conservation of Cape Coast's built environment started in the 1980s based on the prospect of benefitting from UNESCO's nomination. Planning authorities of the Central Region initiated an integrated development programme to conserve the natural, historic and cultural assets of the region, and stimulate the region's economy by developing industries based on these assets, with tourism as the lead sector.

This scholarly work is instrumental in understanding the contributions of the tourism sector to the development of Cape Coast and Central Region in general. It is in this regard that a history of CEDECOM would continue in exploring the socio-economic benefits of tourism and other built environment. The work would again assist in expanding the role of CEDECOM in the maintenance and promotion of tourism in the Central Region.

#### **Objectives of the Study**

The main objective of this thesis is to examine the evolution, achievements and challenges of CEDECOM from a historical perspective. The thesis is to purposefully historicize CEDECOM for intellectual and academic consumption. It aimed at outlining the specific objective to achieve from setting up CEDECOM. It also sought to reappraise the operations and activities of CEDECOM. This thesis discussed the contributions towards the development of the Central Region of Ghana. The extent of the achievement of this objective could be read and understood from the chapters that follow the introduction.



## Research Questions

These following research questions have guided this work:

1. What is the general economic history of the Central Region from the earliest times to the 1990s?
2. In what context did CEDECOM evolve?
3. Who were the key persons and national forces and international agencies that helped it to be established?
4. What strategic policy measures did CEDECOM institute to achieve its objectives and meet its targets?
5. What were the specific and significant successes CEDECOM achieved and the problems it faced?
6. Were there any solutions or attempted solutions to these problems to enable the institution thrive?

## Methodology

The qualitative method of historical research guided this thesis. The nature of the study, and to be able to achieve the objectives of the study, the researcher relied on both primary and secondary sources of information. The researcher began collecting data first from the relevant secondary sources, which comprised available articles in journals, monographs, chapters in edited books, and internet materials that contained relevant information on the topic.

Among these secondary sources, the researcher looked specifically for literature that gave him a broader perspective on economic development institutions, how they were formed, how they operated, the forces behind their sustenance, and the factors that enabled them to achieve their objectives and those that thwarted their survival. Apart from literature on regional economic

development, the researcher also examined literature on international economic institutions in order to get an appropriate framework within which to situate the work.

The information that was obtained from the available secondary sources was supplemented with facts that were collected from primary sources. The primary sources included newspapers, official papers from CEDECOM that contained relevant information related to the topic such as magazines, pamphlets and archival materials. These were obtained principally from the Public Records and Archives Administration Department (PRAAD) in Accra, Cape Coast and Tamale. In the archives, the researcher looked specifically for materials that dealt with economic development principally in the Central Region. Some of these archival documents were not directly and necessarily related to the study under review. However, they offered information that paved way for the researcher to have some preliminary insight into the developmental projects undertaken in the Cape Coast Metropolis before and after the establishment of CEDECOM.

Archival materials aside, the researcher also interviewed thirteen people in and outside the Central Region who possessed adequate information about the establishment, operations, and achievements and failures of CEDECOM by using snowballing. Some of the interviewees had retired while others were still serving in the commission. The researcher used the purposive sampling and the snowball methods. Here, the researcher interviewed both past and present staff of CEDECOM such as John Akowuah, a retired CEO of CEDECOM, Spencer Tailor, who was the CEO of CEDECOM at the time of the research, and Nathaniel Martin Tsibu, the longest serving staff at

CEDECOM who witnessed the transformation of CEDECOM up to 2012 and beyond. Apart from conducting interviews, the researcher also administered questionnaires to people who could provide authentic information on the establishment and operations of CEDECOM.

Furthermore, the researcher visited projects sites of CEDECOM for personal observation, and then interacted with some of the communities that have benefitted from the operations of CEDECOM.

The researcher also visited the office of other regional development corporations and commissions in Kumasi, Tamale, Takoradi and Sunyani in order to familiarize himself with the operations of those regional development institutions and to find nexuses with CEDECOM so as to gain a deeper understanding of the evolution and activities of the development institutions. The reason here was that these coordinating councils served as regional planning and coordinating units (RPCU), as well as economic planning units. They also coordinated the activities of the Metropolitan, Municipal and District Assemblies; gave technical back-stopping that sent staff to educate and assist in all forms of ongoing government projects from the beginning to the end.

Another function they performed was to partner with agencies like United States Agency for International Development (USAID), United Nations Fund for Population Activities (UNFPA), United Nations International Children Emergency Fund (UNICEF), World Health Organisation (WHO), and some Non-Governmental Organisations (NGO) in monitoring, supervision and evaluation of the projects on behalf of the government. They were, therefore, not as autonomous as CEDECOM.



CEDECOM, however, performed such functions in partnership with the government, but it was a commission on its own and, thus, autonomous. The researcher compared these operations with the view to delineating the evolution and operations of CEDECOM as Central Region was lacking behind in terms of developments.

The researcher, however, acknowledges that all sources and materials were bedeviled with some limitations. In view of this, the researcher carefully scrutinized all the sources; internally and externally in order to obtain reliable facts about the evolution and operations of CEDECOM.

#### **Significance of the Study**

The study sought to examine the historical context and antecedent for the establishment of CEDECOM and the history of its progress and challenges from 1990 to 2012. This it has been able to do. Thus, the thesis provides an in-depth understanding to the history of this national institution, it is a major contribution to Ghanaian historiography. The historical works of socio-economic development institutions in the Central Region is understudied and not much has been produced.

#### **Challenges**

Every thesis has its own challenges. The researcher encountered challenges from the beginning. CEDECOM since its inception has contributed tremendously to the development of Central Region. However, its contribution is largely ignored in the literature of the economic history of Ghana. As a result, there was inadequate literature to be used for references.

Being the first of its kind to be understudied in the country and to be applied in all other regions, there were no enough primary sources to be



consulted in the course of the research. Changes in the positions of staffs and retirement of others made it more difficult in the gathering of data. Influence from changes of governments was also a challenge as most of the agenda set up had to be reversed by another government. Using snowball interview was also a challenge. In some cases, facts were distorted or completely changed whenever the researcher wanted to verify the fact from another person.

Financial constraint was another key challenge. The researcher travelled to most of project sites in the municipal and district capitals of the region. In all of these places, the interviewees also demanded a token before being interviewed.

### **Organisation of the Study**

This work is organised into five main chapters. The Chapter One is the introductory section. It constituted the background to the study, the statement of the problem, the literature review, objectives of the study, research questions, methodology, significance of the study, limitations of the study and the organisation of the study.

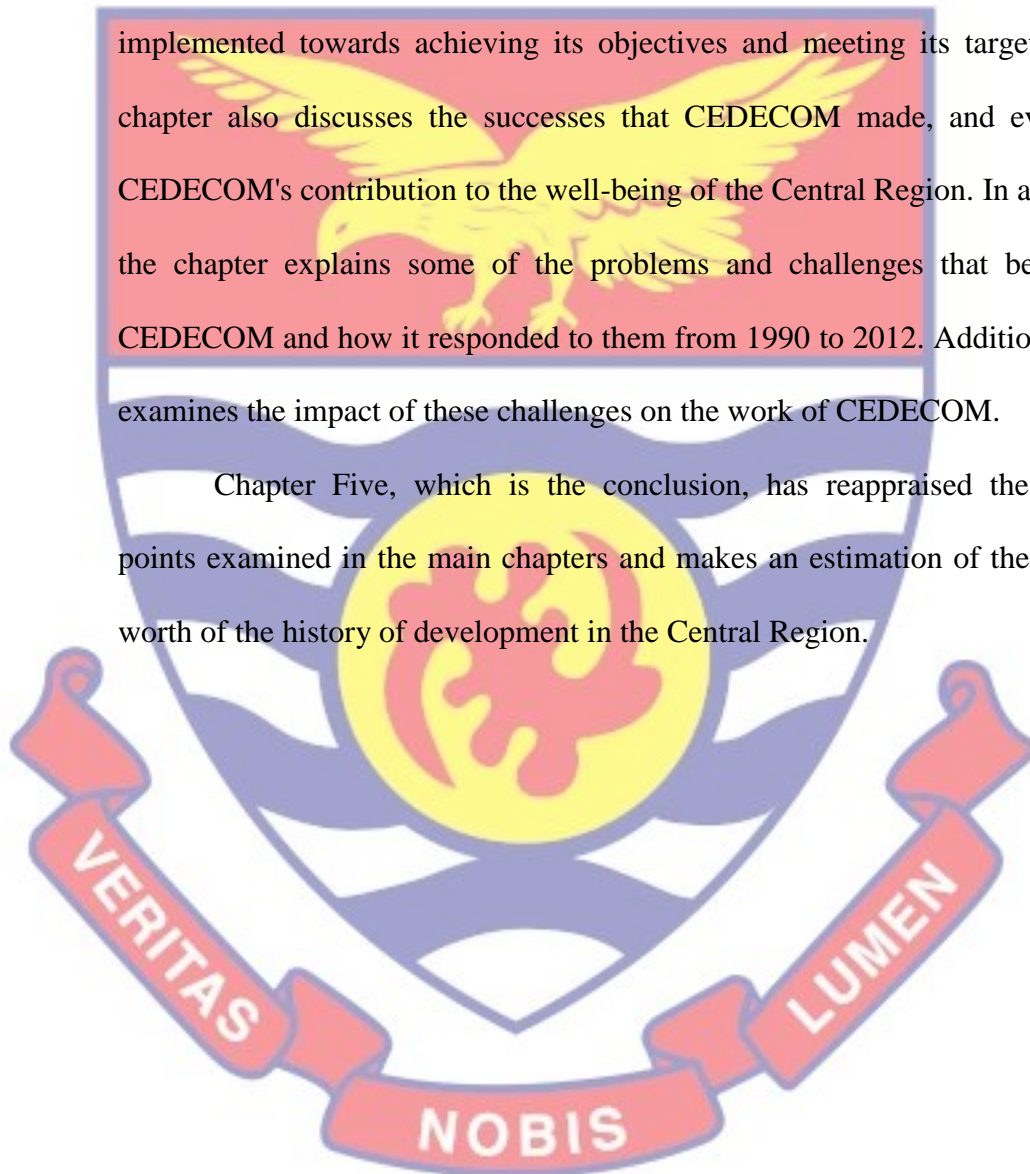
Chapter Two gives an overview of the economic history of the Central Region from the earliest times to the 1990s. This chapter looks at the pre-colonial, colonial and post-colonial economic history of the area that ultimately came to be known as the Central Region of Ghana.

Chapter Three focuses on the context in which CEDECOM evolved. First, it identifies and discusses the activities of similar economic-development-oriented institutions which existed and collapsed before the establishment of CEDECOM. It, then, presents a discussion about the significance of the key human and institutional forces and agents that administratively worked to

establish CEDECOM. It also examines the decision that led to the establishment of CEDECOM and outlines the administrative, bureaucratic and strategic objectives with which it was established.

Chapter Four discusses the activities and operations of CEDECOM from 1990 to 2012. It discusses the policies that CEDECOM designed and implemented towards achieving its objectives and meeting its targets. This chapter also discusses the successes that CEDECOM made, and evaluates CEDECOM's contribution to the well-being of the Central Region. In addition, the chapter explains some of the problems and challenges that bedeviled CEDECOM and how it responded to them from 1990 to 2012. Additionally, it examines the impact of these challenges on the work of CEDECOM.

Chapter Five, which is the conclusion, has reappraised the salient points examined in the main chapters and makes an estimation of the overall worth of the history of development in the Central Region.



## CHAPTER TWO

### A HISTORICAL OVERVIEW OF THE CENTRAL REGION FROM THE EARLIEST TIMES TO THE 1990s

#### Introduction

The Central Region is one of the sixteen administrative regions in Ghana. It has an estimated population of 1,864,104 (2010 census provisional results) and covers a land area of 9,826 kilometre square of 4.1 percent of Ghana's land area making it the third smallest in area after Greater Accra and Upper East, before the country was zoned into 16 regions.<sup>22</sup>

Geographically, it shares borders with Ashanti and Eastern Regions to its north with Western Region to its west, Greater Accra to its east and to its south is the 168-kilometre stretch of the Atlantic Ocean popularly known as the Gulf of Guinea.<sup>23</sup> With the physical look of Central Region, it could be seen that the region is divided into two main parts; the coastal belt, which consists of undulating plains with isolated hills and occasional cliffs characterized by rocky and sandy beaches and marsh in certain areas as well as lagoons. The northern part of the region is a forest belt with big trees, valleys, hills and rivers.<sup>24</sup>

---

<sup>22</sup> "History of the Central Region", retrieved April 25, 2029, from <https://viewghana.com>. For detailed and specific description of the Central Region, see Frank Kofifah, *Ghana: A Visitor's Guide* (Accra: Woeli Publishing Services., 2008), 83. His description of the Central Region unveils the fact that the name, "Central Region" it does not mean that the region is positioned in the middle of modern Ghana. It is therefore misleading to think it lies at the center of modern Ghana as the name may seem to suggest. He established the fact that Central Region is one of the regions in Ghana with the most historical and cultural relics of the colonial past since the commencement of colonialism in Gold Coast is attributed to the Central Region.

<sup>23</sup> K.B. Dickson, *A Historical Geography of Ghana* (Cambridge: Cambridge University Press, 1971), 46.

<sup>24</sup> Dickson, *A Historical...* 46.



The region is also bedecked with beautiful rivers such as the "Sweet River," Kakum, Akora, Ayensu and the two Oche rivers. At Assin Manso, also known as capital of Assin Apemanim, the slaves had their last bath in the Oche River. By this, the river became known and called *Nnankɔ Nsuo* (literally meaning Slaves River).<sup>25</sup>

Its cities and towns as well as villages are connected by highways, major roads and feeder roads. Some of the cities and towns in the region are Cape Coast (the regional capital), Mankessim, Saltpond, Apam, Winneba, Agona Swedru, Kasoa, Ajumako, Assin Fosu, Abora Dunkwa, Jukwa, Dunkwa-On-Offin and Elmina. This chapter gives an overview of the economic history of the Central Region. To better understand events, this chapter discusses the economic history of the people of the Central Region.

### **The Peopling of the Central Region**

The present Central Region of Ghana is cosmopolitan in nature and made up of Fante and non-Fante speaking people.<sup>26</sup> The Fante were part of the Akan group of migrants who migrated from Bonomanso north of Techiman into southern Ghana to settle at the confluence of the Pra and Offin rivers.<sup>27</sup> From this cradle of Akan group, the Fante elements settled at Takyiman, modern

<sup>25</sup> Official Ghana Tourist Guide, 2017-2019, 286-305. We have two Oche rivers (the female Oche river and the male Oche river). One passes through Ochesu and the other passes through Mankessim, however, both are from the same source.

<sup>4</sup> Today the term "Fante" refers to a section of the Akan in a number of traditional states found in the coastal belt of Ghana, from roughly the Pra on the west to about twenty-five kilometres west of the capital, Accra. See F.K. Buah, *A History of Ghana* (London: Macmillan Publishers Limited, 1980), 14.

<sup>27</sup> Some of the Akan began to move east and southwards and it was these people who founded the kingdoms of Kwahu, Akyem Abuakwa, Akyem Kotoku and Akwamu to the east, the Etsi states of Asebu, Fetu and Sunkwa and the Fante and Agona to the south. See A. Adu Boahen, *Ghana: Evolution and Change in the Nineteenth and the Twentieth Century* (London: Longman Group Ltd., 2000), 11 and Buah, *History of Ghana*, 8.

Brong-Ahafo region, for a while before they drifted further southward till they overspread the whole region now known as Fanteland with their capital at Mankessim, the Fante kingdom of the sixteenth century.<sup>28</sup>

They were led by three chief priests, Obunumankoma, Odapagyan and Oson. Mankessim was an inland state. It, however, had outlets to the coast at Kormantin and two small villages, Egyaa and Anomabu. It was at these places that the Fante traded with the European merchants who had been trading along the coast from the later part of the fifteenth century. The desire to participate more fully in the coastal trade, together with other factors like overpopulation and political rivalry between the different sections of Mankessim, drove various groups of Fante to move out and with this movement, they created new states towards the end of the seventeenth century.<sup>29</sup> From Mankessim, some of the Fante stock moved further south to displace or absorb the Etsii people who occupied part of the region.

The Fante fought and defeated some of the original inhabitants of the land. For example, those who went to the coast founded the Etsii and Asebu. They were able to defeat these Guan ethnic groups because earlier wars between the Estii, Efutu and Assin had weakened the Etsii people.<sup>30</sup> The Assin also were then preoccupied with wars against Denkyira, who eventually imposed their authority on the Assin. The states of Fetu, Eguafu, Asebu, Cabes

<sup>28</sup> J.B. Anaman, *The Gold Coast Guide* (London: 1895, 2nd Ed. 1902), 8-9. See also David Kimble, *A Political History of Ghana: The Rise of Gold Coast Nationalism, 1850-1928* (Oxford: Clarendon Press, 1963), xvi; Christian C. Reindorf, *History of the Gold Coast and Asante*, Third Edition (Accra: Ghana Universities Press, 1985), 22-23; W.T. Balmer, *A History of the Akan Peoples* (London, 1929), 26-28; Boahen, *Ghana: Evolution and Change*, 12.

<sup>29</sup> Buah, *History of Ghana...* 75.

<sup>30</sup> Buah, *History of Ghana...*75.

Terra, and Agona were all conquered by the Fante and absorbed into the fold during the period.

During the second half of the seventeenth century, numerous modern Fante states such as Nkusukum, Ekumfi, Esikuma, Abeadzi, Abora, Enyan Manmu and Gomoa emerged.<sup>31</sup>

The Fante gave the names of the various Mankessim quarters from which they migrated to the new towns or states they founded. For example, the people from Abora quarter went northwest and founded the modern state of Abora. The Ekumfi moved southeast-wards of the coast to found the Ekumfi State. Likewise, the Nkusukum went south-west to found a state by that name. The Enyan moved north and founded the state of Enyan - manmu. Later, the subsidiary settlements of Enyan Denkyera, Enyan Abaasa and Essiam were founded. The Gomoa went east to found the state of Gomoa.<sup>32</sup>

Some of the non-Fante speaking people include Eguafo, Fetu, Asebu, Agona, Assin, Etsii, Guan, Denkyera, Edina (Elmina), Acron, Senya Breku, Komenda, Foso, Esikuma among others.<sup>33</sup> At their present location, the Fante migrants and the pre-existing people took part in major historical events in southern Gold Coast. For instance, historically, the region in which they

<sup>31</sup> Boahen, *Ghana: Evolution and Change*, 12. Enyan Manmu, Denkyera and Abosa are located at north of Mankessim. Ajumako and Assinkuma to the north-east of Mankessim and Gomoa to the east. Anomabu, Kormanten and Egyaa to the south of Mankessim. Ekumfi and Abora are located south-east and north-east of Mankessim respectively. See D.E.K. Amenumey, *Ghana: A Concise History from Pre-Colonial Times to the 20th Century* (Accra: Woeli Publishing Services, 2008), 75. Claridge, W. Walton, *A History of the Gold Coast and Ashanti*, Second Edition, Vols. 1 and 2 (London: Frank Cass and Co Ltd., 1964). See K.Y. Daaku, *Trade and Politics on the Gold Coast 1600 - 1720* (Accra: Ghana Universities Press, 1970); J.K. Fynn, *Asante and Its Neighbours, 1700-1807* (Illinois: Northwestern University Press, 1971).

<sup>32</sup> It must be pointed out here that the Fante states had already been created before the end of the seventeenth century because there is a reference to them in a Dutch account of 1693. Amenumey, *Ghana: A Concise History*, 75 and Boahen, *Ghana: Evolution and Change*, 1.

<sup>33</sup> Reindorf, *History of the Gold Coast and Asante*, 143-159. See also Amenumey, *Ghana: A Concise History*, 75.



settled was the first in Sub-Saharan Africa with a greater historic contact with imperial European countries such as Portugal, Holland, Germany, Denmark, Britain, and France among others.<sup>34</sup>

One of the consequences of this contact was the building of forts and castles on the coastal shores of Gold Coast. These forts and castles initially served as warehouses for merchandise and accommodation to the Europeans on the coast. However, in post-colonial Ghana, these forts and castles became historic relics.<sup>35</sup> Central Region is also a hub of beautiful and historic tourist sites in Ghana. Examples of these historical sites are the St. George Fort (Elmina Castle), Fort William (Anomabo), Fort Amsterdam (Abandze) and Cape Coast Castle.<sup>36</sup>

Kofigah holds the view that Central Region harbours a number of dungeons, forts and castles that accommodated millions of slaves during the slave trade period, thus, the region "is famous for many slave forts built by various European explorers and adventurers."<sup>37</sup>

A historical and political achievement of the people of Central Region was their formation of the Fante Confederation in 1868.<sup>38</sup> The Confederation

<sup>34</sup> Edmund Abaka, *House of Slaves*; Albert van Dantzig, *Forts and Castles of Ghana* (Accra: Sedco Publishing, 1980); Kwesi J. Ankwandah, *Castles and Forts of Ghana* (Paris: Atalante, 1979); A.W. Lawrence, *Trade Castles and Forts of West Africa* (London: Jonathan Cape, 1963); William Clair, *The Grand Slave Emporium. Cape Coast Castle and the British Slave Trade* (Exmouth market, London: Profile Books, 2006).

<sup>35</sup> Abaka, *House of Slaves*, 22-23.

<sup>36</sup> Abaka, *House of Slaves*, 22-23; Dantzig, *Forts and Castles of Ghana*; Ankwandah, *Castles and Forts of Ghana*; Lawrence, *Trade Castles and Forts of West Africa*; Clair, *The Grand Slave Emporium*. It was purposely built to accommodate and protect them. It was also used as a place where the acquired slaves were kept, resold and shipped abroad.

<sup>37</sup> Kofigah., *Ghana: A Visitor's Guide*, 83. Many enslaved Africans were shipped from these dungeons to Latin America and other places. Accordingly, many Africans in the diaspora acknowledge Central Region and for that matter Cape Coast and Elmina as their ancestral homes.

<sup>38</sup> A. Adu Boahen, *African Perspectives on Colonialism*, Paperbacks Edition (Baltimore: The John Hopkins University Press, 1989), 10. For the activities of the

was called Fante Confederation yet, its membership was not limited to the Fante states alone but included states like Komenda, Winneba, Gomoa, Denkyira, Wassa, Twifo, Assin and Ahanta.<sup>39</sup> For administrative purposes, the British colonial government divided the Gold Coast colony into three provinces, namely, the Eastern, Central and Western Provinces with Accra, Cape Coast and Sekondi-Takoradi as the respective provincial capitals.<sup>40</sup> Cape Coast remained the British administrative capital of the Gold Coast from 1874 till it was transferred to Accra in 1877 because the British colonial government perceived Cape Coast to be insanitary.<sup>41</sup>

When the colonial capital was moved to Accra, the economic activities in Cape Coast and, therefore, the Central Province, decreased. Consequently, by the design of the 1951 Constitution of the Gold Coast, Western and Central Provinces were merged into Western Region.<sup>42</sup> Cape Coast was made the administrative capital of the Western Region.

---

Fante Confederation see Francis Agbodeka, "The Fanti Confederacy 1865-1869", *Transaction of the Historical Society of Ghana*, VII (1964), 82-123.

<sup>39</sup> PRAAD- Accra ADM 5/1 /21 Gold Coast Annual General Report, April 1925- March 1926, 11-12.

<sup>40</sup> PRAAD-Accra, ADM 5/1/25 (1929-30) Gold Coast Report for 1929-1930; PRAAD-Accra, ADM 5/1/24 (1928-29) Annual General Report of Gold Coast for 1928-1929.

<sup>41</sup> G.E. Metcalfe, *Great Britain and Ghana: Document of Ghana History, 1807-1957* (London: Ipswich Book Co. Ltd., 1994 [1964]), 364-365; Stephen Addae, *Medical Histories from Primitive to Modern Medicine, 1850-2000*, Vol. 1 (Accra: Durham Academic Press Ltd., 2012), 114; S. Thomas Gale, "The Struggle against Diseases in the Gold Coast: Early Attempt at Urban Sanitary Reform", *Transitions of the Historical Society of Ghana*, New Series No. 1, Vol. 16, No. 2 (Jan., 1995), 188; Abaka, *House of Slaves*, 23 and 49; Akwasi Kwarteng Amoako-Gyampah "Inherently Diseased and Insanitary? The Health Status of the Gold Coast (Ghana) from the 18th to the Late 19th Century", *Nordic Journal of African Studies*, Vol. 27, No. 2 (2018), 6; and Boahen, *Ghana: Evolution and Change*, 57.

<sup>42</sup> Based on the 1951 constitution, the whole of the Gold Coast was administered together as one colony. Therefore, there were changes in the political administrative machinery. The constitution also brought change from the use of provinces for the administrative divisions to regions. Four regions were created, Ashanti, Northern, Eastern and Western Region (amalgamation of the former Central and Western Provinces). The administration at the regional level was divided into two main units, the Municipal and District Councils. Each District Council was made up of Urban and Local Councils. See PRAAD-Cape Coast, ADM 23/ 1/ 1792 (1951-52) Local Government. See also Addae, *Medical Histories*, 124.

Cape Coast and for that matter the Central Region remained part of the Western Region until 1960.<sup>43</sup> On 14th June, 1960, there was a cabinet meeting chaired by Dr. Kwame Nkrumah, the then Prime Minister of Ghana. At this meeting, it was agreed upon that "to improve the regional and district administration, the cabinet considered the splitting of some regions which included Western Region into Central Region (formerly Central Province) and Western Region (formerly Western Province) as a good measure".<sup>44</sup> Saltpond and Agona districts were re-organized and created as new districts of the Central Region with District Commissioners appointed to each of them in 1960.<sup>45</sup>

The Northern Region, formerly the Northern Territories, was divided into Upper Region and Northern Region with headquarters at Bolgatanga and Tamale respectively.<sup>46</sup> All these new political divisions were to take effect from 1st July, 1960.

<sup>43</sup> B.R. Bagulo., *Ghana, Regional Boundaries and National Integration* (Accra: Ghana University Press, 1999), 132.

<sup>44</sup> With the recreation of the Central Region, Cape Coast was made the administrative headquarters. The new region covered the areas of Cape Coast Municipal Council, Komenda/Edina-Eguafo-Abrem-Asebu Local Council, Denkyira-Twifu-Hemang Local Council, Mfantiman Local Council, Breman-Ajumako-Enyan Local Council, Assin Local Council, Agona-Nsaba Local Council, Nyankrom-Nkun Urban Council and Gomoa-Awutu-Effutu Local Council. See PRAAD-Cape Coast, ADM 13/1/29 Cabinet Minutes, January-December, 1960.

<sup>45</sup> *Ibid.* With headquarters at Saltpond, the new district covered the area of the Mfantiman and the Breman-Ejumako-Enyan Local Councils. Agona Swedru was made the administrative headquarters of Agona District and it covered the area of authority of the Swedru Urban Council and the Nyankrom-Nkun-Nsaba Local Council.

<sup>46</sup> *Ibid.* Upper Region covered areas of the Kussasi Local Council, Frafra Local Council, Kassena-Nankani Local Council, Tumu Local Council, Lawra Confederacy Local Council and Wala Local Council. On the other hand, the Northern Region covered the areas of Eastern Dagomba Local Council, Western Dagomba Local Council, Nanumba Local Council, Tamale Urban Council, Eastern Gonja Local Council, Western Gonja Local Council and South Mamprusi Local Council.



## The Economic History of the Central Region: The Pre-Colonial Experience

According to Buah, the indigenous economy of the people of Ghana was based on four main activities: agriculture, hunting, fishing and trade in a variety of locally produced items.<sup>47</sup> Hunting and fishing have been the basic occupations of the people throughout history. In prehistoric times, the catching of fish and hunting for game were limited in scope to meet the immediate needs of a man and his dependents.<sup>48</sup>

Many of the coastal lagoons in the Central Region were sources of fishing activities for the inhabitants of the area.<sup>49</sup> The various fishing tools used included wooden and iron hooks, fishing baskets made of cane and raffia. The use of fishing nets, as we know them today, were a latter European importation. Surplus fish for the market were generally dried in the sun or on an open oven.<sup>50</sup> The preserved fish were sold locally or taken to distant markets. Fishing promoted another important industry, thus boat and canoe-making. Boat and canoe-making offered useful employment to the country-folk in the forest lands.<sup>51</sup>

Salt, a natural resource, was also found in the Central Region. Towns that salt could be mined or extracted included Elmina and Bronyibima, Nyanyano, Apam, Essuehyia and Ekumfi Sarfa.<sup>52</sup> In Apam salt was mined from the lagoon.

<sup>47</sup> Buah, *A History of Ghana*, 56.

<sup>48</sup> Buah, *A History of Ghana*, 58.

<sup>49</sup> Buah, *A History of Ghana*, 59.

<sup>50</sup> Buah, *A History of Ghana*, 59. See also Amoako-Gyampah "Inherently Diseased and Insanitary?", 1-24

<sup>51</sup> Buah, *A History of Ghana*, 59.

<sup>52</sup> Buah, *A History of Ghana*, 59.

It must be pointed out here that the dispersion of the Fante people from their original settlement at Mankessim was because they wanted to benefit more from the trade with European merchants if they made independent settlements in the immediate hinterland or close to the coastal towns with the European trading posts. In their new homes in the hinterland, they hoped to control the trade routes and serve as middlemen between the white traders and people from inland.<sup>53</sup> It is evidenced that the Fante and for that matter some of the people in the Central Region benefited from their middleman role which they jealously guarded in the trade that connected the interior to the coast.

The coastal trade benefited the Fante people in several ways. They became wealthy both in selling their own wares, and from transactions as middlemen. Many inland people migrated to swell the population of the coastal Fante towns like Abandze.<sup>54</sup> The Central Region continued to prosper its economic life during the colonial and early post-colonial period.

Agriculture as the main stay for the people of the Central Region provided food for the families both for home consumption and the reserve sold to generate income to purchase their needed items. Principal crops of cultivation included plantain, cocoyam and varieties of yams. There were also vegetables like pepper, garden eggs and tomatoes as well as fruits.

### **The Economic History of the Central Region: The Colonial Experience**

During the colonial era, a good number of foreign companies operated in the region. These overseas companies included Compagnie Francaise de l'Afrique Occidentale (CFAO), United Africa Company (UAC), United

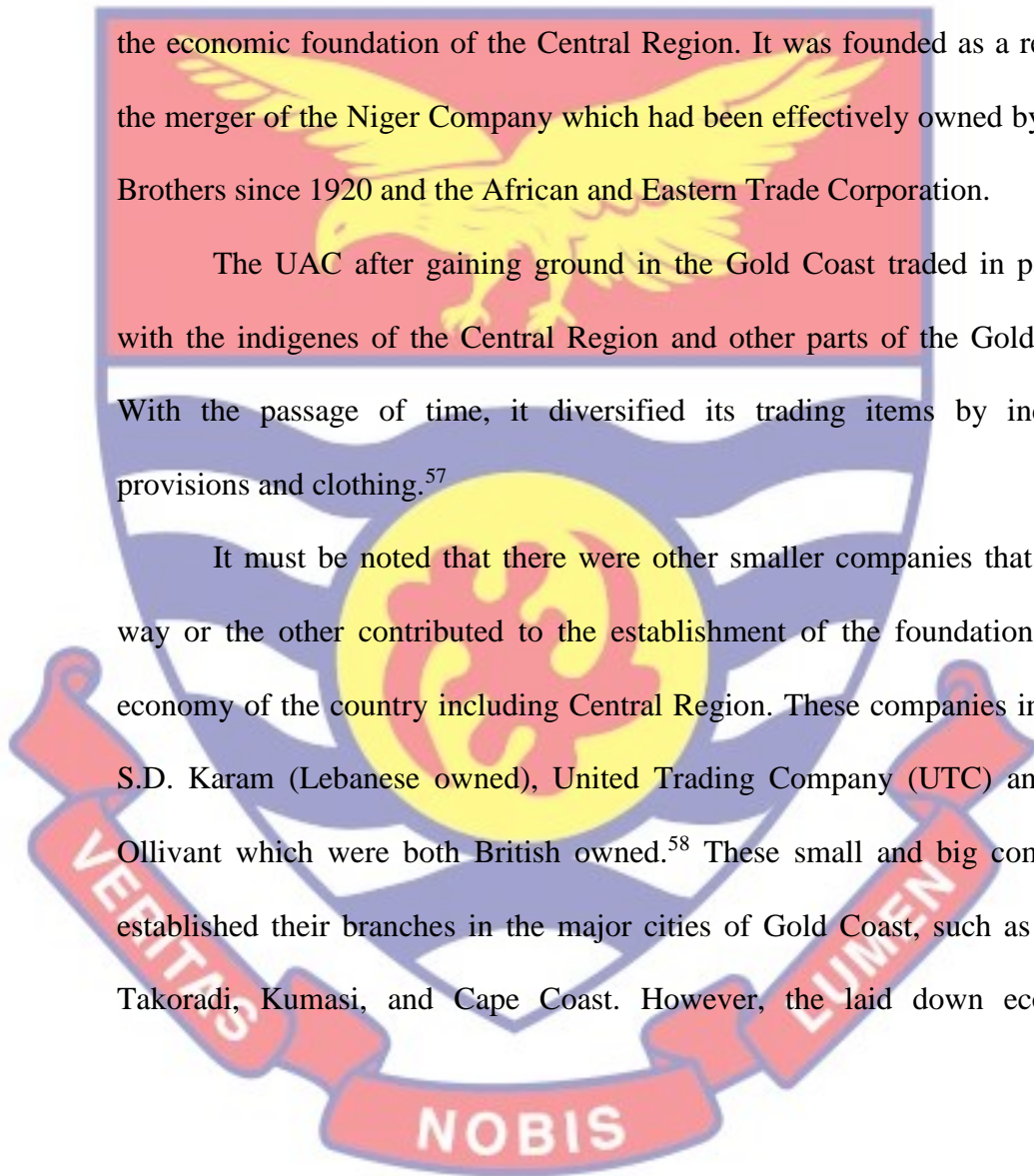
<sup>53</sup> Buah, *A History of Ghana*, 15.

<sup>54</sup> Buah, *A History of Ghana*, 15. Amenumey, *Ghana: A Concise History*, 115. See also Boahen, *Ghana: Evolution and Change*, 40-43. Brodie Cruickshank, *Eighteen Years on the Gold Coast of Africa*, Second Edition, Vol. 1 (London: Frank Cass & Co. Ltd., 1966), 192-194.

Trading Company (UTC), and Societe Commerciale del'oust Africain (SCOA).<sup>55</sup> The CFAO was founded in 1887 by Frederic Bohn. Its branch established in 1909 in Gold Coast. It traded in groundnut, leather, soap, rubber and other products with the people of Gold Coast and for that matter the Central Region.<sup>56</sup> The UAC founded in 1929 also played a role in establishing the economic foundation of the Central Region. It was founded as a result of the merger of the Niger Company which had been effectively owned by Lever Brothers since 1920 and the African and Eastern Trade Corporation.

The UAC after gaining ground in the Gold Coast traded in palm oil with the indigenes of the Central Region and other parts of the Gold Coast. With the passage of time, it diversified its trading items by including provisions and clothing.<sup>57</sup>

It must be noted that there were other smaller companies that in one way or the other contributed to the establishment of the foundation of the economy of the country including Central Region. These companies included S.D. Karam (Lebanese owned), United Trading Company (UTC) and G.B. Ollivant which were both British owned.<sup>58</sup> These small and big companies established their branches in the major cities of Gold Coast, such as Accra, Takoradi, Kumasi, and Cape Coast. However, the laid down economic



<sup>55</sup> PRAAD-Accra, ADM 5/1/76 Government of Gold Coast Departmental Report 1919. The Bank of British West Africa, the Anglo Guinea Production Company and African and Eastern Trade Corporation were also operating in the central region or what was then called the Central Province. See also P. Mille, *Compangine francaise de l'Afrique occidentale* (Paris: Levallois-Perret, 1900), 11.

<sup>56</sup> Mille, *Compangine francaise de l'Afrique occidentale*, 11.

<sup>57</sup> United Africa Company, retrieved April 27, 2019, from <https://archive.org>.

"United Africa.

<sup>58</sup> United Africa.



foundation of Central Region by these overseas companies could not gain grounds and to grow as expected.<sup>59</sup>

During the early colonial period, that is, before the second decade of the twentieth century, the Central Province had three port centres which made the province very important. These were port centres at Cape Coast, Saltpond and Winneba.<sup>60</sup> The port centres provided employment and also attracted migrant workers into these three towns. However, when a Deep-Water Harbour was constructed at Takoradi in 1921 by Governor Sir Frederick Guggisberg,<sup>61</sup> the three port centres in the Central Region lost their prominence and economic importance.

### Conclusion

The Central Region is inhabited by Fante and non-Fante people who formed various states from Mankessim to the coast. The Fante migrants settled at the same time of the arrival of European imperialists on the coast. The coming of European traders to the Gold Coast was one of the major factors for the rise and formation of larger states among the people of the region.

Agriculture, hunting and fishing, variety of manufactures and trade were the mainstay of the economy of the people during the pre-colonial period. However, as the trade with Europeans on the coast boomed, the coastal

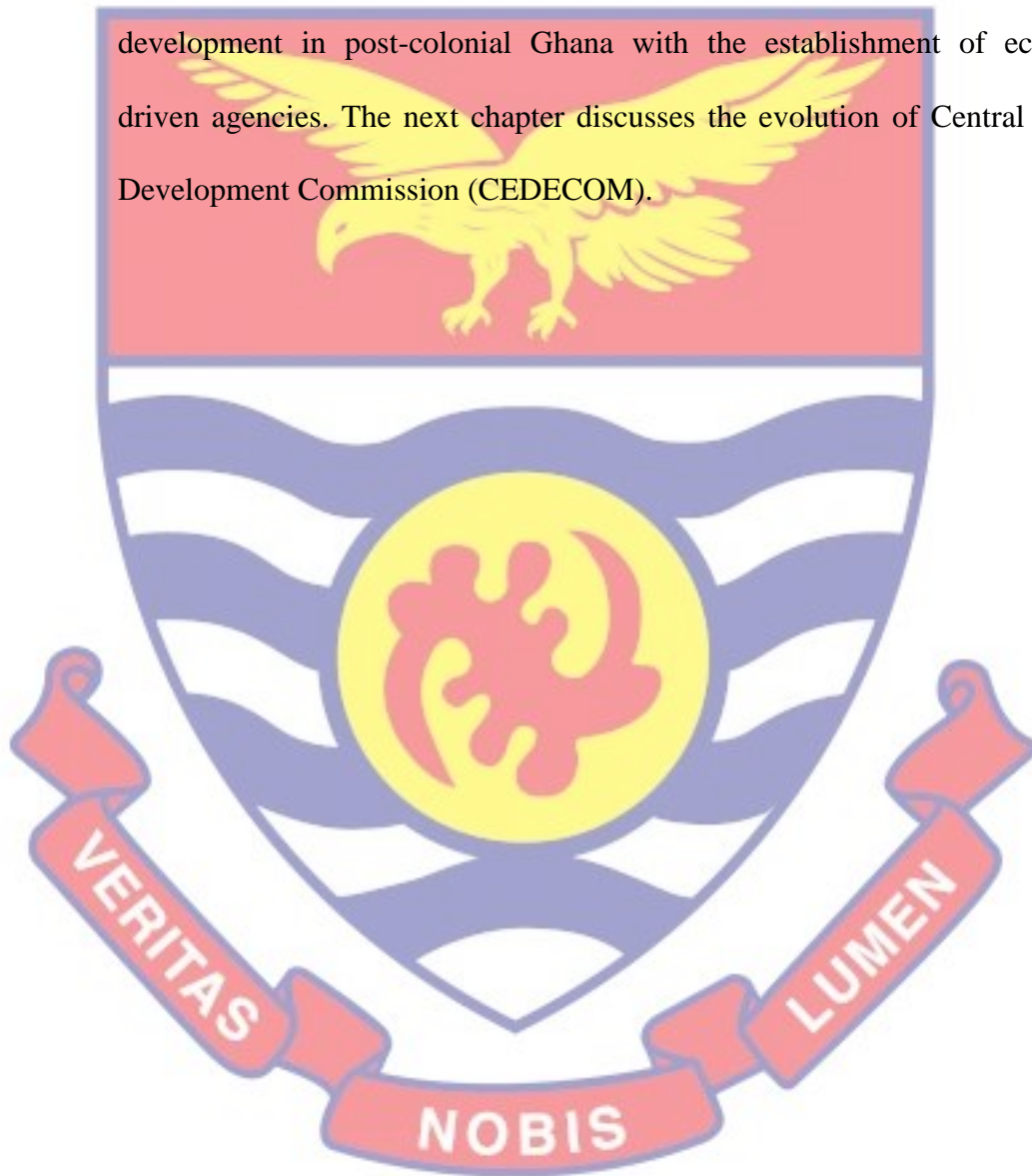
<sup>59</sup> United Africa.

<sup>60</sup> PRAAD-Accra, ADM 5/1/95 Gold Coast Departmental Reports 1918, Medical and Sanitary Report. David K. Patterson, *Health in Colonial Ghana: Disease, Medicine and Socio-Economic Change, 1900-1955* (Los Angeles: Crossroad Press, 1981), 211; and Emmanuel K. Akyeampong, "Disease in West African History", Emmanuel K. Akyeampong, ed., *Themes in West Africa's History* (Oxford: James Currey Publishers, 2006), 200.

<sup>61</sup> Boahen, *Ghana: Evolution and Change*, 110.

people in the Central Region became middlemen in the trade that connected them and the inland people of Gold Coast.

The colonial era offered the region with an improved economic status through the establishment of three port centres and the setting up of various industries and companies. The region continued to experience economic development in post-colonial Ghana with the establishment of economic driven agencies. The next chapter discusses the evolution of Central Region Development Commission (CEDECOM).



## CHAPTER THREE

### THE EVOLUTION OF THE CENTRAL REGION DEVELOPMENT

#### COMMISSION (CEDECOM)

##### Introduction

The traditional economic base, largely small holder agriculture and fishing activities, had not been able to stimulate the desired economic growth of the people of Central Region. Most of the large industries set up in different parts of the region between 1970-1980s had collapsed. The level of investments in manufacturing and commerce in the Central Region in juxtaposition with that of Greater Accra, Ashanti and Western Regions had declined relatively.<sup>1</sup> This chapter, therefore, underscores the importance of the evolution of CEDECOM to champion economic development of the region.

This chapter also presents a discussion on the significance of the key human and institutional forces and agents that administratively worked to establish CEDECOM. Finally, the chapter examines the decision towards the establishment of CEDECOM and outlines the organogram and their objectives.

##### **Background to the Establishment of the Central Region Development Commission (CEDECOM)**

On the attainment of independence in 1957, Ghana, like most other African countries, was faced with a lot of economic challenges from the late 1960s till the end of the twentieth century. Thus, Ghana was confronted with many of

---

<sup>1</sup> Central Region Development Commission (CEDECOM), Medium Term Strategic Plan (2011-2015) (Cape Coast: Multipixel Printing Press, 2011), 1.



the crucial issues in the politics of economic reform.<sup>2</sup> Ghana's history of economic failure made it particularly difficult for the government to convince investors and entrepreneurs that it was serious about reform.<sup>3</sup> It was this economic crisis that brought about the major political challenges in the post-independence era. Being the first country in sub-Saharan Africa to gain political independence, it was seen as one of the stronger economies in the developing world. By the mid-1960s, however, the economy was stagnant and living standards were falling. By the time Nkrumah was overthrown by a coup d'état in 1966, public investment on import substituting industries and infrastructure were yielding poor returns.<sup>4</sup>

According to the National Liberation Council, which overthrew Kwame Nkrumah in 1966, Ghana was "on the brink of national bankruptcy."<sup>5</sup>The poor performance of the nation's economy was further witnessed in the 1970s. For instance, throughout the 1970s Ghana's economy was dominated by public sector production and commercial activities, and was badly managed. The 1970s also saw a decline in exports. The country lost its place as the largest producer of cocoa, with its recorded share of world cocoa exports declining from 35% in 1961-1965 to only 15% by 1981. Support for

---

<sup>2</sup> Jeffrey Herbst, *The Politics of Reform in Ghana, 1982-1991* (Oxford: University of California Press, 1993), 4. See also Richard Sandbrook and Judith Barker, *Politics of Africa's Economic Stagnation* (London: Cambridge University Press, 1985), 76.

<sup>3</sup>Herbst, *The Politics of Reform in Ghana*, 18.

<sup>4</sup> ODI, *Adjustment in Africa: Lessons from Ghana* (London: Overseas Development Institute Briefing Paper (3) (July, 1996), 2.

<sup>5</sup>At independence, Kwame Nkrumah and other nationalists such as Julius Nyerere, Kenneth Kaunda, Leopold Senghor, Jomo Kenyatta, and Kamuzu Banda all came to power because they controlled the strongest party to emerge out of colonial rule. Subsequent military leaders as well as the Afro-Marxist parties gained power through their control of the gun. Herbst, *The Politics of Reform in Ghana*, 15. See also Ghana Broadcasting Corporation, *Our Destiny in Our Hands* (Accra: Ministry of Information, 1966), 117; Sandbrook and Barker, *The Politics of Africa's Economic Stagnation*; and April A. Gordon and Donald L. Gordon, eds., *Understanding Contemporary Africa* (London: Lynne Rienner publishers, 2007).

the pervasive, inefficient public sector led to large budget deficits, which in turn fueled high inflation.<sup>6</sup>

Dr. K.A. Busia became President in the Second Republic in 1969. His free-market approach, together with high world prices of cocoa, produced some recovery. This was short-lived. By 1971, economic strains caused Busia to devalue the cedi. This precipitated his overthrow by the military led by Colonel Acheampong. Col. I.K. Acheampong argued that he was forced to overthrow the Busia regime in 1971 because Ghana was “a nation whose roots appeared diseased. It was a stagnated economy that had known no meaningful growth for some time, forced to live in expectation of foreign charity that had not been forthcoming.”<sup>7</sup>

Col. I.K. Acheampong's increasingly corrupt administration pursued policies that further caused a severe degradation of the economy. This resulted in another coup, in June 1979, led by Flight Lieutenant Jerry John Rawlings. He relinquished power to a civilian rule of People's National Party (PNP) under the leadership of Hilla Limann. Limann claimed that Ghana was "in total economic chaos".<sup>8</sup> Yet none of those governments took a decisive economic action to reform the exchange rate or any other aspect of government policy.

J. J. Rawlings as he was affectionately called spearheaded a second coup in December 1981 to overthrow Limann's administration. A year after

---

<sup>6</sup> The World Bank, *Program Performance Audit Report Ghana, May 29, 1992* (Washington: The World Bank, 1992), 1.

<sup>7</sup> Herbst, *The Politics of Reform in Ghana*, 15. See also General Kutu Acheampong, *The Fifth Milestone* (Accra: Supreme Military Council, 1997), 1.

<sup>8</sup> Hilla Limann, *Limann Speaks: The Way Ahead* (Kumasi: People's National Party, 1980), 8. See also, Gordon and Gordon, *Understanding Contemporary Africa*.

his second coup, he stated "we have created a whole lot of mess for ourselves but have failed to take responsibility."<sup>9</sup>

The situation was made worse by a severe drought and by the expulsion of about a million Ghanaians from Nigeria in 1983. That was the time Ghana was faced economic crisis.<sup>10</sup> The political and economic instability which affected Ghana in those years also affected most countries in Africa.

Given the profound economic crisis that Africans faced, for more than a decade, attention was on how African countries could reform their economies so that they might begin to recover. Structural Adjustment policies to reverse the economic decline and reform fundamental economic institutions had been championed by the World Bank, the International Monetary Fund (IMF) and bilateral donors to many African countries.

In April 1983, Rawlings' Provisional National Defence Council (PNDC) despite its initial populist stance, embarked on a programme for economic austerity and structural adjustment supported by the International Monetary Fund and the World Bank. This was aimed at removing market distortions which were preventing the price mechanism from allocating resources efficiently, and to revitalise the country's productive structure through improved price incentives.<sup>11</sup>

In 1983 in the same year, the Government of Ghana launched its Economic Recovery Program (ERP) to reverse the deterioration of the

<sup>9</sup> Herbst, *The Politics of Reform in Ghana*, 28.

<sup>10</sup> ODI, *Adjustment in Africa*, 2.

<sup>11</sup> ODI, *Adjustment in Africa*, 3. See also Document of the World Bank, *Report and Recommendation of the President of the International Development Association to the Executive Directors on a Proposed Credit of SDR 89.2 Million to the Republic of Ghana, for a Second Phase of the Structural Adjustment Program* (February 28, 1989), 2,



economy through macro-economic measures to stabilise the economy. The World Bank programme supported Ghana's ERP. This took the form of two Reconstruction Imports Credits; an Export Rehabilitation Credit and Associated Technical Assistance Project.<sup>12</sup> The shift toward structural adjustment was supported by an Industrial Sector Adjustment Credit, two Structural Adjustment Credits, a Financial Sector Adjustment Credit, and a Programme to Promote Private Investment and Sustained Development.<sup>13</sup> This was done through structural adjustments to correct serious distortions and disincentives.

The objectives of this Structural Adjustment Programme (SAP) were to first "establish an incentive frame-work that would stimulate growth, encourage saving and investment, and strengthen the balance of payments; and secondly, to improve resource use, particularly in the public sector, and direct resources to key areas of adjustment, while ensuring fiscal and monetary stability."<sup>14</sup> The ERP shifted toward a Structural Adjustment Program (SAP) which included a macro-economic stabilisation component essentially continuing the demand management begun in 1983 and a growth component containing measures to expand exports and to improve mobilisation of and efficiency in resource use. The SAP attracted IMF support, resulting in purchases of over US\$600 million during 1987-90.<sup>15</sup>

Another measure taken by government to revive the economy was the use of balance of payment. Balance-of-payments measures included a series of devaluations which culminated in the flotation of the currency and unification

---

<sup>12</sup> The World Bank, *Program Performance Audit Report Ghana*, 2.

<sup>13</sup> Jon Kraus, "The Struggle over Structural Adjustment in Ghana," *Africa Today*, Vol. 38, No. 4 (1991), 19-37.

<sup>14</sup> The World Bank, *Program Performance Audit Report Ghana*, xi,

<sup>15</sup> The World Bank, *Program Performance*, 1.

of the exchange rate. Import restrictions were reduced to allow the import of much needed inputs and spare parts. These initial years of adjustment mainly involved macro-economic stabilisation to reduce inflation and strengthen the balance of payments.<sup>16</sup>

It was difficult in this period to separate the effects of improved policies from those of the increased aid inflows.<sup>17</sup> An important ingredient in the success of the early years of the SAP was the commitment of the government to the programme, with officials involved in extensive discussions with the IMF and World Bank about the actions that should be taken. Agreed policies were diligently implemented and this commitment, together with the initial successes, restored external credibility to the extent that the government regularly received higher donor commitments than the aid it requested at donor meetings.<sup>18</sup>

The PNDC had already silenced the beneficiaries of the 'control economy'-the former government's inner elite, big businessmen and civil servants. Furthermore, because by 1981 the economy had sunk to such a low level, most Ghanaians were willing to try anything which might reverse this situation. Just as the drought worsened Ghana's economic crisis in the early 1980s, the SAP aided its recovery by 1989. The economy appeared poised for a period of sustained growth in the 1990s.<sup>19</sup> The contrast between Ghana's rapid economic recovery and the alternative path of economic decline and

<sup>16</sup> ODI, *Adjustment in Africa*, 3.

<sup>17</sup> Kwame Boafo-Arthur, "Ghana: Structural Adjustment, Democratization, and the Politics of Continuity," *African Studies Review*, Vol. 42, No. 2 (Sep., 1999), 41-72.

<sup>18</sup> ODI, *Adjustment in Africa*, 3.

<sup>19</sup> Martin Brownbridge, "Credit Supply, Monetary Policy and Structural Adjustment in Ghana," *African Review of Money Finance and Banking*, No. 1/2 (1995), 155-175.

<sup>26</sup> ODI, *Adjustment in Africa*, 3.

political corruption which eventually led to anarchy in regional neighbourhoods such as Liberia and Sierra Leone became evident.<sup>20</sup>

Indeed, given the Rawlings government's success and its ability to continue to implement reforms over time, Ghana became, as Donald Rothchild noted, the test case for structural adjustment south of Sahara. Some other countries such as Senegal had not developed the political commitment to sustain reform programmes, especially in the face of poor commodity prices.<sup>21</sup> Countries such as Malawi, which did have a relatively strong political commitment to reform had their reform programmes derailed in part by unfavourable external events. Other countries, like Nigeria, have achieved temporary success in stabilising their economies but have shown little evidence of making sustained progress on structural reforms.<sup>22</sup>

The demand by financial, governmental and non-governmental institutions to help eradicate poverty led to the establishment of regional institutions such as Eastern Regional Economic Development Corporation (EREDEC), Volta Regional Economic Development Corporation (VOREDEC), Western Regional Economic Development Corporation (WEREDEC), Ashanti Regional Economic Development Corporation (ASHREDEC), Northern Regional Economic Development Corporation (NOREDEC), Bono-Ahafo Regional Economic Development Corporation (BAREDEC) and Central Regional Economic Development Corporation (CEREDEC).<sup>23</sup>

---

<sup>20</sup> Herbst, *The Politics of Reform in Ghana*, 4. See also Sandbrook and Barker, *The Politics of Africa's Economic Stagnation*, 74.

<sup>21</sup> Herbst, *The Politics of Reform in Ghana*, 4.

<sup>22</sup> Herbst, *The Politics of Reform in Ghana*, 4.

<sup>23</sup> Except CEDECOM, other regional commissions are now operating as developmental planning agencies in their respective regions. Geraldine Aku Addo,



The Central Region's economic productivity and general infrastructural development, as noted by the government of the Provisional National Defense Council (PNDC) was not adequate to alleviate poverty in the region. Thus, the PNDC realised the need to establish CEDECOM to carry out certain tasks.<sup>24</sup>

CEREDEC as a corporation was managed by government officials. It generated funds internally and had hotels as well. Like all other corporations, it was poorly managed and all the corporations suffered from mismanagement and all collapsed at the same time. The government had to defray the debts incurred by selling out all the infrastructures of the corporations which could not pay off all the workers and the debts. This brought about establishing a commission in Central Region as a pace setter in the country to advance economic development.

The major interests that motivated the establishment of the Commission were hinged on changing Cape Coast and the Central Region as a whole from just being a factory for the production of trained personnel, through its numerous schools, to a place of vibrant economic activities. It was also to improve the fishing industry of the coastal communities of the region and rehabilitate the region's colonial forts and castles to attract revenue through tourism in the region.<sup>25</sup>

Other motivating factors included the development agenda that hinged on goals such as harnessing the agricultural potentials of the vast arable land in the region. It was also to promote employment, ensure food security and training the youth on entrepreneurship. The purpose was to foreground and

---

"NGOs and Poverty Reduction: A Case Study of Danish and Ghanaian NGOs in Ghana," M.Sc. Thesis, Aalborg University (2018). "

<sup>24</sup> Interview with Mr. John Akowuah, Age 65 years, Retired Chief Executive Officer of CEDECOM, September 14, 2018, Cape Coast.

<sup>25</sup> CEDECOM, *Medium Term Strategic Plan*, 1.

showcase the region to the African Diaspora to attract people of African descent in the diaspora to see it as their ancestral home.<sup>26</sup> It was also to encourage them to invest in businesses and other development ventures, thereby making the entire region attractive to draw international tourists and investors.

Efforts to develop Central Region could also be dated back to 1961 during the presidency of Dr. Kwame Nkrumah and Mr. Kojo Botsio, the then Minister of Local Government.

On 30th June, 1961, Mr. Kojo Botsio addressed the Northern Regional Commission regarding the objects to which Regional Economic Committee had been established, and also gave certain general indications of the lines along which the Committees should operate.<sup>27</sup>

By this, the Northern Regional Commissioner had to attend meetings in the Ashanti and Eastern regions. As a result of these meetings, it was possible to see that the president had in mind establishing the Commission.

One of the main purposes of the Committee was to associate with the people more closely with the development of the country and that could best be achieved by regional committees establishing more sub-committees at the district levels.<sup>28</sup>

The second development plan was on industrialisation and the diversification of agriculture. The committees were to concentrate on putting forward proposals for the establishment of industries and larger scale farms to produce the raw materials for the industries.

---

<sup>26</sup> CEDECOM, *Medium Term Strategic Plan*, 1.

<sup>27</sup> NRG8/5/444, F/MF/421S.F.2 Regional Economic Committee.

<sup>28</sup> NRG8/5/444.

According to this development plan, the economic committees were to make the possible use of existing services in formulating their plans and that was exactly the foundation on which CEDECOM was established.<sup>29</sup> CEDECOM was established by the State to provide developmental projects in the region.<sup>30</sup> It has evolved over the years. Its evolution is worth interrogating at this juncture.

### **The Establishment of CEDECOM**

Implementing development plans in Central Region did not encounter much difficulties as it happened in the Northern Region. In 1967 when some of the chiefs were contacted in the acquisition of land situated in the old central market for the construction of Ghana National Trading Corporation (GNTC), the chiefs resented the idea of giving it up for developing that particular plot because as they put it, "the central market is the "Spirit" or the "Soul" of Tamale."<sup>31</sup>

The economy of the Central Region, to a greater extent, rested on mining of salt, fishing and subsistent farming as well as cash crops such as cocoa and cereals. The region is also endowed with rich natural resources like gold, and bauxite in the Upper Denkyira District, petroleum and natural gas at

<sup>29</sup> NRG8/5/444.

<sup>30</sup> CEDECOM, *Medium Term Strategic Plan*, 4.

<sup>31</sup> NRG8/5/444, F/MF/421S.F.2 Regional Economic Committee. It was also their firm belief that any town or village has this "Soul" or "Spirit" around which the town or village develops. They intended that apart from such ceremonies as "Yawum - Daa" and "Kubi - Daa" which are performed in the markets by the grand-children, the grand- nephews/nieces and sons, daughters and close relatives of dead chiefs respectively, the old market, they believe "is a vital link between the old and the past." These ceremonies are said to be performed in the central market at specific spots known only to a few people on market days to pacify the spirits of the dead and also to ask for peace and tranquility among the people of Dagomba traditional area. It was also their firm conviction that the market was like an unwritten history to the old men and women and was in fact, so dear to their hearts that they did not hope to be sufficiently compensated for the loss of the sacred spots in the market.



Saltpond, kaolin in the Mfantseman district, diamond at Nwomaso, Enikokow, Kokoso all in the Asikuma-Odoben-Brakwa District, tantalite and columbite at Nyanyano in the Awutu-Efutu Senya District, quartz, muscovite, and other minerals like mica, granite, and feldspar. It must however, be noted that these natural resources have not received large scale mining.<sup>32</sup> So the Central Region does not have a booming mining industry that yields revenue for development.

The region has a vast arable land that can produce commercial crops such as cocoa, oranges, pineapple and banana, as well as all kinds of vegetables.<sup>33</sup> Cattle can also be reared because the land after the coastal belt is grassy and the grass can be used to feed them.<sup>34</sup> The agricultural potentials of such vast arable land in the region could help to promote employment through its cultivation to produce food crops. This could go a long way to generate much income for the development of the region and the nation as a whole.

Fishing has been significant to the economy of the coastal towns in the Central Region for a long time. This, notwithstanding, the Central Region was described as “underdeveloped.” This was because the Central Region faced some setbacks on its revenue growth. First, the geographical location of the capital city of the region presented a challenge. The capital city of the region was not close to the major towns and the various villages from which commodities of trade could be obtained. For instance, the people of Mankessim, Winneba, Agona Swedru, Apam, Ksoa and all the neighbouring communities found it easier to trade in Accra as compared to Cape Coast. In

---

<sup>32</sup> An interview with John Akowuah, Age: 65 years, Retired Chief Executive Officer of CEDECOM, 22<sup>nd</sup> April, 2019, Cape Coast.

<sup>33</sup> J. Akowuah, "Position Paper on CEDECOM", an unpublished paper (2007), 1.

<sup>34</sup> *Ibid.*

the same way, the people of Dunkwa-On-Offin, Assin Fosu and all the catchment villages found it easier to go to Takoradi and Kumasi respectively for trading instead of Cape Coast where they could get supplementary, complementary or alternative or goods.<sup>35</sup> This affected the economic and commercial importance of Cape Coast, the regional capital. Reasonably, the inability of the capital of a region to develop economically, consequently tends to adversely affect the development of the rest of the communities within the region since their attention would be diverted to different regions for trade.<sup>36</sup>

In spite of the facts enumerated above, other factors that contributed to the low development of Central Region called for the establishment of CEDECOM. It could be attributed to the fact that Central Region was committed to rendering competitive educational services to its inhabitants and people from all walks of life<sup>37</sup> without the provision of jobs. This makes it imperative for the trained human resources for development to migrate to other regions in search of jobs leading to the development of those regions.<sup>38</sup>

In addition, Cape Coast, is popularly known to be, "abodɔn kuro", that is, a

<sup>35</sup> An interview with Mr. T. E. Osam Duodu, Age: 63 years, former Executive Director of CEDECOM, 23rd March, 2019, Cape Coast.

<sup>36</sup> An interview with Mr. T. E. Osam Duodu.

<sup>37</sup> For works that discusses on the earliest history of education in the Gold Coast and the position of Cape Coast or the central region in this regard, see David Kimble, *A Political History of Ghana: The Rise of Gold Coast Nationalism, 1850-1928*, (Oxford: Clarendon Press, 1963), 61-73 and 510; Philip Foster, *Education and Social Change in Ghana*, (London: Compton Printing Ltd., 1965); Ralph M. Wiltgen, *Gold Coast Mission History, 1471-1880* (New York: Divine Word Publications, 1956); Adu A. Boahen, *Mfansipim and the Making of Ghana: A Century History, 1876-1976* (Accra: Sankofa Educational Publishers, 1996); H.O.A. Mc William, *The Development of Education in Ghana*, (London: Longmans Green & Co. Ltd, 1964); Okechukwu C. Abosi & Amissah J. Brookman, eds., *Introduction to Education in Ghana* (Accra: Sedco Publishing Ltd., 1992). These works admit the fact that Cape Coast and for that matter the Central region was and is hub of education in both pre and colonial period.

<sup>38</sup> Interview with Mr. T.E. Osam Duodu.

place with high cost of living.<sup>39</sup> Hence, its inhabitants are constantly migrating to different regions in search of greener pastures.

Cape Coast was thinly populated, as a result, competition for provision of goods and services were limited to few people who charged heavily. For example, taxis, restaurants and hotels services were rendered in exchange with exorbitant charges. Visitors were compelled either to go back to Accra or continue to spend the night in Secondi –Takoradi hotels. Such service providers of Cape Coast looked for more market and more profit which could not be found in Cape Coast.<sup>40</sup>

To address the poor economic situation of the Central Region, it became imperative for the government of Ghana to develop the region through the agency of the Central Region Development Commission (CEDECOM).

CEDECOM was established in 1990. It was established alongside with the Tourism Development Scheme for the Central Region (TODSCER) to implement a UNDP-funded programme known as the Central Region Integrated Development Programme (CERIDEP) which ran from 1990 to 1997.<sup>41</sup> The tourism sector was one of the areas that was selected since the region had a number of tourist sites which undoubtedly had a competitive and comparative advantages over the rest of the regions in the country.

It must be acknowledged that the establishment of CEDECOM was under the auspices of Ato Austin, the then secretary of the government of the Provisional National Defense Council (PNDC) to the Central Region between

---

<sup>39</sup> Interview with Akowuah.

<sup>40</sup> Interview with Akowuah.

<sup>41</sup> CEDECOM, *Medium Term Strategic Plan*, xii-xiii.



the years 1988 and 1992.<sup>42</sup> During his term of office as the regional secretary, he sought to address the challenges of economic stagnation, undeveloped human resource capacity and minimal progress in various spheres of the region's development. In order to discharge his task effectively, he put together a committee of heads of Wildlife Department, Ghana Telecom and other agencies, to give him information about the region's resources and economic activities.<sup>43</sup>

Ato Austin sought to attract foreign investment from donor agencies to the region. He also identified tourism as the major asset of the region which could be developed to stimulate its development.<sup>44</sup> Austin and his team established a quasi-state organization to ensure the development of the tourism sector of the Central Region for the generation of revenue which could offer employment opportunities to the people of the region and the nation at large. This was confirmed by Lawson in the following words:

It became necessary to set up a quasi-state organization that is a regional and not an all-round state organization which would oversee the tourism development particularly in the Central Region. In line with this, Ato Austin took the initiative of creating the Central Region Development Commission (CEDECOM) in 1990.<sup>45</sup>

Ato Austin knew that "unity is strength" therefore in the course of carrying out his plans for the establishment of CEDECOM, he put up a managerial team to aid him achieve success in his endeavor. The team included Kwasi Agleby, Executive Secretary, A.Y. Mensah-Ntiamoah, Senior

---

<sup>42</sup> Joseph R.A. Ayee "Decentralization and Local Government under the PNDC" in E. Gyimah-Boadi, ed., *Ghana Under PNDC Rule* (Wiltshire: Antony Rowe Ltd., 1993), 114-134. See also Yvonne Lawson, "A Biography of Ato Austin," B.A. Dissertation, Department of History, University of Cape Coast (2006), 14.

<sup>43</sup> Lawson, "A Biography of Ato Austin", 14.

<sup>44</sup> *Ibid.*, 15.

<sup>45</sup> *Ibid.*, 15

Game Warden and Abraham Bekoe, Head of Debt Management of the Ministry of Finance and Economic Planning. This team acquired financial support from donors like the USAID for the implementation of programmes designed by CEDECOM. Ato Austin and the team went to the US for financial support from the USAID. They were successful. As a result, on 19 September,

1991, a Grant Agreement worth of US \$5,622,800.00 was concluded between the delegation of USAID Financial and Technical Assistance team of CEDECOM.<sup>46</sup>

The activities of CEDECOM have been recognized by the government of Ghana since its establishment. It operated under the Ministry of Finance and Economic Planning until the 12 day of June 2007 when during the National Public Sector Reform Exercise, the commission was re-aligned to the Ministry of Trade and Industry for the purpose of budget administration and the fact that the core business of CEDECOM is to facilitate private sector-led sustainable economic development of the Central Region within a decentralised framework.<sup>47</sup>

CEDECOM was the head institution which was responsible for the overall policy and programme formulation, planning and co-ordination of CERIDEP while TODSCER was set up as the "Tourism Development Unit" of CEDECOM and was responsible for coordinating the overall tourism development strategy.<sup>48</sup> Besides strengthening CEDECOM, the tourism component will provide a strong foundation for future tourism development in the Central Region. The impact would, however, be essentially long term as

---

<sup>46</sup> *Ibid.*, 16-17.

<sup>47</sup> CEDECOM, *Medium Term Strategic Plan*, 6

<sup>48</sup> Report of the Evaluation Mission, United Nations Development Programme, GHA/88/014/

evidenced by the slow pace of expansion of tourist accommodation in the area, despite growing demand. The effects of the urban improvement activities were more direct and visible though, confined to the Elmina - Cape Coast area. The impact of the enterprise development had been more widespread and effective.<sup>49</sup>

The implementation of the CERIDEP was specifically to play a major role by strengthening the capacity of the Metropolitan, Municipal and District Assemblies (MMDAs) in the Central Region. The implementation of a Regional Development Strategy was to play a complementary role to the private sector. That would place a mechanism which would catalyse private investments in the key sector of the regional economy. In addition, the CERIDEP was to promote agriculture, fisheries and agro-forestry, and enhance the socio-economic status of the poor and particularly women through multi-sectoral interventions."<sup>50</sup>

#### **Mission Statement of CEDECOM**

CEDECOM's mission averred that

CEDECOM exists to promote the sustainable development of the Central Region through partnership with the Private Sector and Development Partners, Ministries, Departments and Agencies (MDAs) as well as Metropolitan, Municipal and Districts Assemblies (MMDAs) for Agriculture, Natural Resource and Rural Development, Investment Promotion and Enterprise Development, Integrated Tourism Development, Communication and Information Management.<sup>51</sup>

---

<sup>49</sup> Report of the Evaluation Mission.

<sup>50</sup> CEDECOM, *Medium Term Strategic Plan*, xiii.

<sup>51</sup> CEDECOM, *Medium Term Strategic Plan*, ix.



## Vision Statement

Regarding its vision statement,

CEDECOM envisions itself as a leading, sustainable regional development organization, partnering the private and public sector institutions to improve the lives of the people of the Central Region.<sup>52</sup>

## Objectives of CEDECOM

CEDECOM was created to enhance the socio-economic well-being of the people of the Central Region by creating an enabling environment for sustainable development. It was mandated to promote and develop tourism, private sector investment and enterprise, agriculture, forestry and environmental improvement, information and communication technology (ICT) services and one-step Information and data banks and good governance. Furthermore, it was tasked to facilitate Women-in-Development Programmes (WDP)<sup>53</sup> and decentralization and local governance,<sup>54</sup> and the strengthening of the fiscal management, human and institutional capacity of department and agencies in the Central Region.<sup>55</sup>

Strategically, CEDECOM was charged to stimulate high economic growth in the Central Region through facilitation of farmers' capacity development and support in agriculture, natural resource management and rural development.

Furthermore, it was tasked to build entrepreneurship and attract investment for job creation and poverty reduction, promote integrated development of tourism in the Central Region through capacity building and facility development in partnership with the private sector, and promote the

<sup>52</sup> CEDECOM, *Medium Term Strategic Plan*, viii.

<sup>53</sup> The PNDC government employed an economic practice that aimed at helping women. Kwasi Anyemedu, "The Economic Policies of the PNDC" in E. Gyimah-Boadi, ed., *Ghana Under PNDC Rule* (Wiltshire: Antony Rowe Ltd., 1993), 13<sup>^</sup>\*7.

<sup>54</sup> Ayee "Decentralization and Local Government under the PNDC", 114-134.

<sup>55</sup> CEDECOM, *Medium Term Strategic Plan*, xi.

development of ICT in the Central Region, package and disseminate information to the Commission's public effectively and on time. In addition, CEDECOM was to strengthen its own human resource, and institutional and fiscal management capacity.<sup>56</sup>



Figure 1: The Emblem of Cedecom

The Central Region Development Commission has its unique identifiable emblem. The emblem has two headed crocodiles with one common stomach and two separate tails. The emblem has the inscription of "Unity in Diversity".

The emblem is an Akan *Adinkra* symbol. In Akan, it is known as "*Funtumfurafu ne Dɛnkyemfurafu, wɛn afuru yɛ baako, nanso sɛ woredidia na worepere aduane no, efiri minimu twii enti.*"<sup>57</sup> This literally means that the two-headed animal with one stomach and two tails struggles over food given to it, even though it has a common stomach.<sup>58</sup> The cause of the struggle over the food is that each head wants to have the taste of the food in the throat.

Relating this to CEDECOM, the "one stomach" represents the entire region, as

<sup>56</sup> CEDECOM, *Medium Term Strategic Plan*, xi.

<sup>57</sup> Interview with Akowuah.

<sup>58</sup> Peter Achempong, *Christian Values in Adinkra Symbols* (Accra: University Publishing Press, 2016), 35.

a result, whatever comes into the stomach from any of the two heads is for the interest or development of the entire people in the Central Region.<sup>59</sup>

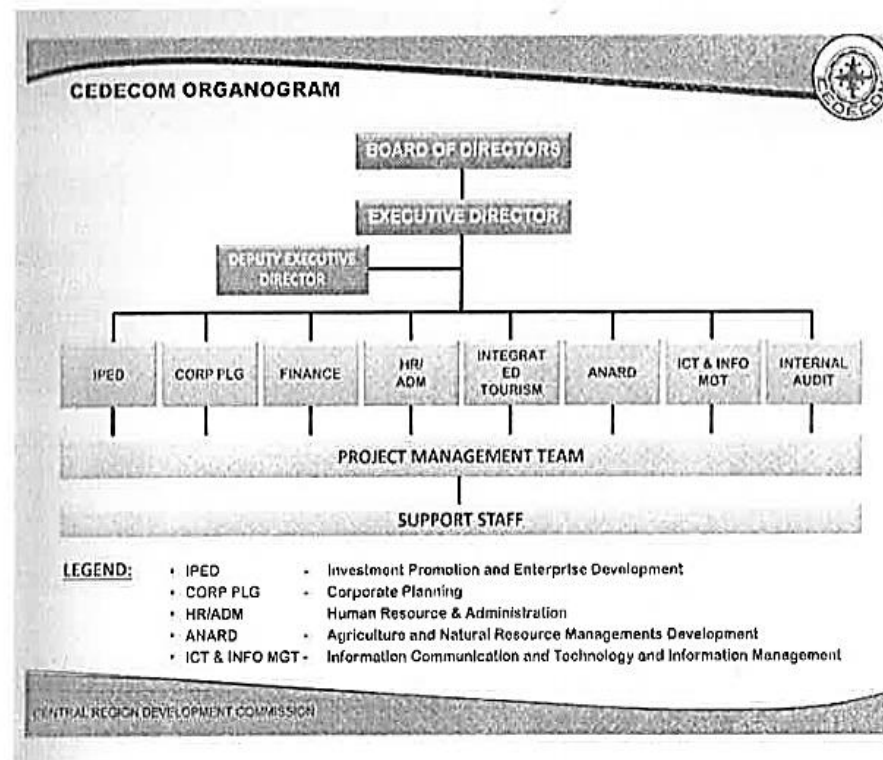


Figure 2: Organizational Structure

When CEDECOM started, Ato Austin ensured that it worked with a good organizational structure to carry out its mandate. CEDECOM was made up of the board of directors, the management team and the human power levels (consisted of the various departments).<sup>60</sup> Per the administrative policy of CEDECOM, the Commission had a 15-member board of directors. Since its creation, the board of directors always had in its inclusion the government committee in charge of the Central Region, that is regional minister (during

<sup>59</sup> Achempong, *Christian Values*, 35.

<sup>60</sup> Interview with Cecil Abakah-Otoo, Aged 68 years, former Head of Public Relations of CEDECOM, 10<sup>th</sup> April, 2019, Cape Coast.



the PNDC time, it was the secretary for PNDC) as the chairperson.<sup>61</sup> Representatives from the Ministry of Trade and Industry, Members of Parliament (MPs) caucus, Traditional Authorities, Metropolitan, Municipal and District Assemblies, Tertiary Institutions, Ghana Bar Association, Regional Coordinating Council (RCC), Opinion Leaders and the Private Sector also sat on the Board of Directors for the Commission.<sup>62</sup>

The Board was mandated to provide strategic direction and formulate realistic policies for the efficient and effective operation of CEDECOM. It was also charged with the responsibility of approving the long, medium and annual plans and programs of CEDECOM before they are implemented.<sup>63</sup> Apart from the Board, a Secretariat was put in place. It was headed by a Chief Executive officer who was responsible to the Board of Directors for the day to day administration and external relations of CEDECOM. A Deputy Executive officer was given the task of overseeing investment promotion, enterprise development and corporate planning. These two officers were supplemented by various Heads of Department. They were mandated to be in charge of the performance, outputs and the results of the departments.<sup>64</sup>

These departments included the following: Investment Promotion and Enterprise Development, Integrated Tourism Development, Agriculture,

<sup>61</sup> For the structure of political order of the PNDC government and the formation of the Regional Coordinating Councils (RCC) and their roles in the regional commissions see Ayee, "Decentralization and Local Government under the PNDC", p. 123. See also, Mike Oquaye, *Politics in Ghana, 1982-1992*, Rowlings, *Revolution and Populist Democracy* (Accra: Tornardo Publications, 2004), 253.

<sup>62</sup> Interview with Spencer Francis Taylor, Aged 57 years, Executive Director of CEDECOM, 15<sup>th</sup> April, 2019, Cape Coast.

<sup>63</sup> Interview with Spencer.

<sup>64</sup> Interview with Spencer.

Natural Resources and Rural Development, Communication and Information Management as well as Corporate Planning, Finance, Human Resource/Administration, Directorate, Internal Audit, Specialized Business Units, and Support Service.<sup>65</sup>

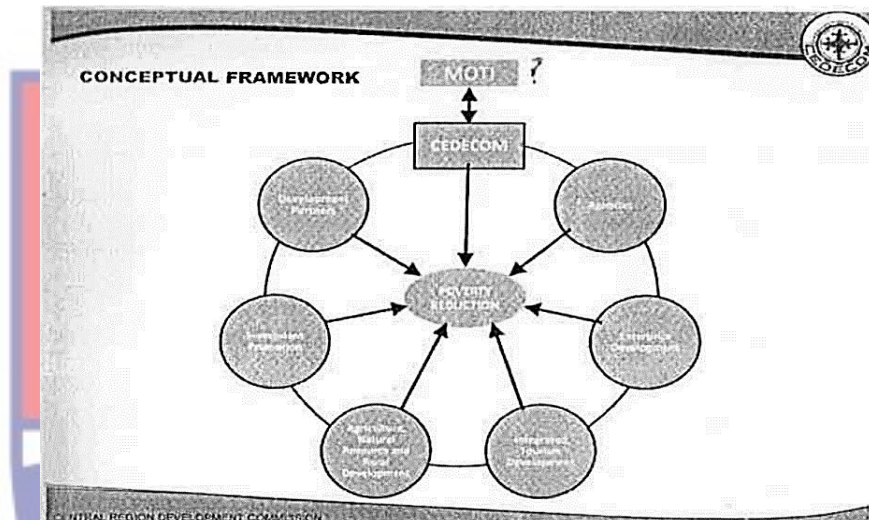


Figure 3: Department of CEDECOM

### Conclusion

This chapter examined the evolution of Central Region Development Commission in the Central Region. The commission came into being due to the perceived lack of economic development in the Central Region that made it imperative for the PNDC government to move the engine of economic development in the region. As a result, under the auspices of Ato Austin, the Secretary for the PNDC government in the Central Region, CEDECOM, with its accompanied units was born to see to the development of the region through tourism, agriculture and fishing. The next chapter deals with the activities and operations of CEDECOM. This would aid readers to appreciate to a greater extent, the current position of CEDECOM in the Central Region.

<sup>65</sup> Interview with Spencer.

## CHAPTER FOUR

### ACTIVITIES AND OPERATIONS OF CEDECOM UP TO 2012

#### Introduction

With the successful establishment of the Central Region Development Commission (CEDECOM) in 1990, rigorous socio-economic activities were undertaken to promote development in the region. This chapter underscores the activities and operations of the commission.

The organisational operations and activities of CEDECOM were geared towards offering employment, opening job opportunities and the utilization of the various available natural resources within the Central Region to maximize profit for the development of the region. The various organisational operations that were undertaken by the CEDECOM could be categorised into economic and social dimensions. It undertook activities in tourism and hospitality, entrepreneurship, vocational skills training and salt production. It also engaged in agricultural activities such as oil palm production, cassava production, and pineapple cultivation. It was also very much concerned about the promotion of Information and Communication Technology, good health, potable water supply, education, commerce and security.

#### Economic Activities and Social Activities

Before writing about the economic and social activities of CEDECOM, there would be the need to narrate the fate of the “rise and fall” of the old existing industries in cape coast. By the 1990s, the four main industrial establishments in the Central Region were Komenda Sugar Factory Estate, Pomadze Poultry Enterprise, Saltpond Ceramics and Asebu and Abakrampa



Lime Factory were established and they were dying out for lack of raw materials, financial support and market for their products.<sup>1</sup>

### **Komenda Sugar Factory**

A proposal to establish a sugar industry in Ghana (Gold Coast) was discussed at the 36<sup>th</sup> meeting of Gold Coast Cocoa Marketing Board on 27<sup>th</sup>-28<sup>th</sup> March 1952 by the then Minister of Agriculture and Natural Resources, Krobo Edusei. The purpose to establish the sugar industry was a means to help assist the cocoa industry in view of shortage of this ingredient. It was also understood that the Department of Agriculture has been investigating the commercial possibilities of local sugar cane and had been making experiments with imported species of sugar cane.<sup>2</sup>

Preliminary investigations brought about the type of cane to be introduced. It was discussed that an experiment must be conducted possibly with the assistance of the imperial college of tropical agriculture in Trinidad to select the most suitable variety of cane to grow on available land. Therefore, there was the need to employ and experience practical agronomist. Land was of importance to be discussed. Since the industry would largely depend upon supplying the mill with high yielding cane, there was the need that the factory should have a major portion of its cane requirements under its own control and the factory to mainly produce sugar cane from its own sources. It would accept good quality cane grown by individual farmers elsewhere. The choice of the area for growing the cane was to be accessible, motorable either by rail or road to a suitable port.<sup>3</sup>

---

<sup>1</sup> Sugar industry roject (PG 16) R.G 7/1/1485(PRAAD ACCRA)

<sup>2</sup> Ibid

<sup>3</sup> Ibid

The establishment of sugar industry in Gold Coast was first mentioned by Mr J. E. C. Lutterodt, a Gold Coast African, an employee of the Swiss African Trading Company in 1950. The Memorandum to establish the sugar industry was prepared by Tate and Lyle in association with the West Indies Sugar Company with Tate and Lyle Technical Services Limited.<sup>4</sup> The purpose of the Memorandum was to enable the initial stages of exploration into the question of establishing a sugar industry in the Gold Coast to be assessed without participants being committed to any action in the years to come.

It was also suggested by the agents (Tate and Lyle) that a concession of land should be obtained by the industry suitable for growing cane which would be sublet in suitable units to tenant farmers for cane growing with rights and obligations. A sugar mill would be built within the concession area for the manufacture of raw sugar which would be shipped to the United Kingdom for refining and subsequent delivery of replacement sugar over an extended period to avoid deterioration of the sugar in store.<sup>5</sup>

A good moisture retaining soil but avoidance of water logging conditions was also required. Good climatic condition with seventy to eighty inches per annum with six months well-spaced rains and six months dry spell with occasional rain and ample sun shine to ripen the cane. Ample irrigation to supply water in abundance were all to be considered. Factors that would affect the health of the European and African staff was also a prerequisite.

The importance to have the sugar industry were many. First, the expenditure on sugar was so high. It was estimated that in 1955, import of

---

<sup>4</sup> Ibid

<sup>5</sup> Ibid

sugar ran approximately £1,250, 000. By establishing the sugar industry, it would cut down import expenditure.<sup>6</sup>

Again, Gold Coast had cocoa as the only economic crop. Therefore, setting up sugar industry would be an incentive to farmers to pursue the cultivation of a subsidiary economic crop, the cane out of which sugar would be manufactured.

The sugar could also be used to generate income as an export product to other countries. The sugar could also help to ease the unemployment syndrome in the country.<sup>7</sup>

Besides sugar being used to prepare chocolate the residue of the cane could be used in producing fertilizer and as food for cattle.

Furthermore, sugar is one of the best necessity for human body. As it is being prepared here, the price will be cheaper. With these importance of the sugar industry then came the location of plantation. It was noted that the Department of Agriculture considered the Accra plains as the most suitable, should it be irrigated.

Two major points regarding the establishment of a sugar industry in Ghana were delineation of likely cane growing areas and the introduction of suitable variety, thus susceptibility of the cane to pest and disease under Ghana conditions; sugar content; optimum planting season; optimum harvesting season; resistance to drought and acceptability to various regions.

The control and management of the industry was vested in government corporations to provide either all or most of the capital required.<sup>8</sup>

---

<sup>6</sup> Ibid

<sup>7</sup> Ibid

<sup>8</sup> Ibid



As already mentioned, a proposal to establish a sugar industry in Ghana as a means of assisting the cocoa industry in view of the shortage of that important ingredient was actively discussed at the board meeting in April, 7<sup>th</sup> 1952, that there was the possibility of Ghana receiving support from various outside sources. It was also understood that the Department of Agriculture had to be investigated and the commercial possibilities of local sugar cane and had made experiments with imported species of sugar cane. In 1956, it was discovered that the technical knowledge to manufacture sugar from cane that would be produced locally had already been carried out. It discovered that the local variety was not suitable for their purpose. On the other hand, although the Barbados and the Mauritius types had been found very suitable for the purpose, the production in sufficient quantities could only be made possible if the Department undertook distributions of planting materials to farmers in suitable localities.

The suitable land to cultivate the sugar as at January, 1955 was still being discussed. Sugar cane had been grown in the Cape Coast District for a number of years and was grown in the areas around Cape Coast, Saltpond and Mankessim. The cane was grown for local consumption only and bore no relation to cane to be sold for sugar manufacture. It was generally assumed that the local sugar cane yielded approximately 20 tons of cane on average per acre and that would produce one ton of brown sugar.<sup>9</sup>

However, a number of sugar cane varieties were introduced from Barbados and Mauritius by the Department of Agriculture in 1948. Those varieties had been planted up in trial plots at the Agricultural stations at Bunsu

---

<sup>9</sup> Ibid

in the Eastern Region, Kpeve in the Volta Region and at Aiyinasi in the Western Region. The yields of cane from the trials at Bunsu ranged from 32-51 tons per acre for the first crop. From experiments approximate yields of commercial sugar averaged 3 tons per acre for the Barbados varieties and 4 tons per acre for the Mauritius variety. On 28<sup>th</sup> February, 1956, the best site or locality for cane growing was Western Region, if possible in the Cape Coast area. Komenda was chosen because of the suitability of the soil for the sugar cane production; the farmers' knowledge in the sugar cane cultivation; the availability of labour and the facilities for the distribution of the products.

#### **Pomadze Poultry Enterprise**

Government of Ghana's (GoG) initiative in the 1960s to promote commercial poultry production resulted to the industry supplying about 95 percent of chicken meat and eggs in the country.<sup>10</sup> It was the quest of government to expand in the poultry sector farms such as Pomadze, Darko, Afariwaa and Midland poultry farms were established. Specifically, pomadze poultry farm which was established in 1965 as a commercial producer of layer and broiler day old chicks for the local poultry farms.

Growth was initially slow, due to irregular supply of day-old chicks, other inputs and outbreaks of poultry diseases. However, in the 1970s, GoG as part of its support for the development of the poultry industry removed common duties on poultry inputs – feed, additives, drugs and vaccines including access to veterinary services.<sup>11</sup> It was a vibrant entity until the late 1980s when its performance declined and was closed down. As a result, the factory was placed on divestiture in 1987.

<sup>10</sup> Lawrence Yaw kusi et al., "the challenges and prospects of the commercial poultry industry in Ghana: a synthesis of literature," "international journal of management sciences, 5(6), 476"

In the early 2000s, the government divested Pomadze poultry enterprises limited at the cost of 2.4 Million Dollars. According to GoG sources, broiler production has experienced a steep decline from 80 percent of the market supply in 2000 to 10 percent in 2010. In August 2010, Ghanaian poultry farmers urged the government to end the importation of chicken meat since it was undermining local production and threatening the local poultry sector.<sup>12</sup>

### **Asebu Lime Factory**

The history of Asebu lime factory is a reflection of Ghana's historical relationship with Britain. With the outbreak of scurvy during the World War I, L. Rose & Co. Ltd, incorporated by Launchian Rose imported West Indies (Dominican Limes) in the 1860's to process them into Lime Juice Cordial and supplied by Premier Foods in some countries which it had trade license as the world's first concentrated food drink to help in the prevention of scurvy.

Launchian Rose's grandson who served under the command of Sir Gordon Guggisberg in the Royal Engineers during the World War I found the interest in developing lime (*Citrus aurentifolia*) in the then Gold Coast where Guggisberg later became the Governor.

The Ghanaian lime industry was set up by L. Rose & Co. Ltd., under government auspices. The potential lime cultivated trees reckoned approximately at that time was 128, 000 acres which despite the challenges of diseases and farmers agitations stagnated lime plantation acreage has grown to 250,000 acres with still nurseries managed for approximately 250,000 buds being grafted annually. Due to the distinct flavor of Ghanaian limes which

---

<sup>12</sup> Kusi et al., "The challenges and Prospects," 476.



were naturally premium, in July 1955 the lime juice produced by L. Rose & Co. Ltd gained a Royal Warrant of Appointment to Her Majesty.

L. Rose Co. Ltd changed its name to Emil Ghana Limited in 1980 when the GoG took over. It operated it for some time due to political instability and operational challenges. With corporate ownership changes L.

Rose Brand which was then owned by Schwepps in 1969 was then changed to Cadbury-Schwepps. In 1962 the factory in Ghana had to be expanded and was finally re-located at 500 meters to Asebu Township in the Abura-Asebu-Kwamang-Kesse District of the Central Region of the Republic of Ghana where it operated as Emil Ghana Limited. In 1962 Lime Juice from Ghana production increased to approximately 945, 000 gallons (4, 252, 500 lits) and due to the unique strategic position of L. Rose Co. Ltd., lime juice produced were exported to the United Kingdom together with the Distilled Lime Oil thereof.

Emil Ghana Limited had its fair portion of both socio-political challenges and the once most preferred global giant producer of lime juice went into comma and was liquidated in 1987. With a technical report by Cadbury-Schwepps it was revamped under government support and was diversified by the Jerry John Rawlings administration a private limited liability company called Fruits and Flavors Limited in 1993. The company operated for approximately 12 years with financial, technical and marketing challenges operating under capacity because buyers had then turned their attention to Peru and Mexican lime due to the political instability in Ghana.

In 2006 the company had been listed for judicial sale due to huge creditor's action at the court of justice and was auctioned at the Cape Coast

High Court which was acquired by A. Panford & Sons Limited and resulted in the birth of Mandis Limited in 2008. The factory realised a full rehabilitation as per the Cadbury-Schwepps Technical Report and a first successful production was achieved under the management of the company's two key directors (Messer's Ato Panford- Industrial Engineer and Benn Kujar-Investment Banker).

### **Ceramics Factory at Saltpond**

The agreement for the government to install the machinery and equipment to produce and supply ceramics at Saltpond was established at a cabinet meeting on 27<sup>th</sup> April, 1965. The construction of the factory was to cost £G 1,000,000 of 33 KV line with a substation equipment and the Ministry of Industry was to supply the funds for the project.<sup>13</sup>

Though the approval had been given for setting up the factory and funds had been raised at cabinet meeting in 1965, the project was to be set up in 1966 as the shipping materials and equipment would be delayed. On 3<sup>rd</sup> August, 1965, the government of Ghana advertised and published in the local newspapers:

applications are invited from suitably qualified Ghanaians for scholarships for nine months training courses in Czechoslovakia in various aspects of ceramics manufacture. Successful candidates would be expected to return to Ghana at the end of their training to work for the state ceramics factory being constructed at Saltpond.<sup>14</sup>

The offer to supply kilns, a raw material for the production of ceramics, was given to Societa Implanti Ternoelectrici Industriali (S.A.S)

<sup>13</sup> CERAMICS PROJECT 1.R.G.7/1/495. B331/VOL 2 PRAAD ACCRA

<sup>14</sup> Ibid

Italy. The consultants were Technoexport Investment Bank, GAE and GNCC soil laboratory.

On 2<sup>nd</sup> June, 1965, the cabinet decided that on the basis of the report of the development services institute of the National Investment Bank (NIB) that a ceramics plant project should be implemented at Saltpond as a fully owned state enterprise of the manufacture of sanitary ware and wall tiles.

The total cost of the machinery and technical documentation was £ 198, 443 and the contract on the project signed to be commenced on 28<sup>th</sup> April, 1965.

The government's participation in the implementation of the Saltpond Ceramics were that; it was of the view of the Ministry that provided the proposal was found to be economically viable. The National Investment Bank Proposal for the financing of the government's participation from tax revenue which might otherwise accrue from import of ceramics goods is reasonable.

The Ministry saw no objection to the granting of the tax concessions under the capital investment Act, 1963. In order to safeguard its interest, however, the government might wish to accept the banks proposal under the following:<sup>15</sup>

A reasonable fixed amount should be agreed upon as the annual tax revenue which would have normally accrued to government's chest if imports of goods identical to the factories products were liberalized. By that it was believed that the government would be able to know at any stage, the extent of contribution made towards the project through tax concessions.

Since the output of the factory might not, in the initial stages of operation, satisfy the entire demand of the Ghanaian market, it would

---

<sup>15</sup> Ibid



be desirable for the government to allow imports at least on prohibitive tariffs to avoid shortages. Any decision to place embargo on imports should be dictated by the factories performance and ability to satisfy the market both in quality and prices.

The government was to reserve the right to withdraw the concessions if the quality and prices of products did not tend out to be comparable to those of similar products imported.

Besides, it appeared the initial investment of £1,000,000 proposed for the establishment of the project was too large since ceramics industries kept on changing designs and products. It would be desirable to start with a similar plant with provision for expansion over the years depending on the performance of the factory. Generally, considering the basic requirements of the countries industrialization programme (vide draft industrial policy for 1966-1968), it was felt that the priority accorded that industry was too high.<sup>16</sup>

The contract for the saltpond ceramics project was signed on 28<sup>th</sup> April, 1965 between Technoexport of Czechoslovakia and the Ministry of Industry. Excluded from the above mentioned contract was a special purpose Kiln which had to be ordered from a certain manufacturer SITI in Italy. By the terms of the main contract Messers Technoexport was to train 12 Ghanaians in Czechoslovakia on Government of Ghana scholarship.<sup>17</sup>

The site for the factory was the area to the north of Saltpond Girls' Secondary School (now Mfantsiman Girls) along the Accra-Takoradi highway. The kaolin deposit in the area had been demarcated by the Geological Survey Department to be acquired for raw materials for ceramics.

---

<sup>16</sup> Ibid

<sup>17</sup> Ibid

The consultants for the projects were Messers Ghana Architectural and Civil Engineering Company.

However, traditional fishing and farming practices and to some extent, trading remained key sources of livelihood for many people in the region. However, the commission, with support from the United Nations Development Programme (UNDP) and the government, aimed at diversifying the economy by developing other areas of production and employment. It was presumed that in a short time, the region would become a showpiece -in areas like the hotel/tourism industry and export oriented, agriculture, fishing and pottery.<sup>18</sup>

#### **Tourism and Hospitality Industry**

In searching for possible means to develop tourism fully, CEDECOM utilized Tourism Development Scheme of Central Region (TODSCER) unit. TODSCER was to develop Ghana's Central Region into a major tourist destination offering unique attractions, a competitive hospitality industry and a corresponding international image with private sector as key partner."<sup>19</sup> In the history of Ghana, since the 1980s, tourism served as a key factor in the generation of foreign exchange earnings, which augmented the foreign exchange that cocoa, gold, and timber generated. Prior to the 1980s, much attention was not given to the development of tourism due to the fact that the nation as a whole was bent on the exploration of natural resources such as cocoa, timber and gold which were known to be the most lucrative

<sup>18</sup> CEDECOM Moves Central Region Ahead, *Daily Graphic* (June 28, 1996), 11.

<sup>19</sup> Interview with Akowiah. Also, cited in cedcom magazine, "Proposal for Phase II Programme Objectives and sustainability Issues", 6

commodities for the generation of revenue for the nation.<sup>20</sup> Thus, Ekow A. R. C. Sampson, (Ag. Deputy C.E.O / Operations Ghana Tourism Authority) in his presentation concerning Ghana's tourism potential commented:

The significance of tourism over the years was not really felt until the diversification of the Ghanaian economy in 1985 which shifted focus on over reliance on traditional commodities such as gold, timber, and cocoa.<sup>21</sup>

The national tourism sector tapped into the potential of historical resources, natural resources and man-made tourist attractions. These included forts and castles, museums, religious monuments, wildlife species, national parks, waterfalls, animal sanctuaries, art galleries and casinos.<sup>22</sup> Central Region was endowed with a lot of historic relics, festivals and tourist centres. These included Amsterdam fort at Abandze, Fort William at Anomabo, Kakum National Park, Assin Manso, Assin Praso Emancipation Day, Panafest and annual festivals.<sup>23</sup>

According to Lawson, Ato Austin, finally identified tourism as the major asset of the Region which could propel its development."<sup>24</sup> There was the need to undertake key activities to strengthen the tourism capacity of the region. These included the rehabilitation of forts and castles and other tourist attractions, establishment of Kakum National Park, development of a beach

<sup>20</sup> Interview with Mr. Akowiah.

<sup>21</sup> Interview with Akowuah.

<sup>22</sup> Frank Kofigah, *Ghana: A Visitor's Guide* (Accra: Woeli Publishing Services, 2008), 83; Official Ghana Tourist Guide, 2017-2019 (Accra: Ghana Tourism Board, 2000), 286-305.

<sup>23</sup> Edmund Abaka, *House of Staves and "Door of No Return": Gold Coast Castles and Forts of the Atlantic Slave Trade* (Trenton, New Jersey: Africa World Press, 2012), 2 and 7. See also Official Ghana Tourist Guide, 2017-2019, 286-305; and Kofigah, *Ghana: A Visitor's Guide*, 85.

<sup>24</sup> Yvonne Lawson, "A Biography of Ato Austin", B.A. Dissertation, Department of History, University of Cape Coast (2006), 36.



resort complex at Brenu Akyinim and to give the Central Region a presence on the internet.<sup>25</sup> The immediate result of these activities was satisfactory but most of these activities were of a long-term nature and would have significant impact only over a considerable period. This is particularly so with respect to major investments in tourism such as major hotels and resort facilities which have necessarily to be linked to the Central Region's capability for stimulating private sector development within the framework of regional planning and in relation to tourism development, enterprise development and improvement of community environment.

Apart from assessment of the programme's concept and design, nature and effectiveness of implementation and the results achieved, the Evaluation Mission, an agency in CEDECOM, was required to recommend corrective measures considered necessary and new initiatives that may need to be undertaken including ensuring programme sustainability.<sup>26</sup>

Due to the desire to develop the region in the area of tourism, heavy investment was made by the Social Security and National Insurance Trust (SSNIT). SSNIT was able to turn the former Elmina Motel into a four-star hotel, established the plush Coconut Groove Hotel which had Conference Centre and provided the Harmony Hotel both at Elmina.<sup>27</sup> In 1996, by a mutual agreement between CEDECOM and the PROTEA Group of South Africa, the latter turned the Cape Coast Catering Rest House into a four-star

---

<sup>25</sup>Abaka, *House of Slaves*, 2. The tourism resources as well as other resources are being marketed on the internet by the initiative of CEDECOM), cultural heritage preservation especially the preservation of our traditional festivals, crafts and building of personnel of the tourism industry. <sup>0</sup> Interview with Mr. Akowiah.

<sup>26</sup> Interview with Akowuah

<sup>27</sup> Central Region Development Commission (CEDECOM), *Medium Term strategic Plan* (Cape Coast: Multipixel Printing Press., 2011), p.4; Kofigah, *Ghana: A visitor's Guide*, p. 86.

hotel type. Through the help of CEDECOM, smaller hotel facilities also emerged in many parts of the region. These were found in and around Cape Coast and Elmina to take care of the large influx of tourists and visitors who came into the region to celebrate PANAFEST and other festivities in 1990s-2000s. Through CEDECOM, the Central Region also came to have a canopy walkway in 1992 at Kakum.<sup>28</sup>

The Central Region Integrated Development Programme (CERIDEP I and II) also contributed to the tourism sector. They built roads and sent water to Brenu Akyinim area for investors to develop the area into hotels. This was made possible as a result of the fact that there existed tourist attractions within the region of which most of them especially the forts and castles were deemed World Heritage Monuments by United Nations Education Scientific and Cultural Organisation (UNESCO).<sup>29</sup>

In addition to this, the existence of Kakum National Park, Pan-African Festival of Arts (PANAFEST) and Emancipation Day celebrations and other well-known rich colourful traditional festivals such as Bakatue, Akwanbo and

<sup>28</sup> The other canopy walkways are found only in China, Malaysia and Peru. See Official Ghana Tourist Guide, 2017-2019, 286-305.

<sup>29</sup> Concerning the protection of the World Cultural and Natural Heritage, the general conference of the United Nations Educational Scientific and Cultural Organization meeting in Paris from 17th October, to 21st November, 1972 emphatically stated that UNESCO would sponsor and rehabilitate all the forts and castles along the Coast of Ghana and the creation of the Kakum national park in collaboration with CEDECOM. See Official Ghana Tourist Guide, 2017-2019, p. 289. Abaka, *House of Slaves and "Door of No Return": Gold Coast Castles and Forts of the Atlantic Slave Trade*, p. 2. See also UNESCO: Convention Concerning the Protection of the World Cultural and Natural Heritage. Adopted by the General Conference at its 17th session, Paris, 16th November, 1972.

Fetu also served as a pulling factor for people from elsewhere to travel to the region to have their share of the benefit of tourism in the region.<sup>30</sup>

CEDECOM found out that the region's tourism industry was confronted with a number of challenges. The chiefs and people of Brenu Akyinim initially gave their lands freely to CEDECOM to develop that area into hotel industry. However, they felt cheated that they were not playing any leading role between CEDECOM and the hotel developers. The People therefore decided either to sell their lands outright to the developers or to CEDECOM management. With this change of mind, CEDECOM could not continue with their investment.

Other challenges included the predominantly day-trip nature of the attractions, inadequate skilled labour, lack of a Regional Tourism Marketing Plan, an under-developed arts and crafts sector and inadequate infrastructural investment.<sup>31</sup>

In response to these challenges, CEDECOM through the implementation of the Central Region Integrated Development Programme (CERIDEP I and II) gave the visibility of the forts and castles a face lift. This had a greater impact on the region's tourism as it attracted tourists to visit the historical relics. In addition, CEDECOM instituted the celebration of PANAFEST and Emancipation Day festivals intended to reunite all people of African descent in the diaspora through dance, theatre and colloquiums during which foreigners visit the castles, the slave market at Assin Praso and Assin

---

<sup>30</sup> Akowiah, "Position Paper on CEDECOM", an unpublished paper (2007). 1. Confirmed also in an interview with Mr. T.E. Osam Duodu, Aged 63 years, former Executive Director of CEDECOM, 23rd March, 2019.

<sup>31</sup> Interview with Akowuah.



Manso.<sup>32</sup> In addition to this, CEDECOM through CERIDEP established Kakum National Park in 1992 to attract both foreigners and indigenous people through which revenue could be generated for the development of the region and the nation at large.<sup>33</sup> It is worth mentioning here that CEDECOM strove to solve the problem of an under-developed arts and craft sector which had been complementing the beauty of the various tourist sites in the region, thus, it established the Abrafo Craft Village purposely for job training, the production of beautiful cultural and historical artistic portraits for sale and also to augment the beautification of the various tourist sites.<sup>34</sup>

### **Entrepreneurship and Vocation Skills Training**

The Enterprise Development Unit (EDU) of CEDECOM was formed in 1995 with the objective to ensure a self-sustaining credit finance programme and an institutional arrangement to engineer growth of the Central Regional economy through the small-scale enterprise sector; especially in fishing/fish processing and tourism-related business activities.<sup>35</sup> The EDU was one of the agencies of CEDECOM which was tasked with the responsibility of ensuring and providing entrepreneur and vocational training in all spheres of life to the people in the Central Region. The EDU promoted the development of handicrafts at Abrafo Craft Village. It also assisted the salt production sector.

<sup>32</sup> It was at Assin Manso where the slaves had their last bath no matter how long they would be kept at the castles before taken on board.

<sup>33</sup> The Kakum Conservation Area is a rainforest made up of the Kukum National Park and the nearby Assin Attandaso Resources Reserve. The main attraction of the rainforest walkway, composed of 350m of suspended bridge and seven tree platforms that reach the height of 30m above the forest floor. See Official Ghana Tourist Guide, 2017-2019, 78-79.

<sup>34</sup> Interview with Akowuah

<sup>35</sup> *Ibid.* Central Region Development Commission (CEDECOM), *Medium Term strategic Plan*, p. 6.

### **Abrafo Craft Village**

The Craft Industry has a long-standing record in the history of the development of the economy of pre-colonial and post-colonial Ghana. Its existence could be traced back to the pre-colonial period in the Gold Coast. According to Buah, Ghana's craftsmen have produced a great variety of craftworks in metals, wood, clay, leather and ivory.<sup>36</sup> CEDECOM focused on promoting craftwork in the Central Region. Thus, the commission set up the Abrafo Handicraft Production Centre at Abrafo Odumase near the Kakum National Park in the Hemang-Lower-Denkyira District. The facility could house over fifty artists.<sup>37</sup> Kente, basket and bamboo weaving, batik and dye making, woodcarving, ceramics and pottery making were some of the activities that were taught at the centre.

One of the factors that gave impulse for the construction of this facility was the fact that the craftworks produced in the region were in high demand, by especially tourists who visited the various tourist attractions in the region. CEDECOM realized the need to construct the Centre at Abrafo to house the artists and their products and offer training and carry out retail sales. Another reason for the establishment of the centre was to create employment and sustainable income for the artists within the region.

The commission also wanted to provide the youth with entrepreneurial skills. Thus, the Abrafo establishment was planned to be an incubator where those youth who were interested in learning craftwork could obtain training and other requisite concepts that would enable them to set up their own

---

<sup>36</sup> F.K. Buah, *A History of Ghana* (London: Macmillan Publishers Limited, 1980), 60. In addition, their prowess exhibited in the art of weaving, cloth-making, soap making and among other things were the manufacturing abilities of the indigenous people of Ghana since pre-colonial era.

<sup>37</sup> Interview with Akowuah

businesses. The establishment of the Centre was an immense benefit to the various tourist communities as well as the craftsmen in the region. However, it came to the notice of CEDECOM that it would be useful to construct a fully-equipped training centre to aid the training of the youth in vocation. It was proposed that a centre with a well-equipped lecture hall, restaurant, bedrooms for accommodation, a forty-seater showroom, information and communication technology section and washrooms facilities were needed in the year 2000. In addition to these facilities, an administration office to accommodate two managers, and a parking space were added to the facilities that the centre had.<sup>38</sup> The Centre assisted the CEDECOM to tackle the unemployment issue among the youth at Abrafo in the Central Region.

### **Salt Industry**

The EDU also helped in the salt production industry. Salt production was one of the economic activities of the people of Ghana since the pre-colonial era.<sup>39</sup> The natural state of salt which is in crystalline form is known as halite or rock salt.<sup>40</sup> Salt is derived in vast quantities from sea-water in that the seawater itself contains saturated salt.<sup>41</sup>

<sup>38</sup> Central Region Development Commission (CEDECOM), *Medium Term Strategic Plan*, 6. This expansion programme was supported by the World Bank through its MSME project with an amount of US\$550,000.00.

<sup>39</sup> D.E.K Amenumey, Ghana history (Accra: Sankofa Publication, 2000), 94; Buah A History of Ghana, 63

<sup>40</sup> Boahen, *Ghana: Evolution and Change*, 21.

<sup>41</sup> In Ghana the most noted area to have nature deposit of salt in the earth is Daboya which is an inland state or town in Ghana where salt was mined before 1500. See Amenumey, *Ghana: A Concise History*, 94; LB. Sutton, "The Volta River Salt Trade: The Survival of an Indigenous Industry," *The Journal of African History*, Vol. 22, No. 1 (1981), 44. See also Buah, *A History of Ghana*, 63.



In Ghana, there are two ways salt could be obtained. These are mining and extraction from salt-impregnated earth and sea-water respectively.<sup>42</sup> In the Central Region, Elmina, Bronyibima, Anomabo, Kuntu, Saltpond and Winneba are key areas where salt was formed and produced.

Salt is irrefutably useful to human life. According to Dickson, “the salt trade was one of the major components of regional trade in Ghana and that was highly profitable trade.”<sup>43</sup> According to Amenumey, “local traditions which are confirmed by early European accounts state that the coastal Fante states of Asebu, Kormantin, Efutu, Elmina, Eguafo and Komenda developed an industry of salt.”<sup>44</sup> CEDECOM ensured that salt production could be embarked on in large quantities to become a key investment product to boost Ghana's export portfolio and generate revenue for the development of the region and the nation at large.<sup>45</sup> It endeavoured to support the salt industry by placing it in a sustainable position which would go a long way to create jobs for the unemployed citizens in the region. In addition, it observed that a boost in the salt production could help in the establishment of satellite industries to contribute to the generation of revenue for the development of the region.

For CEDECOM to put its policies into action, from 2011, it implemented an economic intervention project which was aimed at helping those who were into small scale salt mining within the Komenda- Edina- Eguafo-Abrem Municipal Assembly (KEEA), Mfantseman Municipal

<sup>42</sup> The major centres of the salt industry in Ghana were Elmina, Ada and Keta. See Buah, *A History of Ghana*, 63; Gocking, *The History of Ghana*, 27 and Amenumey, *Ghana: A Concise History*, 94.

<sup>43</sup> K. B. Dickson, “Trade Patterns in Ghana at the Beginning of the Eighteenth Century,” *Geographical Review*, Vol. 56, No.3 (1996), 423.

<sup>44</sup> Amenumey, *Ghana: A Concise History*, 94.

<sup>45</sup> Cited in CEDECOM's magazine titled "Investment Opportunities in the Central Region, 2009", 8.

Assembly, and the Gomoa West District Assembly.<sup>46</sup> Those people who were identified were given entrepreneurial skills and also funds from CEDECOM through Kakum Rural Bank to help finance their activities.<sup>47</sup> In addition to providing funds to miners, CEDECOM planned to revamp at least 100 saltpans used for the production of salt by the selected persons, who were beneficiaries of the fund to help them curb some of the financial problems hindering them from achieving success in their businesses.

In CEDECOM's bid to implement this economic intervention policy, it was expected that this policy would aid in placing the small-scale salt miners at a pedestal which would consequently lead to the creation of a sustainable industry for the provision of job to those who were unemployed in the various communities where salt was mined. The various saltpans were rehabilitated to help get maximum profit for those who engaged in such economic venture.<sup>48</sup>

For the effective implementation of the economic intervention policy of CEDECOM, particularly in its help of the small-scale salt miners, CEDECOM sought the assistance of agencies like the Centre for Scientific and Industrial Research (CSIR) and Ghana Export Promotion Authority. The commission entered into partnership with these agencies in order to identify the various challenges that the small-scale miners faced and how those agencies could help find the required solutions.<sup>49</sup> Also, CEDECOM's partnership with the Ghana Export Promotion Authority was intended to

---

<sup>46</sup> Central Region Development Commission (CEDECOM), Medium Term Strategic Plan, 6. Interviews with Mr. T.E. Osam Duodu and Akowuah.

<sup>47</sup> It is worth mentioning here that whole period of the program was done in two phases, thus, the first phase was scheduled to commence from 2011 and end in December, 2013, however, the second phase commenced from 2014 and ended in 2016.

<sup>48</sup> Interview with Duodu.

<sup>49</sup> Enterprise Development Unit of CEDECOM, 2012.

secure a platform for the promotion and exportation of the tonnes of salt produced by the local salt companies to the international companies. With respect to the partnership CEDECOM built with the Centre for Scientific and Industrial Research, CEDECOM aimed at obtaining assistance from the research centre for a proper research work to be carried out on the various salt industries for the identification of a way of producing a salt for the local market and meet international standard.

CEDECOM also introduced the "Salt Bank Concept" as a means through which salt would be bought and accumulated at a particular place for further processing and eventually sold out.<sup>50</sup> The "Salt Bank Concept" was intended to help in the production of packaged granulated salt for the purpose of diversification and the maximization of profit through sales. It was also aimed at aiding the process of marketing of processed salt and releasing the local producers from the burden of combining production and searching for ready market for their products. CEDECOM intended to use the "Salt Bank Concept" to the advantage of small-scale salt producers, salt winners, traders in salt, the exporters of salt and the salt consumers in Ghana. Towns like Nyanyano, Mankessim, Apam, Essuehyia or Sarfa Cape Coast and Elmina benefited from the "Salt Bank Concept." Each town had a particular number of salt banks established. For instance, Nyanyano, Mankessim, Apam, and

---

<sup>50</sup> Enterprise Development Unit of CEDECOM, 2012. CEDECOM noticed that the salt produced by the various local producers were in its crude form and as a result could not compete on the international market as well as being attractive to the local buyers, therefore by this concept value was then added to salt through processing and iodization.



Elmina had two (2) salt banks each whereas Cape Coast and Essuehyia had one salt bank each.<sup>51</sup>

The decision taken with respect to the number of salt banks that was established within a particular town was based on the capacity of salt that the producers within a town could produce, the geographical location and road accessibility too were taken into consideration. Based on geographical location, Elmina was at advantage due to its strategic location, thus beside the sea-water which is the raw material for the production of salt. The surrounding communities that were into salt production such as Bronyibima were expected to help supply salt into the bank at Elmina.

To operate the banks effectively, CEDECOM devised a scheme which was implemented either independently or in groups by the salt bank units. The scheme was for the various salt bank units to venture into the provision of iodisation services to the salt producers and in return charge them for the service rendered.<sup>52</sup> The salt bank units also could provide a loan to the salt producers in return for a quantity of salt equivalent to the loan given. Also, the various salt bank units could produce branded salt products to customers for a fee on a contract. In addition, the various salt bank units were mandated to buy salt with cash from the local producers during the harvest season, stock piled them for the process of iodisation which could be later sold to customers during scarce seasons.

Furthermore, CEDECOM devised a comprehensive framework to ensure the establishment of the Public-Private Partnership to provide a reliable

---

<sup>51</sup> Enterprise Development Unit of CEDECOM, 2012.

<sup>52</sup> Central Region Development Commission (CEDECOM), Medium Term Strategic Plan, 6. Interviews with Mr. T. E. Osam Duodu and Mr. John Akowiah.

source of finance for its economic interventions. The partnership was to be between the Metropolitan, Municipal and District Assemblies (MMDAs), salt producers/marketers including local financial institutions and traditional councils of an area. CEDECOM also established a strong and efficient managerial team to manage the salt industry. The managerial team comprised

a Board of Directors selected from CEDECOM, MMDAs, Local and Financial Institutions as well as representatives from the various associations and cooperatives within the catchment area of the salt banks.<sup>53</sup>

The commission, however, could not single-handedly offer financial support to the salt industry for its development. It, therefore, sought the help of government, the Ghana Export Promotion Authority and the Commonwealth Secretariat. It also helped these benefactors to assist Ghana to develop a framework to coordinate the development of the salt industry.<sup>54</sup> Consequently, a team of consultants conducted surveys and market analysis with a view to developing a strategy to help the industry. The objective of the initiative was to add value to salt and convert it into other chemical product to enable Ghana match international competitors like Brazil and Austria who dominated the West African market.<sup>55</sup> Private developers in the salt industry were supported with loan facilities to boost the industry.

Below is a table of salt producing areas in the Central Region.

---

<sup>53</sup> Enterprise Development Unit of CEDECOM, 2012. Salt production in the Central Region, retrieved from information leaflet from CEDECOM on 26<sup>th</sup> June, 2019. The Communication and Marketing Unit was also, "To develop a capacity to carry out on a sustainable basis promotional and marketing strategies which will 'sell' the Central Region as a major tourist attraction and investment Centre."

<sup>54</sup> Interview with Akowuah

<sup>55</sup> Interview with Akowuah.

**Table 1: Salt Production Companies Supported by CEDECOM**

Name of Company	District	Amount of loan received Gh¢
Traveco Company Limited	Mfantsiman	50,500.00
NIITS Enterprise	KEEA	32,000.00
Pakat Industry	Mfantsiman	28,000.00
Motse Horn Yie Salt	KEEA	20,000.00
Obonoma Salt	Mfantsiman	30,400.00
Bronyibima Salt	KEEA	23,300.00
Lagoon Salt Enterprise	KEEA	28,000.00
Annowie & Sons Salt Limited	KEEA	20,000.00
Sahara Merchants Enterprise	Mfantsiman	31,294.00
<b>Total</b>		<b>263,494.00</b>

Source: Enterprise Unit of CEDECOM, 2012.

The policies discussed so far showed that CEDECOM was bent on achieving its set goals. But what did it do to sustain its activities? How was it going to ensure a regular flow of funding for its activities and operations? How was it going to keep its sources of funding or financial benefactors active?

#### **Activities in the Fishing Industry**

CEDECOM also paid attention to the fishing and agriculture sectors. The commission aimed at expanding fish production, ensuring proper management in order to prevent post-harvest losses as well as adding value to the fishes produced for the purpose of maximising profit.<sup>56</sup> CEDECOM began its operations in the fishing industry by encouraging the fishers to supplement

<sup>56</sup> CEDECOM, Medium Term Strategic Plan, 6. Interviews with Duodu and Akowuah.



their traditional fishing occupation with another form of fish farming popularly known as Aquaculture.<sup>57</sup>

Aquaculture was practised as a complement to the sea fishing. It was to serve as a source of livelihood for the fishing communities whose traditional source of income had been adversely affected by over-exploitation of coastal fishing or fishing from the sea. Aquaculture though was carried out on a small-scale level, was to be a tool to reduce unemployment in the fishing communities during the lean season of fishing.

CEDECOM provided capacity building in fish farming for hundreds of potential farmers.<sup>58</sup> Thus, with regard to fishing in the region, CEDECOM concluded that "Indeed, fishmongers and fishermen in the Central Region need fish value chain activities in the areas of livelihood access including capacity building, physical asset and strong social network."<sup>59</sup> This meant that much investment needed to be made in the production of fingerlings for the sustainability of fish production in the various potential fish farming areas. Consequently, CEDECOM sought the assistance of international development partners, the private sector and the Ministry of Food and Agriculture for the provision of technical support to fishermen in order to assist them to maximise their output and revenue generation.<sup>60</sup> While doing this, CEDECOM also paid equal attention to palm oil production in the region.

---

<sup>57</sup> It is defined as the rearing of aquatic animals or the cultivation of aquatic plants for food. In Ghana, aquaculture focuses on the rearing of fishes for domestic and commercial purposes.

<sup>58</sup> CEDECOM, Medium Term strategic Plan, 6.

<sup>59</sup> Central Region Development Commission (CEDECOM), Medium Term strategic Plan, 6. Interview with Mr. T. E. Osam Duodu, Age: 63 years and Mr. John Akowiah.

<sup>60</sup> Fisheries in the Central Region, retrieved from information leaflet from CEDECOM on 26<sup>th</sup> June, 2019.

## Production of Palm Oil

The palm oil business in Ghana is very old. It saw a boom in the nineteenth century, particularly during the era of the so-called "legitimate trade" when Europeans needed and traded in natural products. Palm oil and kernel oil were thus produced and exported to Europe to make soap and detergents and lubricants to power industrial machines.<sup>61</sup> By 1840 palm oil had become the third leading export commodity in Ghana, surpassed only by gold and ivory. By 1880, however, it had topped the list of exports together with palm kernels and became the leading export until 1911 when cocoa became the chief cash crop.<sup>62</sup>

After 1957, the year of Ghana's independence, palm oil and its related products continued to enrich those who engaged in its production. In the Central Region, the cultivation and production of palm was on a small scale because farmers who were into subsistent farming of food crops feared to make palm cultivation a sole farming activity. However, in the 1980s, the PNDC government introduced an economic recovery programme to diversify the Ghanaian economy.<sup>63</sup> Thus, there was the implementation of the

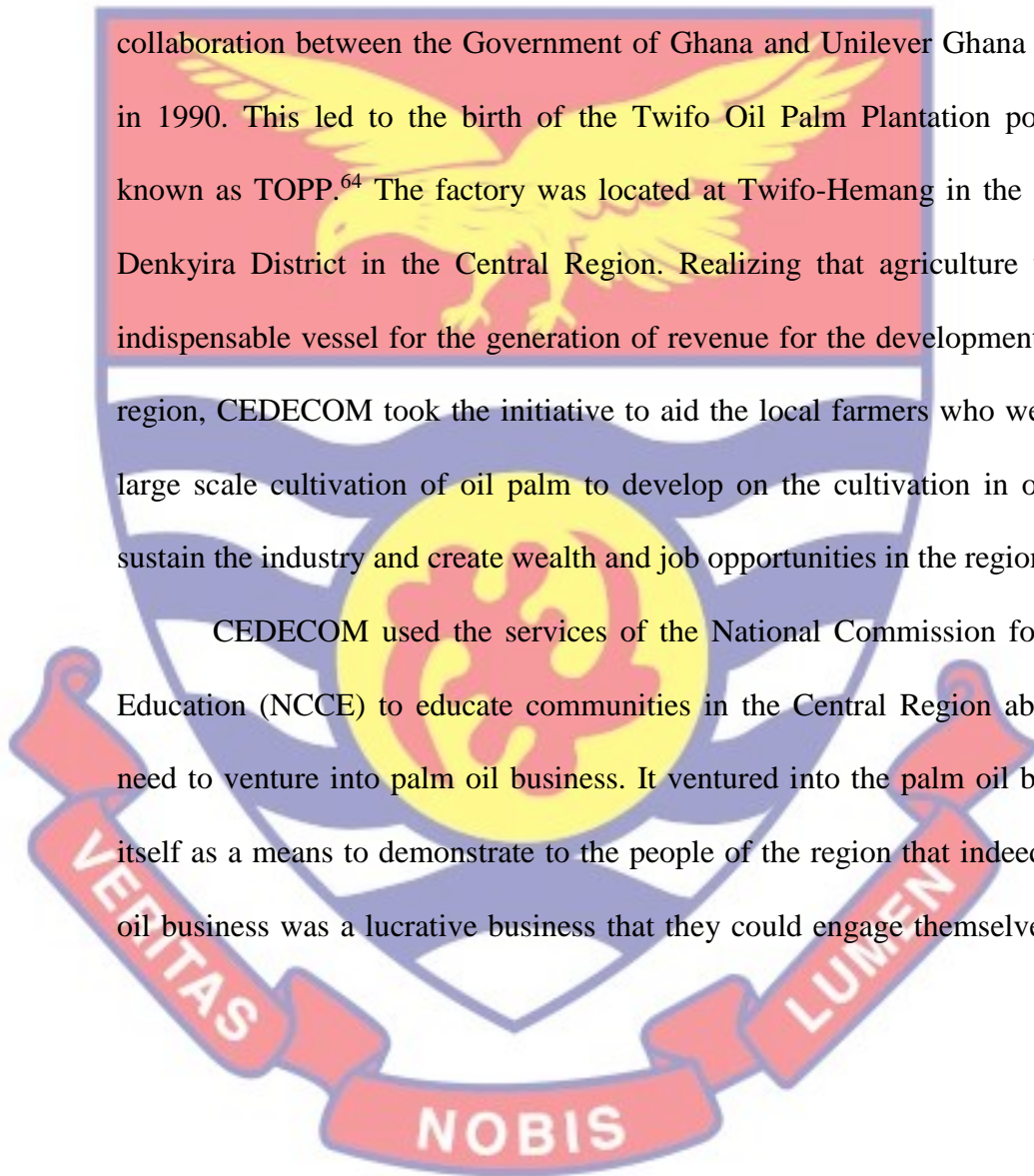
<sup>61</sup> Other natural products that were obtained from the Gold Coast were cotton, groundnuts, timber, rubber, coconuts etc. K.B. Dickson, "Evolution of Seaports in Ghana: 1800-1928," *Annals of the Association of American Geographers*, Vol. 55, No. 1 (1965), 100. See also Adu A. Boahen, J. F. Ade Ajayi & Michael Tidy, *Topics in West African History* (London: Longman Group Ltd., 1986), 115; Adu A. Boahen, *African Perspectives on Colonialism* (Maryland: Johns Hopkins University Press, 1989), 4-5; Gocking, *The History of Ghana*, 29; Boahen, *Ghana: Evolution and Change*, 91; Amenumey, *Ghana: A Concise History*, p. 107 and Buah, *A History of Ghana*, p. 73.

<sup>62</sup> Palm fruits and its products were cultivation was widely found in communities such as Krobo, Akuapem and Akyem. For the details of the economic value of palm oil and kernel oil in the colonial history of Gold Coast see Boahen, *Ghana: Evolution and Change, in the Nineteenth and the Twentieth Century*, 91.

<sup>63</sup> For the Economic Recovery Programme I & II of the PNDC government see Gocking, *The History of Ghana*, pp. 193-200. See also Amoah Baah-Nuakoh, *Studies on the Ghanaian Economy*, (Accra: Ghana Universities Press, 1997), Vol. 1, p. 113; Ernest Aryeetey and Ravi Kanbur (eds.) *The Economy of Ghana: Sixty Years after In-*

economic liberalization policy in the 1980s. Through private enterprise, foreign aid and government-private collaboration, projects were undertaken to diversify agriculture. This aimed to boost the palm oil business. Palm oil business in the Central Region was attracted by this plan. The promotion of the palm oil business in the country consequently led to the establishment of a collaboration between the Government of Ghana and Unilever Ghana limited in 1990. This led to the birth of the Twifo Oil Palm Plantation popularly known as TOPP.<sup>64</sup> The factory was located at Twifo-Hemang in the Lower-Denkyira District in the Central Region. Realizing that agriculture was an indispensable vessel for the generation of revenue for the development of the region, CEDECOM took the initiative to aid the local farmers who were into large scale cultivation of oil palm to develop on the cultivation in order to sustain the industry and create wealth and job opportunities in the region.

CEDECOM used the services of the National Commission for Civic Education (NCCE) to educate communities in the Central Region about the need to venture into palm oil business. It ventured into the palm oil business itself as a means to demonstrate to the people of the region that indeed, palm oil business was a lucrative business that they could engage themselves in to



---

*dependence* (Oxford, Oxford University Press, 2017); Oquaye, *Politics in Ghana, 1982-1992*, Rawlings, *Revolution and Populist Democracy*, 103; Mozammel Hug and Michael Tribe, *The Economy of Ghana: Fifty Years of Economic Development* (UK Palgrave Macmillan, 2018), 58.

<sup>64</sup> The factory had a processing capacity of 20 tons per hour. In an interview with John Paul Okyireh, aged 42, director for CEDECOM's project and Programmes, conducted on June, 2019 at CEDECOM, Cape Coast. Also, Central Region Development Commission (CEDECOM), *Medium Term strategic Plan*, p. 7. Interview with Duodu, Age: 63 years and Akowuah (71 years).



help solve unemployment.<sup>65</sup> It offered technical advice to farmers in the Central Region to cultivate improved variety of the palm seedlings.

In order to ensure sustainability in the palm oil business, CEDECOM continued to solicit for funds from the government. It secured an amount of 11 Million Euros from the European Union through a collaborated effort from the Government and Unilever Ghana Limited.<sup>66</sup> The money was intended to finance the cultivation of a 3000-acre palm plantation at Buabeng in the Upper Denkyira East District.<sup>67</sup> It also gained support from the World Bank and the Europe Aid.<sup>68</sup> This aid helped CEDECOM to finance its operations and to acquire certificate and land use policy, transfer of technological know-how, structure a pricing mechanism, obtained marketing information and development of infrastructure to aid the production of palm oil.<sup>69</sup>

Consequently, interest of indigenes of Central Region in the palm oil business intensified. Many farmers realized that the palm oil business had an already established global market for its sales. This understanding therefore gave farmers the assurance of ready market for their products. CEDECOM endeavoured to support prospective farmers of oil palm and palm oil producers to acquire in a formal way. This was based on a condition that the person or organisation acquiring the land intended to engage in the production of oil palm and palm oil for commercial purpose. The palm oil could be

---

<sup>65</sup> CEDECOM had 30-acres of palm plantation located at Abrafo Odumase. Central Region Development Commission (CEDECOM), Medium Term strategic Plan, 6. Interview with Duodu and Akowuah.

<sup>66</sup> Interview with Mr. Cecil Abakah-Otoo, Aged 68 years, former Head of Public Relations of CEDECOM, 10<sup>th</sup> April, 2019, Cape Coast.

<sup>67</sup> Investment opportunities in the Central Region, 7.

<sup>68</sup> For the role of the International Monetary Fund and World Bank in assisting the PDNC government in its Economic Recovery Programme II.

<sup>69</sup> See Gocking, *The History of Ghana*, 196- 200.

processed into frytol cooking oil, deodorised and bleached oil, which had available markets in the Ghana itself as well as abroad.<sup>70</sup>

Below are tables indicating palm oil production in parts of Central Region and palm oil export in Ghana.

**Table 2: Leading Districts in Oil Palm Production in the Central Region**

DISTRICT	OIL PALM (ACRES)
Twifo-Hermang-Lower Denkyira	14,155.00
Assin South	6,000.00
Assin North	5,000.00
Upper Denkyira East	2,120.00
Asikuma-Odoben-Brakwa	812.00
Agona West	786.70
Ajumako-Enyan-Essiam	680.00
Abura-Asibu-Kwamankese	200.00
<b>Total</b>	<b>29,753.70</b>

Source: MOFA Annual Report, 2011

**Table 3: The Export of Palm Oil in Ghana**

YEAR	TONNAGE	VALUE(US\$)
2012	23,496.20	17,222.00
2011	27,426.70	20,303.00
2010	17,488.90	9,809.40
2009	13,742.80	9,206.70
2008	14,046.30	9,371.80
2007	7,710.70	6,408.30

Source: Ghana Export Authority, 2012

<sup>70</sup> CEDECOM collaborated with the Metropolitan, Municipal and District Assemblies as well as the Traditional Authorities in the region to make process of land acquisition for the development of palm oil production a very easy one as well as a flexible land tenure system. Profile of Oil Palm in the Central Region, retrieved from information leaflet from CEDECOM on 26th June, 2019.

## CEDECOM and Cassava Production in the Central Region

CEDECOM also engaged in activities to promote cassava production. In the inland towns and villages in the Central Region of Ghana, the production of cassava was done either on subsistence base or on a large scale for commercial purpose. The commission identified the economic potential of cassava production in the region and endeavoured to encourage the processing of cassava to add value to the raw cassava in the Central Region. Ghana had realized the need to support cassava production and so "National Root and Tuber Crops Improvement Project (NTRCIP)" was launched in 1998.<sup>71</sup> This project was an integral aspect of the International Fund for Agricultural Development (IFAD) which sponsored the Ghana Smallholder Rehabilitation and Development Programme (GSRDP). It must be noted that prior to 1998, only one variety of cassava was produced in Ghana. However, through the efforts of IFAD, farmers in Ghana were introduced to three new varieties of cassava.<sup>72</sup> The National Agriculture Research Project conducted in 1993 also helped to improve cassava production by embarking on a study on how to improve the cassava seed, pest management, post-harvest management and processing in order to complement the efforts of the Government and the other development partners in cassava production. Thus, cassava production became a progressive venture in Ghana from the start of the twenty-first century.

In 1995, the Ghana Statistical Service carried out an observation on the cassava industry and arrived at a conclusion that endorsed the fact that indeed the efforts of the Government and the other developmental partners including

---

<sup>71</sup> Interview Abakah-Otoo.

<sup>72</sup> Interview with John Paul Okyireh, Aged 42, Project and Programmes Director of CEDECOM.



CEDECOM had helped to develop the cassava industry.<sup>73</sup> According to the Statistical Service, "the percentage of cassava processed and marketed also seemed to be growing: US\$32.2million worth of cassava was sold by 16% of cassava growing households. In addition, the value of gari and cassava flour estimated by the Ghana Living Standard Survey (GLSS) was US\$10.7million as compared to US\$6.1 million processed fish."<sup>74</sup>

CEDECOM noticed that cassava production could be a source of food and job security for those who engaged in it. The economic importance of cassava was also demonstrated when the Natural Resources Institute (NRI) based in the United Kingdom conducted a research into the economic potentials of cassava production in Ghana.<sup>75</sup> The outcome of the research confirmed that "Ghana could easily export 145,000 tons of industrial starch into the European Countries without quota problems."<sup>76</sup> Consequently, the commission structured its efforts in developing cassava production in the Central Region through support from the Government and donor partners.<sup>77</sup> More importantly, in 2001, the Government introduced the "President's Special Initiative" in cassava production, which eventually led to the establishment of the Ayensu Cassava Processing Company at Bawjiase in the Central Region.<sup>78</sup> This development in the region was made possible because

<sup>73</sup> Investment Opportunity in the Central Region, 10-12.

<sup>74</sup> Investment Opportunity in the Central Region, 10-12.

<sup>75</sup> A leaflet on Cassava Production, Source: Mofa, 2010.

<sup>76</sup> Ministry of Food and Agriculture, 2010.

<sup>77</sup> The Government of Ghana provided support for the promotion, production, processing and marketing of cassava under various relevant projects and programmes like the Medium-Term Agricultural Development Programme (MTSDIP). Stated in a magazine of CEDECOM titled This is confirmed by an information stated in a magazine produced by CEDECOM with the title, "Investment opportunities in the Central Region".

<sup>78</sup> The Government of Ghana provided support for the promotion, production, processing and marketing of cassava under various relevant projects and programmes

the country in general had support for cassava production particularly from International Fund for Agricultural Development (IFAD).<sup>79</sup> The IFAD intended to assist Ghana in its bid to alleviate poverty and create job opportunities for those poor farmers who were located at the rural communities in the nation. Hence, IFAD offered its support to the production, processing and marketing of cassava.<sup>80</sup> In general, IFAD intended to provide a strategy for global cassava development.<sup>81</sup>

Another improvement that was witnessed in the cassava industry was that the cassava products gained ground on the international market. For instance, cassava products such as cassava chips, tapioca and cassava starch were exported to the international market. This was confirmed by a report made by the International Trade Centre in 2006. According to the report, "the global cassava processing industry is estimated at US\$21billion". Ghana's cassava producing industries one way or the other played a role in achieving this global result.<sup>82</sup> It is worth noting that this positive impact witnessed in the cassava production in Ghana as a whole was realized through the efforts of cassava producers in all the regions of Ghana with the Central Region being one of the major contributors. For instance, all the Districts in the Central

---

like the Medium-Term Agricultural Development Programme (MTSDIP). Stated in a magazine of CEDECOM titled This is confirmed by an information stated in a magazine produced by CEDECOM with the title, "Investment opportunities in the Central Region".

<sup>79</sup> Ministry of Food and Agriculture, 2010.

<sup>80</sup> It is worth mentioning here that although on the face value IFAD aimed at helping the farmers of Ghana to earn a living by providing all the necessary financial and technical support for them to produce the much needed cassava and its related products into the European market, it was in some way also to perpetuate the colonial-economy. Thus, how colonialism made Ghana a producer of raw materials into the industries of metropolitan Britain. Interview with John Paul Okyireh, aged 42, director for CEDECOM's project and Programmes.

<sup>81</sup> Interview with John Paul Okyireh.

<sup>82</sup> *Ibid.*

Region including Upper Denkyira East, Upper Denkyira West, Abura-Asebu-Kwamankese, Awutu Senya, Effutu, Gomoa East Gomoa West, Mfantseman and Asikuma were all into the production of cassava.<sup>83</sup> Below is a table indicating the major cassava producing districts in the Central Region.

**Table 4: The Major Cassava Producing Districts in the Central Region**

District	Production in Metric tons
Upper Denkyira East	185,000
Upper Denkyira West	130,000
Abura-Asebu-Kwamankese	105,000
Awutu-Senya	300,000
Effutu	80,000
Gomoa East	88,000
Gomoa West	80,000
Mfantseman	161,000
Asikuma	116,000
<b>Total</b>	<b>1,445,000</b>

Source: Field Survey, July, 2012.

### **Pineapple Production**

CEDECOM also paid attention to the production of pineapple in the region because of its economic importance as a provider of jobs and generator of foreign income.

Ghana's pineapple production sector received local private and public partnership strategic responses to make it meet domestic and international market demand. By this demand at the international market, CEDECOM supported the pineapple production industry in the Central Region where

<sup>83</sup> Cassava production in Central Region, retrieved from information leaflet from CEDECOM on 26<sup>th</sup> June, 2019.



varieties of pineapples were cultivated. The varieties included MD2, Smooth Cayenne, Sugar-loaf and Queen Victoria.<sup>84</sup>

Pineapple cultivation was mainly done by small scale farmers in notable districts like Awutu-Senya, Ekumfi, Mfantsiman, Effutu, Komenda-Edina-Eguafo-Abrem (K.E.E.A), Gomoa West and Upper Denkyira East.

Some medium scale pineapple growing companies, however, operate in the southern part of the region that is, from Bawjiase through Gomoa-Essarkyir and Ataabadze.<sup>85</sup> One of the initiatives of CEDECOM to promote the production of pineapple was the securing of GH¢1 million from the Japanese Embassy in Accra to implement a poverty reduction programme by investing in the work of pineapple farmers in the region particularly those in Ekumfi District.<sup>86</sup> That amount was able to support 220 pineapple growers who were mostly women. Each beneficiary was given the assistance to cultivate at least one acre each of organic sugar-loaf pineapple. The Ministry of Food and Agriculture in the region offered technical support to the beneficiaries of the project.<sup>87</sup> CEDECOM took keen interest in the agriculture sector of the economy of the region as one of the surest means to empower the people economically and offer employment to the youth through agriculture.

Furthermore, CEDECOM entitled in the scheme of organizing conferences, business fairs, seminars and expo with the objective of promoting businesses, bringing together entrepreneurs, and advertising and creating

---

<sup>84</sup> Ghana Export Promotion Authority Annual Report, 2012.

<sup>85</sup> The medium scale enterprises employ improved technology including the usage of tractors, harrowers and cultivation is normally in hundreds of acres. Interview with John Paul Okyireh, aged 42, Director for CEDECOM's project and Programmes

<sup>86</sup> Central Region Development Commission (CEDECOM), Medium Term Strategic Plan, p. 6. Interview with Duodu and Akowuah.

<sup>87</sup> Pineapple production in Central Region, retrieved from information leaflet from CEDECOM on 26<sup>th</sup> June, 2019.

market for pineapple producers.<sup>88</sup> In 2010, CEDECOM organized a fair called Central Expo 2010 at Cape Coast which brought positive outcomes on the agro-processing and tourism sectors of the economy of the region.<sup>89</sup> The fair was attended by government functionaries. The then Minister for Trade and Industry, Hon. Hannah Tetteh, stated:

Central Expo 2010.... showcase wide range of products and services, build partnerships, and discuss common opportunities and challenges confronting the two sectors. Trade, investment and development are central issues for all economies in an era of accelerated economic and technological change. The ability to facilitate this process is a major challenge. It is in this regard that I wish to commend CEDECOM for putting together Central Expo 2010 to market the agro-processing and tourism sectors to the global investor community. It is my expectation that through this fair both local and foreign direct investment capital would be attracted for the development of the two sectors, and ultimately the creation of jobs, wealth and poverty reduction in Central Region.<sup>90</sup>

Similarly, the then Central Regional Minister, Hon. Ama Benyiwa-Doe also added that:

.... the Central Region is Ghana's tourism heartbeat considering the enormous touristic assets it possesses. Apart from its traditional tourism market share which makes it the most visited, the region continues to discover potential and new attractions, making it the preferred tourism destination in the country. We recognize that the visit of H. E. President Barack Obama and family to the Cape Coast Castle a year ago has repositioned the region on the world tourism map and given an added impetus to its investment drive, an incentive we could not fail to take advantage of. Complementing the region's tourism resources is the agro-processing industry for which the Central Region also take a dominant share.<sup>91</sup>

<sup>88</sup> Interview with John Paul Okyireh, aged 42, director for CEDECOM's project and Programmes.

<sup>89</sup> Interview with John Paul Okyireh

<sup>90</sup> Central Region Agro- Processing and Tourism fair Organized by CEDECOM from 30<sup>th</sup> August – 6<sup>th</sup> September, 2010, 4

<sup>91</sup> Central Region Agro – Processing 4

It is worth noting that CEDECOM's activities were not only limited to the economic sector. It endeavoured to take measures to address the social challenges in the region. CEDECOM, therefore, paid attention to development of social amenities such as infrastructural expansion, training in Information and Communication Technology, health facilities, potable water and education facilities. It also paid attention to the issue of security in the region.

### **Social Amenities and Infrastructural Developments**

CEDECOM had undertaken projects to provide and renovate some social amenities and infrastructures in the region. It obtained sponsorships from NGOs, government and international development agencies to support its works. Some of the social amenities included Information and Communication Technology, good health, potable water supply, education and security. Some beneficiary communities included Jukwa, Komenda, Anomabu, Mfum and Mankessim.

### **Security**

CEDECOM helped to construct facilities for the police officers in some parts of the region that needed it most. A Police Station and staff accommodation were built at Anomabo in 2012. Community Police Station was built at Agona Duakwa in 2012.<sup>92</sup>

### **Information and Communication Technology (ICT)**

With ICT, CEDECOM realised that its promotion was necessary in the region. It was a way to facilitate competent technical and managerial skills in telecommunication infrastructural development. In 1999, CEDECOM obtained USAID support to establish a Community Learning Centre (CLC).

---

<sup>92</sup> Interview Okyireh.



The CLC's objective was to promote education with an ICT component. CEDECOM's CLC has trained more than 5000 students and entrepreneurs in software programmes like word processing, excel, PowerPoint, AutoCAD and networking.<sup>93</sup> With the assistance of government, CEDECOM started the construction of two standard ICT training and Internet Centres in the Effutu

Municipal and Upper Denkyira West District Assemblies. In this direction, CEDECOM in collaboration with the Asikuma-Odoben-Brakwa District Assembly set up an ICT and internet training facility at Asikuma in 2012 purposely to assist students to become computer literate.<sup>94</sup> Some of the towns that benefited from the construction of ICT centres between 2010 and 2016 were Diaso, Winneba, Nsuem Kyekyewere, Gomoa Mankessim, Gomoa Dago, Abandze, Agona Abodom, Bosome, Enyan Abasa, Eguafu and Kwamankese-Ayeldo.<sup>95</sup>

### **Health Care Facilities**

The construction of health care facilities in the region was another area of concern to CEDECOM. Over the years particularly between 2010 and 2012, some of the health facilities constructed included Community Health-Based Planning Services (CHPs) compounds. The towns that were beneficiaries of the CHPs compounds included, Triposo, Denkyira Obuasi, James Nkwanta, Amoamang, Besease, Asuadee, Praprababida, Atobiase, Bimponso, Zion Camp No. 1, Buabinso, Bukuruso, Wawase, New Winneba, Sienchem, Bachofi Ningo, Gangan, Kruwa, Abodweseso, Mesemagoro, Gomoa Fete, Gomoa Lome, Gomoa Aboso, Mumford, Gomoa Denkyira, Akobima, Kuntu,

---

<sup>93</sup> Information and Communication Technology in the Central Region, retrieved from information leaflet from CEDECOM on 26th June, 2019.

<sup>94</sup> *Ibid*

<sup>95</sup> Interview with Okyireh.

Kyeakor, Kormantse, Nkranfo, Duabone, Namanwura, Esuso, Ofabir, Nyamebekyere, Kokoado, Ekumfi Otum, Odoben-Supon, Asuansi, Bewianum, Adawukwao, Akoti, Mpeasem and Dehia.<sup>96</sup>

In addition to the CHPs compounds, CEDECOM was able to initiate the construction of other health facilities like Midwifery Training School at Buduatta and Saltpond. It also constructed an accommodation facility for staff of the Abeamase Dominase Health Centre. A 2-storey Emergency Centre and 3-Bedroom Doctor's Flat were built at Agona Swedru. CEDECOM also built the Nyarkrom Laboratory Block at the Nyarkrom Senior High School Clinic. In 2012 CEDECOM completed the construction of a Sick Bay for the Swedru Senior High School.<sup>97</sup>

#### **Water Supply Schemes**

The provision of potable water to communities in the Central Region was also a concern to CEDECOM. CEDECOM provided borehole facilities to solve the frequent water shortages in the region. It initiated the construction of boreholes between 2010 and 2012. Towns and communities that benefited from the boreholes project included Atorkrom, Aboso, Besease, Mangoase, Jukwa Achiase, Sunkwa, Bediako, Nyame Bekyere, Assin Seseke, Assin Bankyease, Assin Akrampa, Assin Kyinase, Assin Nyakomase, Ahenkro, Agrave, Mfantse, Assin Nnuaso, Bunso, Assin Nnum, Abeamase Opefi, Akyeasi, Abeamase-Kweikuro, Abeamase, Odumase, Abankrom, Towoboase, Npruemkye, Egya Ebusua, Abodom, Kokodo, Abrafo, Mensa Kwaa, Yaw, Inkum, Ahamadonko, Agona Nampong, Kofi Abam, Kweku Kwaa,

---

<sup>96</sup> Interview with John Akowuah, Age: 65 years, Retired Chief Executive Officer of CEDECOM. And also, interview with John Paul Okyireh, aged 42, director for CEDECOM's Project and Programmes.

<sup>97</sup> Interview with Mr. John Akowuah.

Brahabekumi, Obosomase, Akrabong, Mansufo, Dauda and communities in the Ajumako Enyan Essiam District.<sup>98</sup>

### **Educational and Learning Facilities**

CEDECOM endeavoured to promote school type education by providing some amenities. Government through the Ministry of Education, strove to provide the necessary educational facilities for every region in the country. However, there were challenges in meeting or satisfying the needs of all the regions and districts in the country. CEDECOM, therefore, complemented government's efforts in solving some of the challenges that the regions faced in this sector. CEDECOM constructed Kindergartens at Hemang, Anomabo, Agona Nsaba, Bisease and Senya Breku from 2010.<sup>99</sup> Also, a pre-school dormitory block was constructed at Gomoa Abora. Assembly Hall and Library complex was constructed for the Swedru Senior High School in Agona Swedru. A 2-storey building Dormitory Block each for boys and girls was built for the Bisease Senior High School. A 2-storey building with 12 classrooms and ancillary facilities were also added to the Bisease School.<sup>100</sup> Library and learning facilities were also provided for some towns in the region. For instance, in 2012, CEDECOM built a community libraries for Winneba and Elmina. Also, in 2011, a Children's Library and Park were built at Kasoa.<sup>101</sup> It is worth mentioning here that CEDECOM did not only build the facilities but also stocked them with the necessary books and materials required for the basic functioning of the facilities.

<sup>98</sup> CEDECOM, *Medium Term strategic Plan*, 6; interview with Mr. T. E. Osam Duodu, Age: 63 years.

<sup>99</sup> CEDECOM, *Medium strategic plan 6*

<sup>100</sup> Interview Okyireh.

<sup>101</sup> Central Region Development Commission (CEDECOM), *Medium Term strategic Plan*, 6.



### Other Projects

The projects of CEDECOM were done in phases from 1992-1995. Under phase I and II, CEDECOM was able to rehabilitate Cape Coast and Elmina Castles as well as Fort St Jago, setting up of International Class Museums at the Cape Coast and Elmina Castles. CEDECOM constructed two disposal sites at Cape Coast and Elmina; two toilet facilities with bath houses at Cape Coast and Elmina.

Kakum National Park was constructed in 1992. Electricity was extended from Cape Coast to Kakum National Park and Mfuom Township in the same year. Master plan was prepared for Brenu Beach Resort and the training of access road from Ayensudo to Brenu Beach Resort. There was also extension of electricity and water to Brenu Akyinmu and Ampenyi village. Under ground and overhead water tanks to service Brenu Beach Resort and outlying villages were also constructed in 1991.

At Abrafo, a handicraft production center was constructed. CEDECOM created 12 district investment centres to support investment promotions at the district levels. It also established three District Rural Housing Training Centers at Elmina, Agona Swedru and Apam in 1992.

Between 1993 and 1994, CEDECOM provided financial and technical assistance to some new hotel projects in the region. Examples, Elmina Motel (now Elmina Beach Resort) Savoy; Hans Cottage and Pedu Guest House. It also identified new tourist attractions such as Slave Route Project, Panafest and "Emancipation Day". In 1993, CEDECOM, under the phase I and II formulated a strategic alliance with local financial and research institution.

Examples, Agricultural Development Bank, Kakum Rural Bank, Council for Scientific and Industrial Research (CSIR).

It prepared a programme document for the promotion of non-traditional export crops like cashew, black pepper and pawpaw. It created a woman in-development unit within CEDECOM to address gender related issues. It offered assistance to 1,113 micro entrepreneurs through credit delivery technology transfer, marketing and management training in 1995. It established a mushroom, snail, grasscutter, cashew, black pepper and pawpaw farms as a strategy to break the seasonality of income and reduce poverty among farmers. CEDECOM also prepared a feasibility reports on the Elmina harbour projects, in spite of all these achievements in phases I and II, CEDECOM could not implement all as a result of the challenges cited.

According to Akowuah (a former C.E.O of CEDECOM), the phase III was left on the drawing board mostly because of changes in leadership and favouritism. Akowuah, therefore, referred to this as "an unfinished agenda" of CEDECOM around 1997.<sup>102</sup>

#### **Prof. Atta Mills' Support for CEDECOM**

It was the policy of the NDC government under the presidency of Prof. Atta Mills to support CEDECOM's policy of poverty alleviation in the Central Region and set its incarnate in all the remaining regions in Ghana.

CEDECOM had made some successes before Prof. Atta Mills became president of Ghana. His immense support as far as finance was concerned put CEDECOM on its right toes to the extent that they were able to renovate,

---

<sup>102</sup> Achievement (under phase I & II document given by Mr. John Akowuah)

rehabilitate and reconstruct of all the historic relics such as the museums, the castles and the forts.

These achievements, notwithstanding, was confronted with the challenges that threatened its sustainability. These included weak governance/legal structure, weak institutional linkages, over reliance on government for all kinds of support, inability to generate enough income for self-sufficiency, human resources deficiencies, inadequate funds and logistics.

In an attempt to address these weaknesses, the government initiated a 2011/2012 Strategic Plan to reposition CEDECOM and facilitate the acceleration of the development process of the Central Region in line with the national agenda as captured under the coordinated programme of economic and social development policies (2010-2012). The strategic plan was again to help CEDECOM set its priorities right and manage its resources effectively and efficiently. Thus, the strategic plan re-echoed CEDECOM as a leading regional development partner, partnering private and public sector institutions, MMDAs and Development Partners, Ministries, Departments and Agencies, Agriculture, Natural Resources and Rural Development Investment Promotion and Enterprise Development, Integrated Tourism Development and Communication and Information Management.

Prof. Atta Mills offered full financial assistance to CEDECOM using a percentage of revenue from the petroleum industry. A total budget of GH¢ 30,959,368.50 (Thirty million, Nine Hundred and Fifty-Nine Thousand, Three Hundred and Sixty-Eight Ghana Cedis, Fifty Pesewas) was needed to implement the 5-year medium term plan starting from 2011. Out of this, CEDECOM's Internally Generated Fund (IGF) catered for GH¢ 500,000.00



(Five Hundred Thousand Ghana Cedis) representing 1.3 per cent of a total budget of GH¢ 25, 320, 000.

Under Prof. Atta Mills' Presidency, CEDECOM was to stimulate high economic growth in the Central Region through facilitation of farmers' capacity development and support in agriculture, national resources management and rural development. It was to build entrepreneurship and attract investment for job creation and poverty reduction. It was to promote the integrated development of tourism in the Central Region through capacity building and facility development in partnership with the private sector. It was also to create wealth among the farming and fishing communities through education and training in alternative income generating business. Again, it was to support the youth to do agriculture as a business through education and skill-based training in vegetable farming and aquaculture; biodiversity conservation through collaborative community forestry initiatives. CEDECOM also set up investment promotion and enterprise development to attract local and foreign investment capital for accelerated local economic development. Finally, it provided ICT based socio-economic database of the Central Region, package and disseminated information to the Commission's public effectively and timeously.

In achieving these objectives, it was assumed that CEDECOM would continue to enjoy the goodwill of the government of Ghana, the private sector would continue to be the propelling force of development, stakeholders would lend their support for CEDECOM's mission and resources would be made readily available for project implementation.

In that strategic direction, CEDECOM had a strong belief that it would consolidate its position as a unique regional development state organization provided it received the needed resources during the five-year planned period. The sickness and untimely death of Prof. Mills had a negative impact on CEDECOM.

The Regional Secretaries during the PNDC era and the Regional Ministers during the civilian regimes up to 2012 were automatically the chairpersons of CEDECOM. Changes in leadership and governments did not help CEDECOM at all. Some of the political leaders used CEDECOM to amass wealth for themselves. According to Akowuah, who served the commission for a decade and rose to become the Chief Executive Officer, stated that scholarships offered to the commission to enable it to send five of its staff to Chicago for two years training were diverted to the then Regional Minister's children.<sup>103</sup> Other regional ministers did not show interest in supporting CEDECOM since it was not instituted by their party's government.

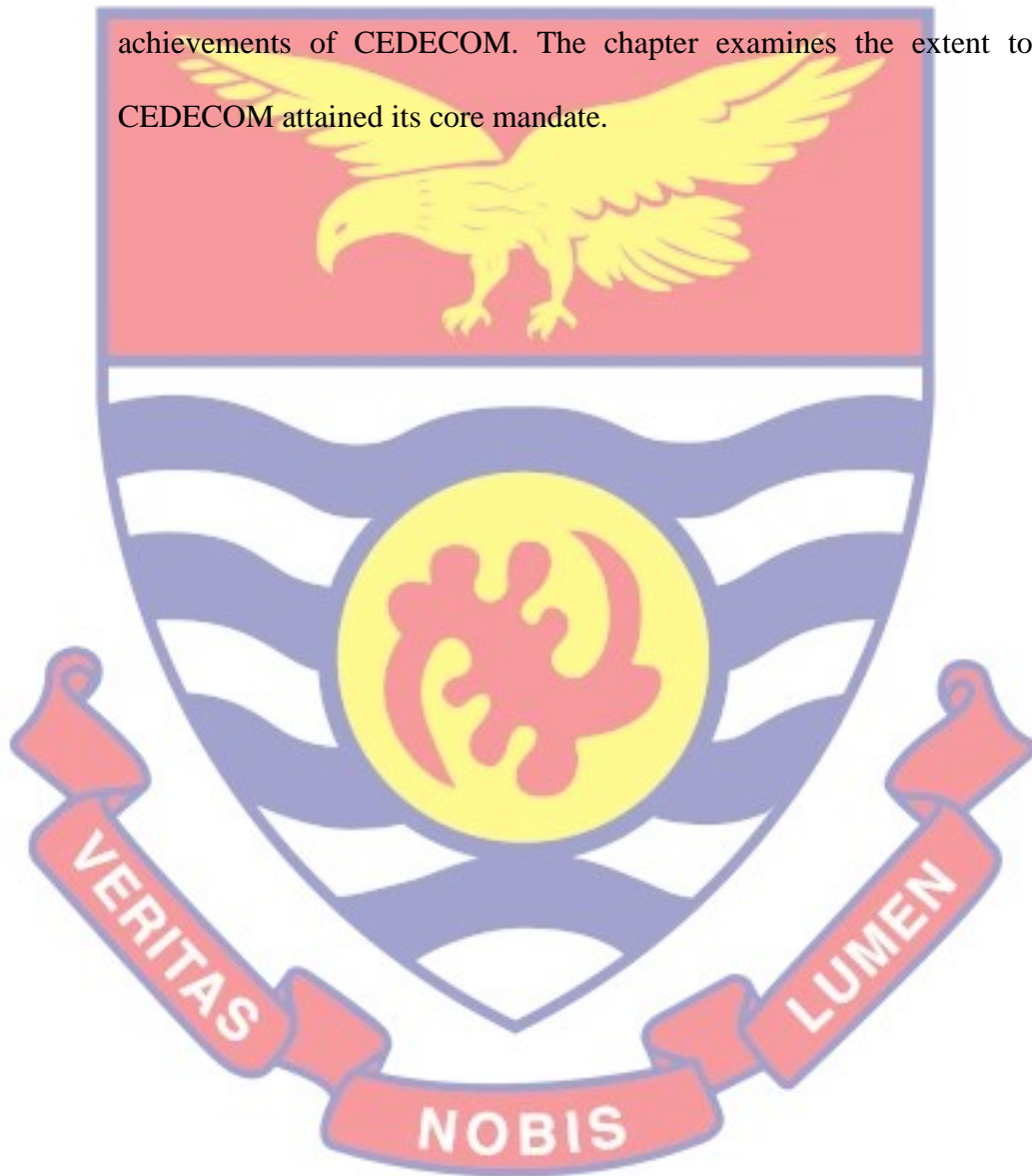
### **Conclusion**

This chapter has discussed the economic and social activities and operations of CEDECOM. It has systematically articulated and reviewed the activities performed in a well-structured organogram of specific agencies of CEDECOM. With regard to the economic activities and operations, CEDECOM focused on the development of tourism and hospitality, entrepreneurship, vocational skills training, salt production and a whole range of agricultural enterprises. Socially, it endeavoured to provide social amenities and facilities to improve the life of the people in the region through the

---

<sup>103</sup> Interview with Akowuah

promotion of information and communication technology, health, water supply, education and learning and security. The financing of all those activities and operations of CEDECOM largely came from its ability to lobby, negotiate and solicit for financial support from government, NGOs, and international partners. The next chapter examines the challenges and achievements of CEDECOM. The chapter examines the extent to which CEDECOM attained its core mandate.





## CHAPTER FIVE

### CONCLUSION: CEDECOM, THE JOURNEY SO FAR

#### Introduction

As discussed in the statement of problem, Central Region was seen as undeveloped, even though it was endowed with natural minerals, forts and castles. The castles and forts gave Central Region a comparative advantage over other regions. Politicians took advantage of the undeveloped nature of Central Region and often trumpeted during electoral campaigns to win more votes. That was the more reason why CEDECOM was instituted.

Before CEDECOM was instituted as a commission in 1990, Government of Ghana requested technical assistance for an integrated development plan for the Central Region in 1989 and UNDP arranged for a project identification mission in May 1989. That was followed by a project formulation mission in October 1989. It was considered that an integrated plan for the development of the Central Region could be carried out effectively by paying attention to tourism development.

The Central Region Integrated Development Programme (CERIDEP) aimed to develop an overall regional programme primarily around tourism for the economic development of the Central Region. The programme activities contemplated comprised two component elements which were directly related to the development of tourism in the region such as preservation and rehabilitation of historical monuments, particularly the castles at Elmina and Cape Coast; the development of a park in the Kakum forest reserve area; and the development of a major beach facility in the Brenu Akyim. It was expected that an integrated plan for the Central Region would generate new investments

in production and services relating to tourism in this region and would contribute significantly to diversification of the region's economy. It was also visualised that integrated development of the Central Region would contribute to the decentralization of planning. The 1988 legislation on local government (PNDC L 207) had emphasised the role of district level and grass-roots planning and the setting up of district assemblies, but had also provided for regional coordinating councils.<sup>1</sup> It was considered that strengthening of administrative support functions for regional planning and implementation should also be built into the project for development of the Central Region. It may be pointed out that two projects had been undertaken with UNDP assistance for strengthening national development planning capability (GHA/85/002) and for establishing local level planning systems in support of decentralization (GHA/85/003). It was considered that the Central Region project would fill the void as far as regional planning was concerned.<sup>2</sup>

CEDECOM was a means to engineer a process to fight economic and social poverty.<sup>3</sup> Ato Austin formed a managerial team to start the process with innovative programmes. In Ghana, the Central Region Integrated Development Programme (CERIDEP) was a project under execution by the government of Ghana, through the Ministry of Finance and Economic Planning and with CEDECOM as implementing agency. The project was

<sup>1</sup> Mike Oquaye, *Politics in Ghana, 1982-1992, Rawlings, Revolution and Populist Democracy* (Osu-Accra: Tornardo Publications, 2004), p. 253. See also Joseph R.A. Ayei "Decentralization and Local Government under the PNDC" in E. Gyimah-Boadi (ed.) *Ghana Under PNDC Rule* (Wiltshire: Antony Rowe Ltd., 1993), pp. 114-134, p. 120 and Kwasi Anyemedu, "The Economic Policies of the PNDC" in E. Gyimah-Boadi (ed.) *Ghana Under PNDC Rule* (Wiltshire: Antony Rowe Ltd., 1993), pp. 13-47.

<sup>2</sup> Oquaye, *Politics in Ghana*, 253.

<sup>3</sup> Yvonne Lawson, "A Biography of Ato Austin," BA. Dissertation, Department of History, University of Cape Coast (2006), 14.

designed to achieve the integrated development of the Central Region of Ghana, both through strengthening of the institutional arrangements at the regional level and implementation of a series of activities largely centered on tourism development for which the region had special potential. The programme for development of tourism comprised the rehabilitation of selected historic forts and castles in the region, besides the creation of a wild life park and provision of improved facilities for tourist accommodation and services. The project also envisaged the implementation of programmes for development of small and medium industries including micro enterprises and for improvement of the urban environment, particularly in the Elmina-Cape Coast area where tourist facilities were to be developed.<sup>4</sup>

The project was initiated in April, 1990 and the first phase of the project was to be implemented over a 3-year period, with a winding-up period to June, 1993. The managerial team set up by Ato Austin worked hard to acquire financial support from local and international donor agencies like the USAID and UNDP for the implementation of programmes designed by CEDECOM. The managerial team led by Ato Austin went to the United States and obtained financial support from the USAID. Thus, on 19 September, 1991, a grant agreement worth of US\$5,622,800.00 was reached between the delegation and the USAID Financial and Technical Team.<sup>5</sup>

A UNDP funding to support the project was set at \$3,400,460 for the three-year period; it was later increased to \$3,600,000.00 while government's contribution was estimated at 907 million cedis. The evaluation team of

---

<sup>4</sup> Central Region Integrated Development Programme, (GHA/88/014), April, 1993. Members of the Evaluation mission included Rana K. Singh, UNDP Team Leader, Ernest Aryeetey, Isaac K. Hagan and Samuel Nana Osei-Bonsu, April 1993.

<sup>5</sup> Central Region Integrated Development Programme.



UNDP had its first meeting with the Executive Secretary of CEDECOM on March 16, 1993 in Accra. It was agreed that the evaluation team would present its draft findings and conclusions to the Resident Representative of UNDP in Accra on April 1, 1993 and its draft report to UNDP and representatives of government on April 5, 1993. The background of the project has to be viewed

both in the context of over-all economic developments in Ghana during the 1980s and the need for an integrated development plan for the Central Region, an area with considerable potential which had tended to lag behind. The Economic Recovery Programme (ERP) which was initiated in Ghana in 1983 had had a major impact in stabilization of the country's economy and resulted in growth of real Gross Domestic Product (GDP) of 4.3% during 1984-1986 which continued to be maintained together with reduced inflation and substantial economic recovery during the 1980s.

At the regional level, a programme was initiated for the development of the Central Region which had special historical significance as the first region of contact between the Europeans and the people of West Africa, with a number of forts and castles dating back to the 16th and 17th centuries. The evaluation team finalized its recommendation and submitted the final report on April 19, 1993.<sup>6</sup>

The short-term results of activities under the tourism development proved to be satisfactory. However, most of the activities were designed to unfold over a long period of time. Their outcomes were, therefore, planned to have significant impact only over and after a considerable extended period of time. Nevertheless, some observations could be made about the state of the

---

<sup>6</sup> Central Region Integrated Development Programme

activities and programmes. This was particularly so with respect to major investments in tourism such as major hotels and resort facilities.

A disturbing aspect of the tourism development agenda has been inadequate coordination with the Ministry of Tourism particularly with respect to tourism marketing and training activities which were closely linked and coordinated with the Central Ministry's programmes and priorities. An evaluation team was set up to the progress of the project. The evaluation team which was set up to look into the Economic Recovery Programme in 1983 was of the view that improved coordination was not only essential but should be ensured through participation of the Executive Director of the Ghana Tourist Board and its representatives in the Central Region and Board of CEDECOM in matters of tourism. In contrast, relations between the enterprise development component of CEDECOM and the National Board for Small Scale Industries (NBSSI) had been very satisfactory and had been closely coordinated between 1990 and 1993.

A major change in economic policy was a deliberate shift in emphasis to the private sector initiative, which was reflected in a series of policy changes and measures designed to encourage and promote the growth of the private sectors in Ghana.

The entrepreneurial development in the region was another area of concern to CEDECOM. Some of the economic sectors that were impacted were in the area of fish processing, salt refining and kaolin processing by micro enterprises. These projects offered technical support to workers of those economic sectors. Consequently, there was the promotion of local enterprises and economic growth in the region.

The project document (GHA/88/014), was signed by Rana K. Singh (UNDP) team leader on March 30, 1990. Other members of the evaluation mission were Ernest Aryeetey, Isaac K. Hagan and Samuel Nana Osei-Bonsu. It was envisaged that the programme (CERIDEP) would continue for a 3-year period, up to March 31, 1993. The programme, as finally approved, was one of the largest programmes funded by UNDP in Ghana, both in scope and content and in UNDP resource allocation. The government, represented by the Ministry of Finance and Economic Planning, and CEDECOM served as the executing agency for this programme. It was stated in the project document that the Government of Ghana had established a Central Regional Development Commission (CEDECOM) to implement specific plans for tourism, enterprise development and urban renewal and that though, funds had been dedicated to establishing a strong regional commission, additional external funds were necessary for specific targeted activities. The immediate objectives of the programme were sought to be achieved through four principal component elements:

- a. Strengthening CEDECOM, for which \$680,000 was allocated;
- b. Tourism Development, for which \$ 1.6million was set apart;
- c. Enterprise Development, which was allocated \$796,355 and
- d. Improvement of the Urban Environment for which a sum of \$3,500 was provided, making the total of over \$3.4million.<sup>7</sup>

To carry out these tasks, more money was needed. It was as a result of this reality that subsequently the UNDP allocation was increased to \$3.6million. Apart from the fact that the money was intended to also meet the

---

<sup>7</sup> Central Region Integrated Development Programme



additional cost of preparation of a regional spatial plan, it was meant to take care of the cost of a structure plan for the Elmina-Cape Coast area.

A substantial proportion of the allocation was for project staff, for which a sum of \$1.29 million was provided for a Chief Technical Advisor for 2 years and several short-term foreign experts, besides a number of national professionals. Financial provision was made for the acquisition of vehicles and office equipment, which amounted to over \$661, 000 and an amount of \$154, 000 was allocated for operations and maintenance. A wide range of activities and outputs were contemplated. First, a major programme for strengthening CEDECOM was undertaken, including professional staff and introduction of management, financial and information systems. Considerable resources were provided for staff and equipment, the latter including three vehicles and nine items of office equipment, including four computers.

Second, a number of activities and outputs were planned for tourism development, through the TODSCER component. These comprised the development of an integrated tourism product, through upgrading and expansion of accommodation and other facilities; improvement of tourist attractions; development of a tourist image for Ghana and improvement of tourism-related services. The specific activities and outputs related to conservation and restoration of historic monuments; wildlife and nature preservation; development of beach facilities, and several other tourism activities. The third component of the programme was enterprise development and provision of business training and credit, particularly for smaller enterprises in fish-processing, salt refining and kaolin processing.

While the project document provided fairly detailed targets for activities and outputs under the four principal component elements of the programme, which have been stated above, several modifications and changes were also made in the course of implementation. One important plan, decided in 1991, was to undertake a regional spatial plan for the Central Region together with a structure plan for the Elmina-Cape Coast area.<sup>8</sup>

The project concept and design for this major and ambitious regional development project has to be assessed against several criteria. These include first, the concept of regional planning in Ghana and the institutional role and functions of CEDECOM. Second, whether an integrated regional programme of this nature was a comprehensive regional package or a primarily sectoral programme impacting only on part of the region. Also, the likely impact of the targeted activities and outputs on the Central Region as a whole needed to be considered. On all these aspects, the evaluation team was of the view that the project concept and design suffered from serious shortcomings and weaknesses.

The duties and responsibilities of regional planning agencies in Ghana were not defined until the establishment of a body called National Development Planning Commission in 1990. The establishment of National Development Planning Commission ushered in the proper sense of regional planning and development in Ghana.<sup>9</sup> The planning function was to be

---

<sup>8</sup> Central Region Integrated Development Programme

<sup>9</sup> Anyemedu, "The Economic Policies of the PNDC", 13-47; Ayee "Decentralization and Local Government under the PNDC", 114-134; E. Gyimah-Boadi, "Economic Recovery and Politics in the PNDC's Ghana", *Journal of Commonwealth and Comparative Politics*, XXVIII, 3 November 1990, 328-343 and Mike Oquaye, *Politics in Ghana, 1982-1992, Rawlings, Revolution and Populist Democracy* (Osua-Accra: Tornardo Publications, 2004), 253.

undertaken primarily at the district level. Though, coordination was also sought to be achieved through the Regional Coordinating Units, (RCUs) which were meant to perform plan coordination functions. The position of CEDECOM as a regional institutional entity has to be considered in this context. It must be emphasized that CEDECOM was not established as a

statutory body; nor was its existence based on any enactment nor had any legal status. In fact, it was created by the Regional Coordinating Council in 1989, hence, it was limited in its operations.<sup>10</sup> The impression that CEDECOM was a functional regional planning entity at the time that the project concept was developed should have been examined more closely. It was undoubtedly a duly constituted body by the Regional Coordinating Council, with 15 nominated members (under the chairmanship of Ato Austin including E.A. Tetteh, B.K. Abban, Sarah Kuntu Atta, Rev. Anne Quansah, F.N. Arko, J.E. Ekuban, etc.) with certain specified functions, but little more than that. It was the CERIDEP activities, including the requirements of counterpart staffing and contribution that made it possible for CEDECOM to expand and emerge, as a strong regional institutional entity. The institutional role of CEDECOM also required a closer scrutiny at the time of planning CERIDEP, since a large component of the project budget was spent on strengthening the institution.

CEDECOM was strengthened through the provision of national professional expertise to assist the project manager in the management and operations of CERIDEP and provision of a number of vehicles and office equipment.

---

<sup>10</sup> Anyemedu, "The Economic Policies of the PNDC", 13-47.



Based on the measures mentioned above, the financial systems and procedures were devised and management systems were employed to solve the problems that the commission was faced with. Necessary forms and procedures were prescribed together with administrative controls and reporting procedures. Quarterly reports on expenditure were forwarded to UNDP and biannual reports were routinely submitted to Ministry of Finance and Economic Planning (MFEP). The coordinators of the various component elements were also able to exercise much better monitoring and control over their financial performance.

The institutional linkage between CEDECOM and the National Board for Small Scale Industries (NBSSI) remained satisfactory largely because there was a good cooperation established between CEDECOM and the regional office of NBSSI. The impact of this was a close cooperation in training, feasibility studies and the like, but in the entire operation of the enterprise development component of CERIDEP.

There was a considerable participation of government departments and agencies in the operations of CERIDEP. This has taken place at three levels. First, at the level of monitoring and supervision, the Ministry of Finance and Economic Planning participated very effectively, though, actual operation and administration of project activities was largely left to CEDECOM. Counterpart funding support was generally available though, there was considerable shortfall during the implementation of the first phase of CEDECOM from 1990 to 1993.

Secondly, at the level of central ministries and departments, there was a fairly close participation in CERIDEP activities by the Ghana Tourist Board,

NBSSI, the Department of Town and Country Planning, the Department of Monuments, the Department of Game and Wildlife, and others. Considerable participation had taken place from service departments, such as those concerned with highways, electricity, etc. Credit should go to CEDECOM for its effective participation to secure funding from a number of government departments and agencies. This was done through its representation at the regional. The efforts of CEDECOM had been very successful and contributed significantly to project implementation.

Despite the constraints and weaknesses in project concept and design, the implementation of CERIDEP was successful and had resulted in several positive developments. CEDECOM emerged as a well-equipped functional and administrative support between 1990 and 1996. There had also been considerably increase awareness of CEDECOM and CERIDEP activities and they were recognized as vital for the development of Central Region.<sup>11</sup> The criticism from certain districts of the region that CERIDEP activities had not been extended to their respective areas was a positive and healthy development and highlighted the importance of the continued operation of CERIDEP.

Secondly, the implementation of CERIDEP's activities laid sound foundation for further development of the region in the fields and activities that were implemented. Programme developed with USAID-UNESCO included restoration of 3 historic monuments and development of the Kakum reserve.

---

<sup>11</sup> Anyemedu, "The Economic Policies of the PNDC", 13-47.

## Achievements of CEDECOM

Often times Commissions, such as CEDECOM with definite life and fairly specific sources of financing, run the risk of not being sustainable once the initial programmes life funding was over. At such time, the performance of the programmes is evaluated to see the consequences and what is needed to be done in order to consolidate gains and focus on areas which can make the maximum impact. The question of then is:

1. Has CEDECOM been financially independent?
2. Has the programmes and projects of CEDECOM been sustainable?
3. Are the programmes sustainable culturally?
4. How was the institutional framework within which these projects were to thrive sufficiently capable of sustaining the programmes? Generally, the history of CEDECOM is filled with institutional successes and failures.

From 1990 to 2012 CEDECOM was able to achieve most of its goals. Regarding the achievements, CEDECOM contributed to waste management in Central Region although this was not its core mandate, it strove to help in that area. The population increase in urban settlements resulted in the increase of consumption of food. This directly affected the increase in generation more garbage that brought pressure on the waste management system. It is worth noting that the average Ghanaian produces 0.5-1.5 kilo less solid waste per day than an average person in the developed world.<sup>12</sup> The costs involved and the rate of waste generation forced city authorities to seek new management

---

<sup>12</sup> M. Oteng-Ababio, "Private Sector Involvement in Solid Waste Management in the Greater Accra Metropolitan Area in Ghana," *Waste Management Research*, Vol. 28 (2009), 322-329.



with developmental partners such as CEDECOM. In that regard, CEDECOM assisted in the construction and provision of some disposal sites at Cape and Elmina which helped in the reduction of waste challenges in Cape Coast and Elmina. The Ghana National Environmental Sanitation Strategy and Action (NESSAP) 2010-2015, reported that 37.6 of residents in Central Region use public toilets. According to the Ghana Population and Housing Census, the national figures for the proportion of households using public toilet facilities increased from 31.4 percent in 2000 to 34.6 percent in 2010. It was in the quest to minimise some of these toilet challenges, especially in the Central Region that CEDECOM constructed two toilet facilities at Cape Coast and Elmina.<sup>13</sup> This contributed to the reduction of open defecation in the Central region, especially along the beaches and the forts and castles.

CEDECOM had equally contributed in the improvement of housing deficit in Central Region, especially in Cape Coast. Central Region has many tertiary institutions that require more housing for both students, workers, tourists and other individuals. Examples of tertiary institutions include University of Cape Coast, University of Education, Winneba and some university colleges of education.<sup>14</sup>

Apart from the tertiary institutions, other housing facilities that were built in the Central Region through the efforts of CEDECOM served as accommodation for public and civil servants. To further improve the housing sector, three district rural housing training centres were established at Elmina, Agona Swedru and Apam. CEDECOM worked actively with Metropolitan,

---

<sup>13</sup> Eric Awere and K. B Micah Edu-Buandoh, "Assessing the Usage Rate and Management Practices of Public Latrines in Urban Ghana: The Case of Coast," *International Journal of Scientific & Technology Research*, Vol. 5 No. Issue 6 (2016), 184.

<sup>14</sup> CEDECOM's Market Survey, 2012.

Municipal and District Assemblies (MMDAs) in the region to discover major and viable investment opportunities in the region and prepared profiles on them to interest potential investors.

CEDECOM also assisted in the establishment of institutions that served as the bedrock of employment in Central Region. These included the handicraft production centre at Abrafo, Kakum National Park and the establishment of mushroom, snail, grasscutter, cashew, black pepper and pawpaw farms as a strategy that helped to break the seasonality of income and reduced poverty among farmers.

CEDECOM helped in the expansion of social amenities. These included the extension of electricity from Cape Coast to Kakum National park and Mfourm. It extended electricity and pipe borne water to Brenu Akyinimu and Ampenyi villages. It assisted in the tarring of access road from Ayensudo to Brenu Beach Resort as well as constructed underground and overhead water tanks to service Brenu Beach Resort and outlying villages.

The Enterprise Development Unit (EDU) provided assistance and input into the formation of the Credit Finance Scheme for small-scale enterprise of which \$1.2 million was required to start the programme. EDU provided enabling environment for private sector development of hotels and resort facilities and launched the Central Region's investment attraction programme.

CEDECOM encouraged cottage and local industries in agro-based industries to venture into small-scale technology for food processing and cannery. It also put citron distillation programme on care and maintenance basis with credit and management as well as strengthened local crafts shops, catering and restaurants operations with credit and advice.

Through the initiatives of TODSCER, CEDECOM played a role in the rehabilitation, restoration and use of the Cape Coast and Elmina castles and the St. Jago fort as major tourist attractions. It maintained and improved facilities at Kakum National Park for use by tourists. The finance unit improved quality of planning accounting, internal controls and financial reporting of CEDECOM's activities to donors, government of Ghana and Regional Coordinating Council (RCC). It ensured that CEDECOM's books were computerized and defined areas of need and obtained functional training and skills upgrading courses for staff.

### **Challenges of CEDECOM**

CEDECOM instituted measures that would enable the institution to realize its objectives. Though it was able to achieve some successes, however, it was confronted with some significant challenges. The first and foremost challenge of CEDECOM was financial in nature. Being a development agency of the Central Region, it had no internally generated fund (IGF).<sup>15</sup> This challenge led to the over-reliance of CEDECOM on government's subventions and other external donor partners which resulted in poor remuneration and conditions of service for staff of CEDECOM. Even in situations where budgetary allocations and subventions were given to CEDECOM, it was either inadequate or it was released late. This hindered the institutionalization of attractive reward system. Connected to the financial challenge was inadequate and/or usage of overaged vehicles and equipment.<sup>16</sup> The financial constraints adversely affected CEDECOM's quest to rapidly expand the tourism sector.

---

<sup>15</sup> Central Region Development Commission, "Proposals for Phase II Programme Objectives and Sustainability Issues," 1993 (Unpublished),

<sup>16</sup> CEDECOM, "Proposals for Phase II Programme".



The inadequate financial strength of the commission affected land acquisition, documentation and building projects.

Lack of a clearly defined focus was one of the challenges CEDECOM faced with respect to its attempt at discharging its responsibilities. The programme assumed and was based on an expectation of a very high level of co-operation between all agencies and bodies of the central government or of NGOs. In practice, such a high level of cooperation was not possible, and it was a big strain on the programme with definite output and time constraints.

There were also some weaknesses in the strategic management of some policies, programmes and projects from inception. For example, no systems, procedures, methodologies reporting authority responding to a project of that size, complexity and importance were put in place before hand.<sup>17</sup>

Some programmes designed had some short falls. For example, the core issue was the strengthening of certain line agencies to be able to undertake major developmental programmes. More often, the staffs to be strengthened were not even there to begin with.<sup>18</sup> This situation accounted for some of the frustrations and delays in programme implementation.

CEDECOM was, again, weak in terms of experiencing private sector representation on its board and was therefore deprived of direction in some serious respects in its dealings with the private sector. Regional Coordinating Council was not briefed regularly and its representatives on the Board increased. There was lack of linkage between CEDECOM and RPCU which coordinated public sector planning. CEDECOM's programme needed to be

---

<sup>17</sup> CEDECOM, "Proposals for Phase II Programme 12

<sup>18</sup> An interview with Mr. John Akowiah, Aged 65 years, Retired Chief Executive Officer of CEDECOM, 22<sup>nd</sup> April, 2019, Cape Coast.

coordinated by the RPCU. The two bodies needed to meet more often at operational level.

External coordination was not as good as it ought to be. Line agency staff felt disadvantaged and not happy in cooperating with programme staff. For example, trip allowances, overnight stay meals and transportation when on projects with programme personnel were often inadequate. Line agency staff became apathetic and uncooperative.<sup>19</sup> Internal coordination between programme staff sometimes fell short as evidenced in lack of target on a path for pursuing project, lack of effective project linkage and group decisions were not always followed and implemented.<sup>20</sup>

Failure on the part of CEDECOM to relocate artisans and machinery to the desired venue also hindered the success in some of its programmes. CEDECOM failed to relocate young entrepreneurs who were into craftwork from Siwudu to Mpeasem because of inadequate advocacy. That contributed to the decline in handicraft production centres at Abrafo and Odumasi. This notwithstanding, financial constraint also contributed immensely to the decline in the handicraft production. The market challenges for some of the manufactured products from the village affected the growth of the craft industry. More so, the imported machinery at the craft village were not put into good use. This resulted in poor maintenance culture of both the imported machines and other manufactured products that were not sold.

The rationale for the justification of the new positioning of CEDECOM was that CEDECOM depended on UNDP country programme

---

<sup>19</sup> CEDECOM, "Proposals for Phase II Programme 13

<sup>20</sup> CEDECOM, "Proposals for Phase II Programme 13

objectives and outputs out of which its work plans were developed for implementation of CERIDEP from 1990 to 1997. Subsequently, the Commission operated within two out of the nine thematic areas of the Ministry of Finance and Economic Planning (MOFEP). Government budgetary allocation to CEDECOM for the execution of these mandates was always inadequate and were untimely released.

Furthermore, the existence of the Commission was threatened by the subverted agencies Act 2006 (Act 706) which empowered government to withdraw subvention or close down some public agencies in whose categories CEDECOM fell into. It was, therefore, incumbent on the Commission to strategize in order to respond adequately to the challenges of the development agenda and also to secure institutional and/or external support occasioned by the cessation of assistance from the UNDP/US AID thereby making it self-sustaining.

Closely related to the above-mentioned challenge was political interference in the activities of CEDECOM. It must be noted that change of governments affected the leadership and policies of CEDECOM. This, in most cases, involved the change of the board of directors and government development policies.<sup>21</sup> This was evident in the inconsistency of the appointment of Regional Ministers as Board Chairmen. On the other hand, some governments saw CEDECOM as a regional body which was not replicated in other regions. As a result, the government rather preferred channeling its developmental projects through RCC rather than CEDECOM. The seemingly same mandate between CEDECOM and MMDAs further

---

<sup>21</sup> CEDECOM, "Proposals for Phase II Programme 12



eroded government's support. There were also instances where government officials were appointed to attend international workshops meant for CEDECOM staff.

Quite apart from the above, the proliferation of NGOs and other national development agencies such as the National Development Planning Commission (NDPC) had usurped some developmental powers of CEDECOM.<sup>22</sup>

The amorphous legal status of CEDECOM significantly affected most of its activities. Due to the fact that the Commission had no statutory existence, line agencies were unsure of how to relate with it or should tag with its programmes and operations even when these affected them departmentally. Under such conditions, line agencies did not see CEDECOM's activities as coordinated development issues that arose from the performance of their regular duties with other related functions in the region. This impeded the creation of sub committees under CEDECOM Establishment Law (CEDECOM and line agencies) which met regularly to ensure co-operation of all agencies in the development efforts of the region.<sup>23</sup>

The Commission also failed to establish projects earmarked to bring social and economic development to the people of the region. After it was promised 5.2-million-cedis funding in 2009.<sup>24</sup> Also, a piggery project documented to cost 100, 000-cedis at Assin Manso, a town in the region could

---

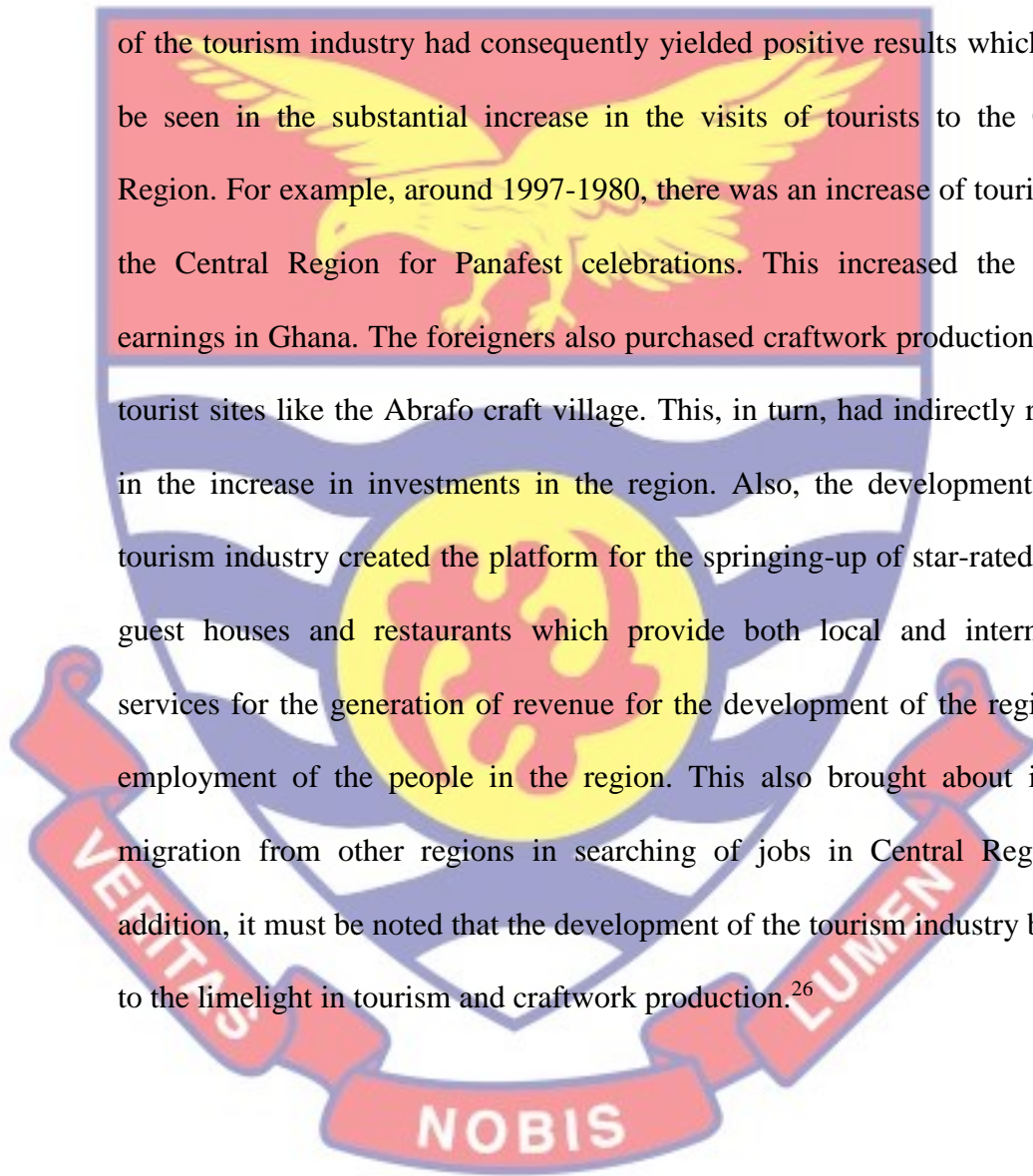
<sup>22</sup> Interview with Mr. John Akowiah.

<sup>23</sup> Interview with Mr. John Akowiah.

<sup>24</sup> Ghana News Agency, retrieved on 30<sup>th</sup> November, 2018.

not be funded although CEDECOM had indicated it in its 2011 project records.<sup>25</sup>

When one subjects the various developments that the tourism industry witnessed through the intervention of the Central Region Development Commission, it could be said without any doubt that so far, the development of the tourism industry had consequently yielded positive results which could be seen in the substantial increase in the visits of tourists to the Central Region. For example, around 1997-1980, there was an increase of tourists into the Central Region for Panafest celebrations. This increased the foreign earnings in Ghana. The foreigners also purchased craftwork productions at the tourist sites like the Abrafo craft village. This, in turn, had indirectly resulted in the increase in investments in the region. Also, the development of the tourism industry created the platform for the springing-up of star-rated hotels, guest houses and restaurants which provide both local and international services for the generation of revenue for the development of the region and employment of the people in the region. This also brought about internal migration from other regions in searching of jobs in Central Region. In addition, it must be noted that the development of the tourism industry brought to the limelight in tourism and craftwork production.<sup>26</sup>



---

<sup>25</sup> Ghana News Agency

<sup>26</sup> Tourism in the Central Region, retrieved from information leaflet from CEDECOM, on 26<sup>th</sup> June, 2019

## BIBLIOGRAPHY

### PRIMARY SOURCES

#### Archival Sources

#### Public Records and Archives Administration Department (PRAAD).

PRAAD (Cape Coast) ADM 23/ 1/ 1792 Local Government.

PRAAD (Accra) ADM 5/1/76 Government of Gold Coast Development Region, 1919.

PRAAD (Cape Coast) ADM 13/1/29 Cabinet Minutes, January-December, 1960.

PRAAD (Accra) ADM 5/1/95 Gold Coast Departmental Reports 1918, Medical and Sanitary Report.

PRAAD (Tamale) NRG8/5/444 Regional Economic Committee

#### Oral Interviews

Abakah-Otoo, C. Aged 68 years, Former Head of Public Relations of CEDECOM, July 19, 2019, Cape Coast.

Abrampah, K. M. Aged 61 years, Sanahene of Denkyira Traditional Area and Chief of Board of CEDECOM, July 19, 2019, Cape Coast.

Akoto, M. Aged 50 years, Head of Information Communication Technology, CEDECOM, March 23, 2019, Cape Coast.

Akowuah, J. Aged 65 years, Retired Chief Executive Officer of CEDECOM, September 14, 2018, Cape Coast.

Duodu, T.E. O. Aged 63 years, Former Executive Director of CEDECOM, March 23, 2019, Cape Coast.



Okyireh, J. P. Aged 42 years, Project and Programmes Director of CEDECOM, July 19, 2019, Cape Coast.

Spencer, F. T. Aged 57 years, Executive Director of CEDECOM, April 15, 2019, Cape Coast.

## SECONDARY SOURCES

### Published Works

#### Books

Abaka, E. *House of Slaves and "Door of No Return": Gold Coast Castles and Forts of the Atlantic Slave Trade*. Trenton, New Jersey: Africa World Press, 2012.

Abosi, O. C. and Brookman, Amissah J. (Eds.), *Introduction to Education in Ghana*. Accra: Sedco Publishing Ltd., 1992.

Achempong, P. *Christian Values in Andinkra Symbols*. Accra: University Publishing Press, 2016.

Addae, S. *Medical Histories from Primitive to Modern Medicine, 1850-2000, Vol. 1*, Accra: Durham Academic Press Ltd., 2012.

Amenumey, D.E.K. *Ghana: A Concise History from Pre-Colonial Times to the 20th Century*. Accra: Woeli Publishing Services, 2008.

Anquandah, J. K. *Castles and Forts of Ghana*. Paris: Atalante, 1979.

Aryeetey, E & Kanbur, R. (Eds.) *The Economy of Ghana: Sixty Years after Independence*. Oxford, Oxford University Press, 2017.

Baah-Nuakoh, A. *Studies on the Ghanaian Economy*. Accra: Ghana Universities Press, 1997, Vol. 1.

Bagulo. B.R. *Ghana, Regional Boundaries and National Integration*. Accra: Ghana University Press, 1999.

Boahen, A. A, Ajayi, J.F. A and Tidy, M. *Topics in West African History*. London: Longman Group Ltd., 1986.

Boahen, A. A. *African Perspectives on Colonialism*. Maryland: Johns Hopkins University Press, 1989.

Boahen, A. A. *Ghana: Evolution and Change in the Nineteenth and the Twentieth Century*, London: Longman Group Ltd., 2000.

Boahen, A. A. *Mfansipim and the Making of Ghana: A Century History, 1876-1976*. Accra: Sankofa Educational Publishers, 1996.

Buah, F.K. *A History of Ghana*. London: Macmillan Publishers Limited, 1980.  
Central Region Development Commission. *Medium Term Strategic Plan, 2011- 2015*. Cape Coast: Multipixel Printing Press, 2011.

Clair, W. *The Grand Slave Emporium. Cape Coast Castle and the British Slave Trade*. Exmouth market, London: Profile Books, 2006.

Claridge, W. W. *A History of the Gold Coast and Ashanti*. Second Edition. Vols. 1 and 2. London: Frank Cass and Co Ltd., 1964.

Daaku, K.Y. *Trade and Politics on the Gold Coast 1600 - 1720*. Accra: Ghana Universities Press, 1970.

Dickson, K.B. *A Historical Geography of Ghana*. Cambridge: Cambridge University Press, 1971.

Foster, P. *Education and Social Change in Ghana*. London: Compton Printing Ltd., 1965.

Fynn, J.K. *Asante and Its Neighbours, 1700-1807*. Illinois: Northwestern University Press, 1971.

Gadzekpo, S. K. *History of Ghana since Pre-History*, Accra: Excellent Publishing and Printing, 2005.

Gocking, S. R. *The History of Ghana*. London: Greenwood Press, 2005.

Gordon, A. A & Donald L. G. Eds. *Understanding Contemporary Africa*. London: Lynne Rienner publishers, 2007.

Haveman, H. A. *Structure at Work: Organizational Forms and the Division of Labour in U.S. Wineries*. Berkeley: University of California Press, 2014.

Herbst, J. *The politics of reform in Ghana, 1982-1991*. Oxford: University of California Press, 1993.

Hug, M & Michael, T. *The Economy of Ghana: Fifty Years of Economic Development*. London: Palgrave Macmillan, 2018.

Kimble, D. *A Political History of Ghana: The Rise of Gold Coast Nationalism, 1850-1928*. Oxford: Clarendon Press, 1963.

Kofigah, F. *Ghana: A visitor's Guide*. Accra: Woeli Publishing Services, 2008.

Lawrence, A.W. *Trade Castles and Forts of West Africa*, London: Jonathan Cape, 1963.

McWilliam, H.O.A. *The Development of Education in Ghana*. London: Longmans Green & Co. Ltd, 1964.

Metcalfe, G.E. *Great Britain and Ghana: Document of Ghana History, 1807-1957*. New York & London: Ipswich Book Co. Ltd., 1994 [1964].

Mille, P. *Compagnie française de l'Afrique occidentale*. Paris: Levallois-Perret, 1900.

Official Ghana Tourist Guide, 2017-2019, Accra: Ghana Tourism Board, 2000.



Oquaye, M. *Politics in Ghana, 1982-1992, Rawlings, Revolution and Populist Democracy*. Accra: Tornardo Publications, 2004.

Patterson, D. K. *Health in Colonial Ghana: Disease, Medicine and Socio-Economic Change, 1900-1955*, Los Angeles: Crossroad Press, 1981.

Reindorf, C.C. *History of the Gold Coast and Asante*. Third Ed. Accra: Ghana Universities Press, 1985.

Sandbrook, R & Barker, J. *The Politics of Africa's Economic Stagnation*. London: Cambridge University Press, 1985.

The Institute of Statistical, Social and Economic Research (ISSER), University of Ghana, *The State of the Ghanaian Economy in 1998*. Accra: Wilco Publicity Services Ltd., June, 1999.

Van Dantzig, A. *Forts and Castles of Ghana*. Accra: Sedco Publishing, 1980.

Wiltgen, M. R. *Gold Coast Mission History, 1471-1880*. New York: Divine Word Publications, 1956.

### **Book Chapters**

Anyemedu, K. "The Economic Policies of the PNDC." In E. Gyimah-Boadi (Ed.) *Ghana Under PNDC Rule*. Wiltshire: Antony Rowe Ltd., (1993): 13-47.

Ayee, J.R. A. "Decentralization and Local Government under the PNDC". In E. Gyimah-Boadi, Ed. *Ghana Under PNDC Rule*. Wiltshire: Antony Rowe Ltd., 1993. 114-134.

### **Journal Articles**

Agbodeka, F. "The Fanti Confederacy 1865-1869". *Transaction of the Historical Society of Ghana*. VII. 1964. 82-123.

Agyei-Mensah, S & Ardayfio-Schandorf, E. "The Global and the Local: Urban Change in Cape Coast from Pre-colonial Times to the

Present." *Urban Design International* Vol. 12 (2007), pp. 101-114.

Aheto, D. W., Asare, N.K., Quaynor, B., Tenkorang, E. Y., Asare, C & Okyere, I. "Profitability of Small-Scale Fisheries in Elmina, Ghana."

*Sustainability*. Vol. 4. 2012. 2785-2794.

Amoako-Gyampah, A. K. "Inherently Diseased and Insanitary? The Health Status of the Gold Coast (Ghana) from the 18th to the Late 19<sup>th</sup> Century". *Nordic Journal of African Studies*. Vol. 27, No. 2. 2018. 1-24.

Dickson, K.B. "Evolution of Seaports in Ghana: 1800-1928." *Annals of the Association of American Geographers*. Vol. 55, No. 1. 1965. 98-111.

Dickson, K.B. "Trade Patterns in Ghana at the Beginning of the Eighteenth Century." *Geographical Review*. Vol. 56, No. 3. 1966. 417-431.

Ewusi, K. "Disparities in Levels of Regional Development in Ghana". *Social Indicators Research*. Vol. 3, No. 1. 1976. 23-51.

Fredholm, S. "Negotiating a Dominant Heritage Discourse. Sustainable Urban Planning in Cape Coast." *Journal of Cultural Heritage Management and Sustainable Development*, Vol.5, Iss 3 (2015), pp. 274 – 289.

Gale, S. T. "The Struggle against Diseases in the Gold Coast: Early Attempt at Urban Sanitary Reform". *Transitions of the Historical Society of Ghana*. New Series No. 1. Vol. 16, No. 2. Jan., 1995. 185-203.

Gyimah-Boadi, E. "Economic Recovery and Politics in the PNDC's Ghana". *Journal of Commonwealth and Comparative Politics*. XXVIII, 3. Nov. 1990. 328-343.

Kusi, L. Y., Agbeblewu, S., Anim, I & Nyarku., K. M. "The Challenges and Prospects of the Commercial Poultry Industry in Ghana: A Synthesis of Literature," *International Journal of Management Sciences*, 5(6), 2015, 476-489.

Mensah, J. K., Ahenkan, A & Bawole, J. N. "Local Economic Development Initiatives in Ghana: The Challenges and the Way Forward." *Journal of Public Administration and Governance* 3(2), 2013, 142-160.

Oteng-Ababio, M. "Private Sector Involvement in Solid Waste Management in the Greater Accra Metropolitan Area in Ghana". *Waste Management Research*. Vol. 28. 2009. 322-329.

Sutton, I.B. "The Volta River Salt Trade: The Survival of an Indigenous Industry". *The Journal of African History*. Vol. 22, No. 1. 1981. 43-61.

Quarcoopome, S. S. "The Municipal System and Local Administration at Cape Coast: 1858-1957." *Transactions of the Historical Society of Ghana*, 2002, New Series, No. 6 (2002), 83-98.

Pachai, B. "An Outline of the History of Municipal Government at Cape Coast." *Transactions of the Historical Society of Ghana*, 1965, Vol. 8 (1965), pp. 130-160.

Varley, W.J. "The Castles and Forts of the Gold Coast". *Transactions of the Gold Coast and Togoland Society*". Vol.1. 1998. 1-20.

Wanjuu, L. Z. and Pierre le Roux. "Economic Institutions and Economic Growth: Empirical Evidence from the Economic Community of West African States". *South African Journal of Economic and Management Sciences*. Vol. 20, No. 1. 2017.1-10



Wiggins, S & Davis, J. "Economic Institutions". IPPG *Briefing Paper* No. 3. July, 2006. 1-2.

### Unpublished Documents

Akudugu, J. A & Laube, W. "Implementing Local Economic Development in Ghana: Multiple Actors and Rationalities," ZEF Working Paper Series, No. 113, University of Bonn, Center for Development Research (ZEF), Bonn, 2013.

Adjepong, A. "Evolution and Change: An Elucidation of the Boahenian Theory of the Historical Development of Ghana and Africa." A Paper Presented at Department of History Postgraduate Seminar Series (13th September, 2019).

Akowitz, J. "Position Paper on CEDECOM". 2007.

CEDECOM Magazine. "Proposal for Phase II Programme Objectives and Sustainability Issues". 1993.

CEDECOM Magazine. "Investment Opportunities in the Central Region" 2009.

### Dissertations

Blazevska, A. "Analysis on the Organizational Structure of the Public Enterprise "Macedonian forests" From an Aspect of Strategic Planning". Master Thesis, University of Belgrade, 2012.

Lawson, Y. "A Biography of Ato Austin". B. A. Dissertation, Department of History, University of Cape Coast, 2006.

Therriault, V. "Economics, Institutions, Development and Trade: Analysis of the Malian Cotton Sector". Doctor of Philosophy Thesis, Graduate School of the University of Florida, 2011.

## APPENDICES

### APPENDIX A

#### List of CEDECOM Board Chairpersons from 1990-2012

Chairperson	Duration
Ato Austin	1990-1993
Hon. Dr. Ato Quarshie	1993 (one day)
Hon. J.E. Ekuban	1993-1994
Hon. G.K. Fosu	1994-1995
Dr. Ayirebi Acquah	1995-1996
Mr. Valis Akyianu	1996-1997
Hon. Kojo Yankah	1997-1999
Hon. Lt. Col. Charles Agbenaza	Ag. 1999-1999
Hon. Jacob Arthur	1999-2000
Hon. Isaac Edumadze	2001-2005
Hon. Ato Arthur	2005-2009 <sup>27</sup>
Hon. Ama Benyiwa Doe	2009-2012 <sup>28</sup>

#### Membership of the CEDECOM Board 1990 to 2012

##### Under the Chairmanship of the Ato Austin, 1990-1993

Dr. E.A. Tetteh	-	Private Medical Practitioner
Mr. B.K. Abban	-	Regional Administrative Officer
Ms. Sarah Kuntu Atta	-	Rep of District Secretaries
Rev. Anne Quansah	-	Industrialist, Cape Coast
Mr. E.K.T Addo	-	Regional Organizing Assistant of CDRS
Mr. F.N. Arko	-	Executive Secretary, CEDECOM

##### Under the Chairmanship of J.E. Ekuban, 1993-1994

Mr. Sam Jonah	-	Managing Director, Goldfields Corporation.
---------------	---	--

<sup>27</sup> Interview with Mr. Spencer.

<sup>28</sup> For the full list of all chairpersons of CEDECOM from 2013, see appendices in page 125

Mr. Willie Parker	-	Chief Executive, Tema Oil Refinery
Mr. Ato Ampiah	-	C.E.O. Ghamot company Ltd. Accra
Rev. Anna Quansah	-	Industrialist
Rev. Anna Caiquo	-	Medical Practitioner
Dr. E.A. Tetteh	-	Private Medical Practitioner



Mr. Sam Pee Yalley	-	Ag. Municipal Chief Executive, Cape Coast
Mr. Peter A. King Badu-Prah	-	Presiding Member, KEEA District
Lt. K.K. Nyame (Rtd)	-	Presiding Member, Gomoa, District
Mr. F.N. Arko	-	Executive Secretary, CEDECOM
Nana Kwame Nkyi XII	-	President, Central Regional House of Chiefs
Mr. B.K. Abban	-	Regional Administrative Officer
Mr. K.K. Richardson	-	Managing Director, Pioneer Tobacco Co.
Mr. Ishmael K. Yamson	-	Chairman, Unilever, Accra
Prof. E. Ofosu	-	Executive Director, Guaranty Trust Bank
Miss Sarah Kuntua-Atta	-	Ag. District Chief Executive, Abura Dunkwa
Dr. Kwesi Botchway/Mr. I.B. Eshun	-	Minister, of Finance & Economic Planning <sup>29</sup>

**Under the Chairmanship of Hon. G.K. Fosu, 1994-1995**

Mr. W. Winful	-	Municipal Chief Executive, Cape Coast
Nana Odiako Bonsu II	-	Agona District Assembly
Mr. J.E.K. Osei	-	Principal State Attorney

<sup>29</sup> Interview with Mr. Spencer.



It must be noted that membership under the Chairmanship of Dr. Ayirebi Acquah and Mr. Valis Akyiano during their tenure in office was the same as under their immediate predecessors.

Mr. Ato Ampiah - C.E.O. Ghamot Motor Company

Ms. Victoria Naomi Bonney - Municipal Chief Executive,  
Cape Coast

Odeefo Boa Amponsem V - President, Central Regional  
House of Chiefs

Dr. Francis Acquah - Council for Scientific and  
Industrial Research

Maj. (Rtd.) Ben Donkor - Ivory Investments, Accra

Mrs. Leticia H. Acquah - Lands Commission

Mrs. Alberta Quartey - Chairman, Ghana National  
Commission on Children<sup>30</sup>

Nana Kwao Otua V - Farmer, Awutu Mankessim

Mr. A. Bin Salih - Regional Coordinating Council,  
Cape Coast

Col. (Rtd). K.K. Nyame - Presiding Member,  
Gomoa District

Mr. J.E.K. Osei - Chief State Attorney, Cape Coast

Prof. S.K. Adjepong - Vice Chancellor, UCC

Dr. E.A. Tetteh - Private Medical Practitioner

Rev. Anne Quansah - Industrialist, Cape Coast

Prof. Ama Atta Aidoo - Writer, Publisher & Director of

<sup>30</sup> Interview with Mr. Spencer.

She K. Kings

Mr. Austin Ankumah - District Chief Executive,  
Komenda-Edina- Eguafo Abrem

Dr. E.A. Asmah - Executive Director, CEDECOM

Under the Chairmanship of both Hon. Lt. Col. Charles Agbenaza and Hon.

Jacob Arthur, the membership was the same as under their immediate predecessors.

**Under the Chairmanship of Hon. Isaac Edumadze (2001 to 2005)**

Peter Cardinal Appiah Turkson - Catholic Archbishop of Cape  
Coast

Nana Kofi Obiri Egyir I - Sanaahene, Oguaa Traditional  
Area

Prof. Alex Gyandoh Carson - Lecturer, UCC

Mr. Prince Kofi Kludjeson - President, Association of Ghana  
Industries

Mr. E. Kumi Bruce - Commissioner, Stool Lands  
Administration

Hon. Ken Agyepong - Member of Parliament,  
Assin North

Mrs. Nancy Thompson - Headmistress, Wesley Girls'  
High School

Lawyer Ebo Quarshie - Past President, Ghana Bar  
Association

Nana Prah Agyensiam II - Central Regional  
Representative Council of State

Hon. Dr. Paa Kwesi Nduom - Minister for Economic Planning and Regional Cooperation

Mr. Ishmael Yamson - Chairman, Unilever Ghana Ltd

Under the Chairmanship of Hon. Nana Ato Arthur, the membership was the same as under his immediate predecessor.

**Under the Chairmanship of Hon. Ama Benyiwa Doe (2009-2013)**

Mr. Samuel Nana Brew-Butler - Opinion Leader

Mr. Bernard Joe Appeah - Private Sector

Dr. Mrs. Entsua Mensah - Opinion Leader

Mr. Abaka Quansah - Office of the President of Ghana

Mr. Gustav Addington - Legal Practitioner

Nana Kwamina Ansah - Traditional Council

Rev. Veronica Essuman Nelson - District Chief Executive Elmina

Hon. Ato Forson - Member of Parliament, Ajumako Enyan Essiam Constituency

Mr. Kwame Oppong - Ag. Director, Regional Coordinating Council

Prof. John Victor Mensah - Institute for Development Studies, UCC

Mr. Frank Obeng Dapaah - Regional Economic Planning Office

Dr. Joseph Teye Nuertey - Director, Health Service

Mr. Sintim Barimah - Ministry of Trade, Representative

Mr. Abraham Kwaku Fokuo - Opinion Leader

Mr. Spencer Taylor - Acting Executive Director, CEDECOM



**Under the Chairmanship of E. K. T. Addo (February 2013 - March 2013)**

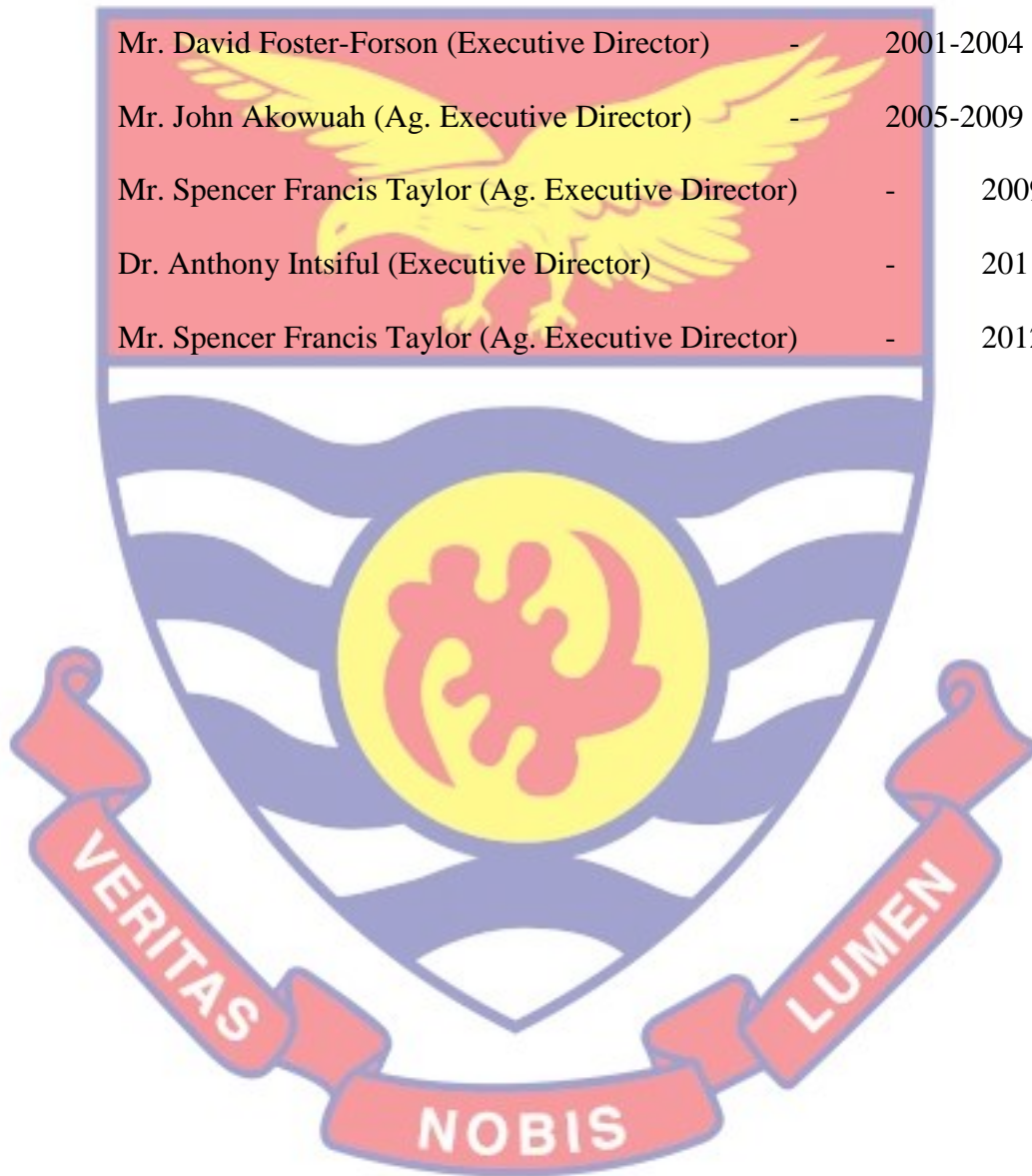
Mr. Samuel Nana Brew-Butler - Opinion Leader  
 Mr. Bernard Joe Appeah - Private Sector  
 Dr. Mrs. Entsua Mensah - Opinion Leader  
 Mr. Abaka Quansah - Office of the President of Ghana



Mr. Kwame Oppong - Ag. Director, Regional  
 Coordinating Council  
 Hon. Ato Forson - MP, Ajumako Enyan Essiam  
 Constituency  
 Nana Kwamina Ansah - Traditional Council  
 Rev. Veronica Essuman Nelson - District Chief Executive Elmina  
 Mr. Gustav Addington - Legal Practitioner  
 Prof. John Victor Mensah - Institute for Development  
 Studies, UCC  
 Mr. Frank Obeng Dapaah - Regional Economic Planning  
 Officer  
 Dr. Joseph Teye Nuertey - Director, Health Service  
 Mr. Sintim Barimah - Ministry of Trade and Industry  
 Representative  
 Mr. Abraham Kwaku Fokuo - Opinion Leader  
 Mr. Spencer Taylor - Ag. Executive Director,  
 CEDECOM

### Names of Executive Directors

Mr. F.N. Arko (Executive Secretary)	-	1990-1997
Mr. T.E. Sam-Duodu (Ag. Executive Director)	-	1997-1998
Dr. E.A. Asmah (Executive Director)	-	1998-2001
Mr. T.E. Osam-Duodu (Chairman, I.M.C)	-	2001
Mr. David Foster-Forson (Executive Director)	-	2001-2004
Mr. John Akowuah (Ag. Executive Director)	-	2005-2009
Mr. Spencer Francis Taylor (Ag. Executive Director)	-	2009-2011
Dr. Anthony Intsiful (Executive Director)	-	2011-2012
Mr. Spencer Francis Taylor (Ag. Executive Director)	-	2012 to date <sup>31</sup>



<sup>31</sup> Interview with Mr. Spencer.

## APPENDIX B

All pictures in this appendix were taken at different sites of the craft villages



Fig. 1: The Craft Village at Abrafo Odumase.



Fig. 2. Baskets woven at the Craft Village at Abrafo Odumase.



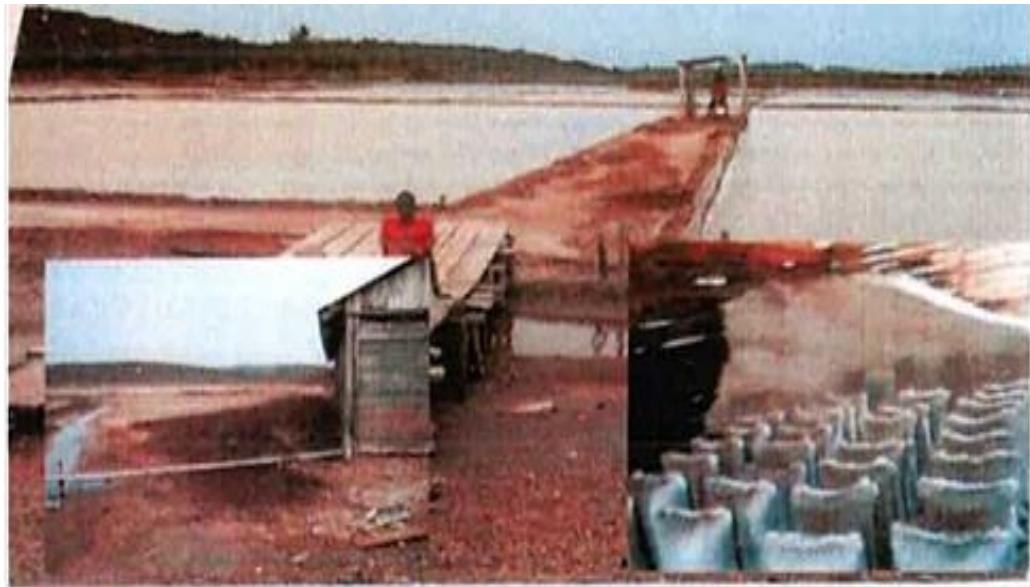


Fig. 3. Salt ponds and salt mining site at Kuntu of Mfantseman.

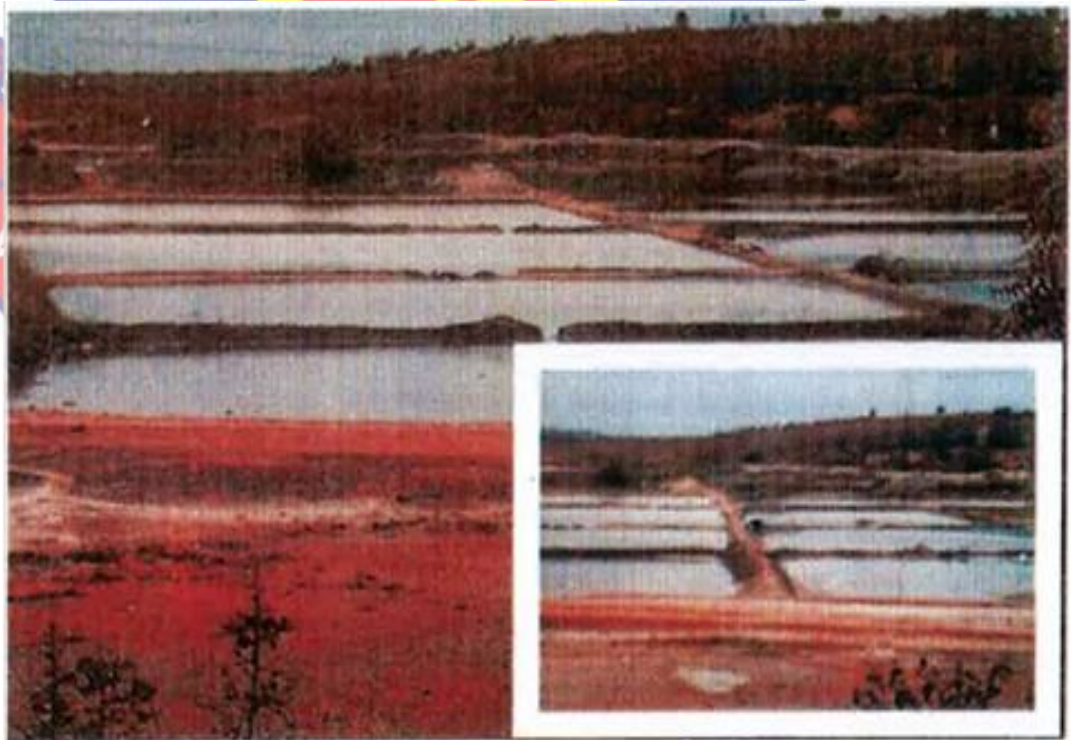
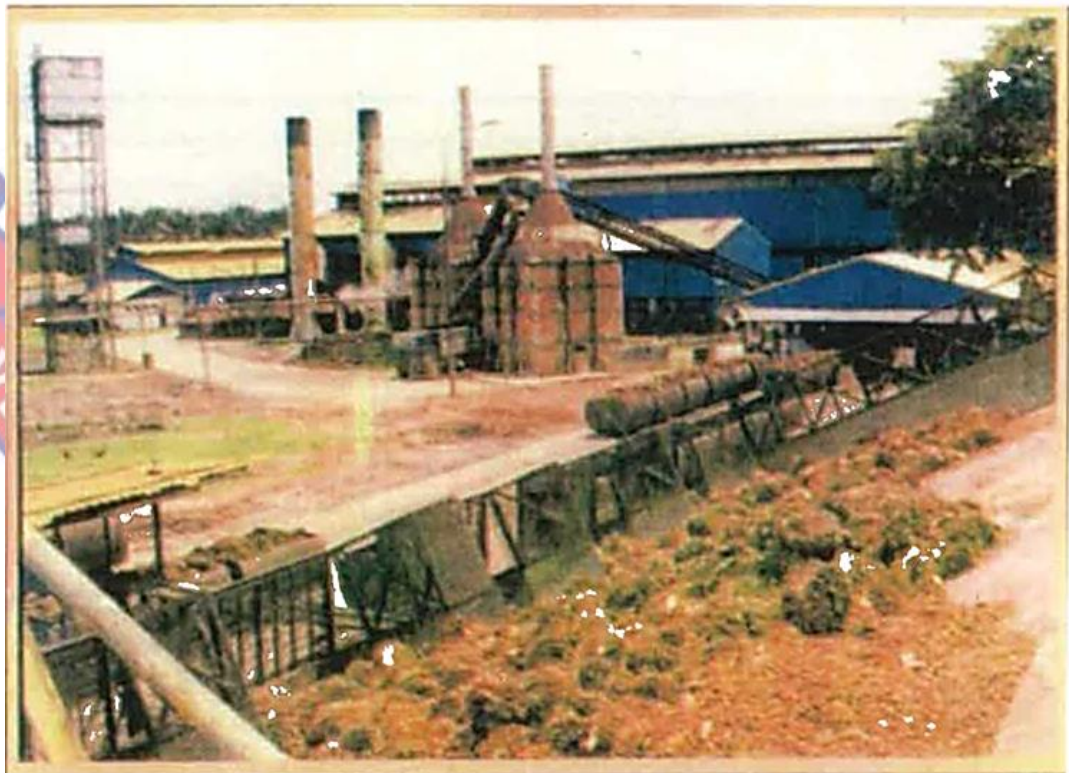


Fig. 4. Salt ponds at Elmina

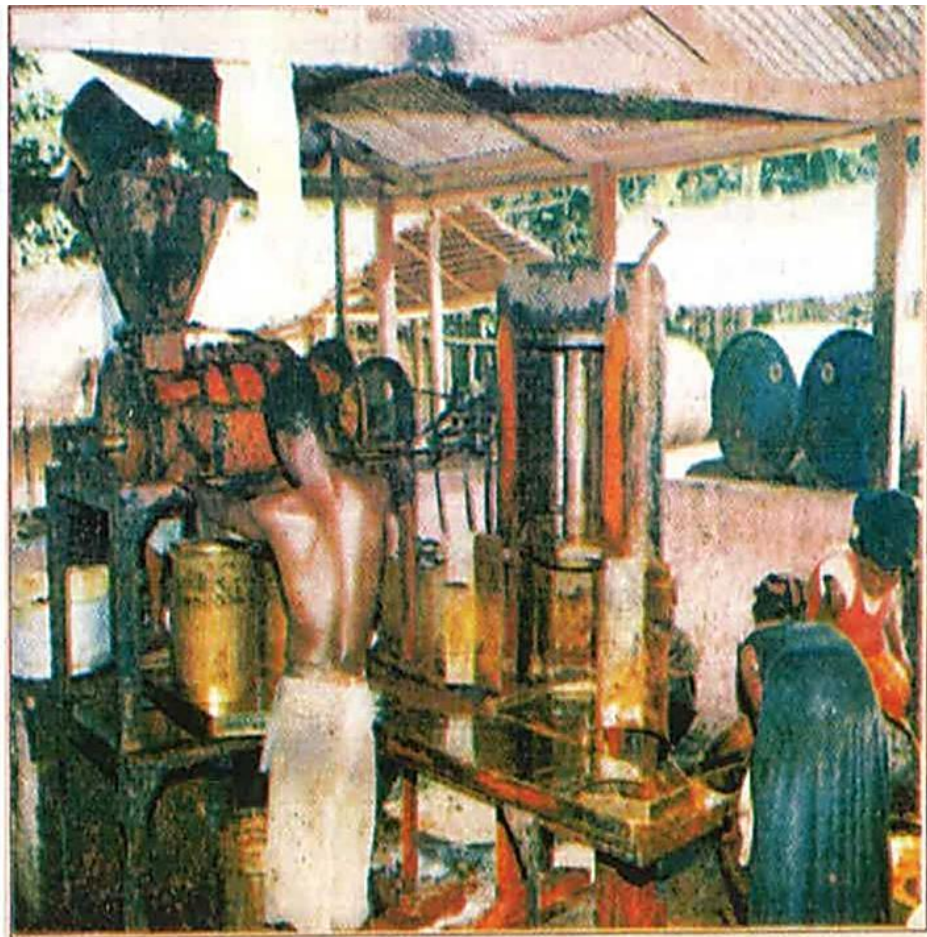


**Fig. 5.** Elmina Fishing Harbour.



**Fig. 6.** Twifo Oil Palm Plantation (TOPP) located at Twifo-Hemang.





**Fig.7.** Extracting Palm Oil at the Twifo-Hemang Palm Oil Extraction Factory.

