

# BOSAG Governance Structure and Plan

Strengthening Leadership, Accountability & Stakeholder Representation

## Introduction

The Business Outsourcing Services Association of Ghana (BOSAG) serves as the national industry body representing the interests of Ghana's Global Business Services (GBS). This includes the domestic and international Business Process Outsourcing (BPO), and Information Technology Enabled Services (ITES) sectors. In an increasingly competitive global outsourcing market, effective governance is essential to building institutional credibility, sustaining member engagement, and fostering trust among local and international stakeholders.

As Ghana positions itself as a leading destination for outsourced business and digital services, BOSAG's governance systems must reflect principles of transparency, accountability, inclusiveness, and agility. **This Governance Structure and Plan provides the formal foundation for BOSAG's organisational structure, decision-making processes, leadership appointments, oversight mechanisms, and membership representation.** It is designed to ensure that BOSAG operates with integrity and responsiveness, all while maintaining strong alignment with national economic goals, regional best practices, and international investment standards.

Moreover, this framework supports BOSAG's strategic evolution from a nascent industry association into a fully institutionalised and future-ready body capable of influencing policy, building partnerships, and driving inclusive growth in the GBS/BPO sector. It will also serve as a guiding document for the establishment of core governance entities including the General Assembly, Governing Council, Executive Secretariat, Advisory Board, and specialised committees, each with clearly defined roles, terms, and responsibilities.

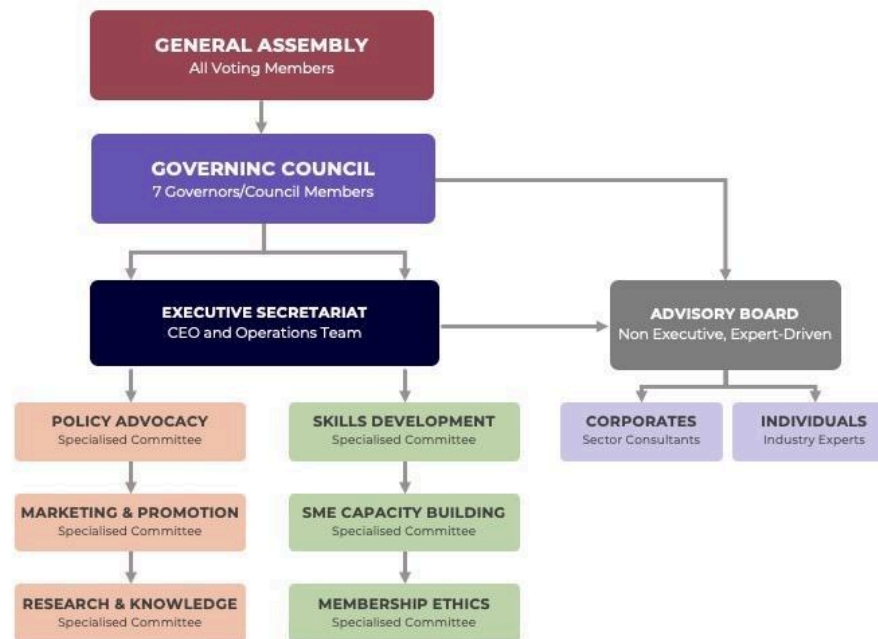
**This document is fully aligned with the BOSAG 5-Year Strategic Plan (2025–2030) and supports the implementation of Ghana's National BPO/ITO Strategy.** It ensures that BOSAG's governance and leadership structures are not only representative and functional, but also strategically positioned to enable the broader vision of sector growth, investment

attraction, policy reform, and inclusive workforce development. Through building robust governance mechanisms, BOSAG is better equipped to deliver on national and regional priorities while supporting its members and partners.

## **Governance Structure Overview**

The governance and leadership of BOSAG are designed to reflect the organisation's commitment to transparency, accountability, and inclusive representation of Ghana's GBS/BPO sector. As the sector grows in complexity and strategic importance, BOSAG's multi-layered governance framework ensures both legitimacy for its membership base and operational agility to deliver on national and industry priorities. At the core of the structure are five interlinked components, each with distinct roles and responsibilities:

### **Overview Diagram: Governance & Operational Org Chart**



## Summary of Governance Components

- General Assembly**  
 The highest decision-making body comprising all registered BOSAG members. The Assembly provides democratic oversight and strategic direction by voting on major proposals, leadership appointments, and structural changes.
- Governing Council**  
 A compact group of elected representatives (approx. 7 members) who serve as BOSAG's formal board. The Council provides fiduciary oversight, ratifies annual plans and budgets, and ensures alignment with BOSAG's long-term mission and national strategies.
- Executive Secretariat**  
 The operational engine of BOSAG, led by a full-time CEO and professional team. The Secretariat is responsible for

implementing the Council's directives, executing programmes, managing day-to-day operations, and driving membership engagement.

- **Advisory Board**

A non-voting strategic advisory group made up of partners, experts, academia, legal and financial advisors. It provides external insight, thought leadership and credibility to BOSAG's national and international engagements (both in group and individual forums and engagements).

- **Specialised Committees**

Thematic working groups mandated to lead technical input, stakeholder collaboration and programme execution across priority areas such as policy advocacy, skills development, standards, and marketing. Committees report to the Secretariat and Governing Council.

## 1. General Assembly

The General Assembly is the supreme authority within the BOSAG governance framework and serves as the collective voice of the entire membership. As the highest decision-making body, it ensures democratic oversight, transparency, and accountability across all of BOSAG's strategic and operational undertakings.

### Composition

The General Assembly is composed of all duly registered BOSAG members across the various membership tiers. These include both full and associate members, as well as organisations at different stages of sector participation - from local SMEs to multinational operators, training providers, technology vendors, and supporting institutions.

### Role

The General Assembly plays a critical role in safeguarding the integrity and legitimacy of BOSAG as a national industry body. It is responsible for:

- Approving major organisational resolutions such as constitutional amendments, the election of leadership structures, or potential dissolution.
- Endorsing the organisation's annual reports and financial statements.
- Ratifying the strategic direction of BOSAG in alignment with national policies and member priorities.

### **Voting Rights**

Voting rights are structured according to BOSAG's membership tiers, with differentiated weightings to be formally defined in the organisation's bylaws. This tiered voting system ensures that all members have a voice, while also recognising levels of engagement, investment, and responsibility across the ecosystem.

### **Meeting Frequency**

The General Assembly convenes at least once per year at the Annual General Meeting (AGM), where core governance decisions and reporting are undertaken. Special sessions may be convened as required, particularly in instances of constitutional reform, leadership changes, or crisis management.

### **Core Functions**

- Electing members to serve on the BOSAG Governing Council through a transparent nomination and voting process.
- Ratifying constitutional amendments, governance reforms, and any strategic shifts requiring formal endorsement.
- Receiving and reviewing reports from the Governing Council and Executive Secretariat to ensure performance and alignment with the organisation's mandate.

## **2. Governing Council**

The Governing Council is the principal leadership and oversight body within BOSAG, mandated to steer the strategic direction of the organisation and uphold its governance mandate. Operating on behalf of the General Assembly, it ensures that BOSAG remains accountable, mission-driven, and aligned to national and sectoral priorities.

### **Composition**

The Governing Council is composed of approximately seven (7) individuals, elected by the General Assembly, who represent a diverse cross-section of Ghana's BPO/ITO sector. Members may include representatives from domestic and international service providers, ecosystem enablers, industry veterans, and key stakeholder groups. Initial members may serve a five-year tenure (2025–2030), with subsequent tenures set at three years.

## **Role and Responsibilities**

The Governing Council is entrusted with high-level decision-making and strategic oversight, including:

- Approving BOSAG's strategic plans, budgets, and annual priorities.
- Appointing and supervising the Executive Secretariat and CEO.
- Approving major policies, partnerships, and funding decisions.
- Ensuring alignment with the BOSAG Constitution, BOSAG 5-Year Strategic Plan, Ghana's National BPO/ITO Strategy, and other relevant frameworks.

In addition, the Council plays a stewardship role, providing guidance, ensuring ethical conduct, and representing the interests of the broader membership and sector.

## **Meeting Frequency**

The Governing Council meets on a quarterly basis and may convene emergency or ad hoc meetings when urgent decisions are required. Meeting agendas, resolutions, and records are documented and made available to the General Assembly.

## **Functions and Powers**

- Provides strategic guidance and approves key initiatives of the Executive Secretariat.
- Endorses annual operational and financial plans before presentation to the General Assembly.
- Oversees risk management, succession planning, and legal compliance.
- Serves as the liaison between the General Assembly and operational management, ensuring two-way accountability.

## **3. Executive Secretariat**

The Executive Secretariat serves as the operational and administrative engine of BOSAG, responsible for translating strategic direction into action and delivering high-impact programmes and services for members. Operating under the oversight of the Governing Council, the Secretariat ensures continuity, coordination, and compliance across all functions of the organisation. It is led by a full-time Chief Executive Officer (CEO), supported by a core team of professional staff. Its responsibilities span day-to-day management, stakeholder engagement, member servicing, and long-term sector development.

## **The Executive Secretariat's functions include:**

### **1. Strategic Execution and Programme Delivery**

The Secretariat is tasked with converting the strategic priorities set by the Governing Council into concrete operational plans, timelines, and deliverables. This includes developing annual workplans, managing project implementation, and aligning daily operations with BOSAG's 5-Year Strategic Framework. The Secretariat ensures that every programme, initiative, and campaign reflect BOSAG's vision and advances the sector's competitiveness and sustainability.

### **2. Membership Management and Sector Engagement**

As the primary interface with BOSAG's members, the Secretariat is responsible for onboarding new members, maintaining an up-to-date membership database, and ensuring consistent communication and engagement. It plans and executes networking events, capacity-building sessions, member consultations, and feedback mechanisms. The Secretariat also leads the development and delivery of member services (including mentorship schemes, shared resources, and visibility opportunities) tailored to each membership tier.

### **3. Stakeholder Coordination and External Communications**

The Secretariat serves as the central liaison point for BOSAG's interaction with government institutions, development partners, investors, and international stakeholders. It facilitates proactive dialogue, manages correspondence, and supports BOSAG's representation at national and global events. In addition, the Secretariat oversees the design and dissemination of BOSAG's public communications, ensuring brand alignment and strategic messaging across platforms.

### **4. Governance Support and Institutional Management**

To enable effective governance, the Secretariat provides logistical, administrative, and technical support to the Governing Council, Advisory Board, and Specialised Committees. This includes coordinating meetings, preparing background materials,

documenting decisions, and tracking implementation follow-ups. The Secretariat also supports compliance with governance processes, including performance reviews, elections, and member representation protocols.

### **5. Financial Oversight and Compliance Management**

The Secretariat manages BOSAG's financial operations, including budgeting, bookkeeping, procurement, payroll, and donor reporting. It ensures compliance with national legal and regulatory frameworks, particularly in areas such as tax, labour, and data protection. The Secretariat is also responsible for facilitating annual audits, maintaining financial transparency, and implementing internal controls that safeguard the organisation's assets and reputation.

### **6. Research, Policy and Knowledge Management**

In collaboration with members and partners, the Secretariat leads the development of sector research, policy briefs, and knowledge-sharing resources. It coordinates data collection efforts, sector benchmarking, and the publication of flagship outputs such as the "State of the GBS/BPO Sector in Ghana" report. The Secretariat also supports policy advocacy by ensuring BOSAG's positions are evidence-based and aligned with national development goals.

### **7. Investment Promotion and Marketing Execution**

The Secretariat plays a central role in executing BOSAG's investment promotion strategy, including preparing marketing materials, supporting global outreach campaigns, and managing relationships with potential investors and clients. It supports Ghana's positioning as a competitive BPO/ITO destination by coordinating sector branding, international showcases, and client engagement infrastructure.

### **8. Digital Systems and Organisational Tools**

The Secretariat maintains BOSAG's digital platforms and internal systems, including the member portal, CRM tools, event registration platforms, and data dashboards. It ensures that digital infrastructure supports member communication, service delivery, and organisational learning. The Secretariat is also responsible for driving innovation in how BOSAG leverages technology to scale its impact and engage with diverse audiences.

### **Reporting and Accountability**



The CEO of the Executive Secretariat reports directly to the Governing Council and submits quarterly operational and financial performance reports. The Secretariat also prepares the Annual Report and Sector Update to be presented to the General Assembly each year.

## **Composition**

The Secretariat will be composed of full-time employees and project-based support staff. Core positions include:

- **Chief Executive Officer (CEO):** Strategic and operational lead, accountable to the Governing Council.
- **Head of Research, Policy & Corporate Communications:** Leads data, policy, and stakeholder communications.
- **Head of Investment Promotion & Marketing:** Oversees international marketing and client engagement.
- **Finance & Operations Manager:** Manages financial oversight, compliance, and operations.
- **Member Services & Administration Officer:** Supports member activities, partnerships, and event delivery.
- **Additional job roles** will be added as, and when, required.
- **Jobs descriptions** have been included in the Annexure.

## **Chief Executive Officer (CEO)**

*Strategic and operational lead, accountable to the Governing Council.*

- Provides overall leadership and direction for BOSAG's programmes, partnerships, and operations.
- Represents BOSAG in national and international forums, driving sector influence and advocacy.
- Oversees implementation of the BOSAG 5-Year Strategic Plan and annual work plans.
- Manages Secretariat staff and ensures alignment with Governing Council mandates.

## **Head of Research, Policy & Corporate Communications**

*Leads BOSAG's research agenda, policy, and stakeholder communications.*

- Designs and oversees production of research reports, market insights, and sector dashboards.
- Manages BOSAG's communication channels, press releases, newsletters, and digital presence.
- Monitors national legislation, policies, and regulatory developments relevant to the BPO/ITO sector.
- Engages with policymakers and public-sector stakeholders to advance the sector's interests.
- Coordinates thought leadership campaigns and knowledge-sharing forums.

- Liaises with media, research partners, and academic institutions to enhance visibility.

### **Head of Investment Promotion & Marketing**

*Oversees BOSAG's international positioning, client engagement, and marketing strategy.*

- Leads the promotion of Ghana's GBS/BPO value proposition to global markets.
- Manages outreach to investors, buyers, and source-market stakeholders.
- Develops and executes marketing campaigns, events, and hosted buyer programmes.
- Supports BOSAG's participation in trade missions, summits, and investment forums.

### **Finance and Operations Manager**

*Oversees BOSAG's financial systems, operational procedures, and compliance reporting.*

- Manages budgeting, financial reporting, and internal control systems.
- Oversees procurement, grant reporting, and donor financial compliance.
- Coordinates operational risk management and supports audit readiness.
- Ensures smooth day-to-day functioning of BOSAG's office infrastructure and vendor contracts.

### **Member Services & Administration Officer**

*Responsible for managing day-to-day member interactions, onboarding, and administrative coordination.*

- Acts as the first point of contact for all member enquiries and engagement.
- Manages member databases, communications, renewals, and onboarding.
- Supports logistics for BOSAG events, workshops, and General Assembly sessions.
- Maintains internal administrative systems, including scheduling and office coordination.

As BOSAG grows, the structure is expected to evolve, incorporating additional roles aligned with sector demands, funding availability, and member services.

## **6. Advisory Board**

## **Purpose and Role**

The Advisory Board serves as a non-executive, expert-driven body that provides strategic guidance, external insights, and credibility to BOSAG's operations and long-term direction. While it does not hold decision-making authority, the Advisory Board plays a critical role in shaping high-level thinking, strengthening stakeholder alignment, and informing BOSAG's engagement with government, development partners, academia, and the private sector.

## **Composition**

The Advisory Board comprises respected individuals from across the local and international ecosystem, including:

- Former public officials or policymakers with BPO/ITO or economic development experience.
- Senior representatives from development agencies and donor partners.
- Industry experts and international thought leaders in GBS, impact sourcing, and digital services.
- Academics and researchers specialising in workforce development, outsourcing, and innovation.
- Legal and financial advisors with experience in not-for-profit and industry bodies.
- Strategic business leaders, investors, and Ghana-based BPO/ITO champions.

## **Functions and Responsibilities**

- Offer guidance on BOSAG's strategic direction, partnerships, and policy positions.
- Advise on international best practices, standards, and trends in the global services sector.
- Facilitate connections with global institutions, donors, and source markets.
- Review and provide input on BOSAG's annual strategy, publications, and performance reports.
- Mentor and support the Governing Council and Executive Secretariat where appropriate.
- Serve as ambassadors for BOSAG in their respective networks.

## **Appointment and Tenure**

- Advisory Board members are nominated by the Governing Council and ratified by the General Assembly.
- Appointments are typically for a three-year term, renewable once, based on performance and continued alignment with BOSAG's objectives.

- The Advisory Board convenes biannually and may also provide ad hoc input between sessions with members being called together in group settings or individual, one-on-one engagements.

## 7. Specialised Committees

To ensure targeted implementation of BOSAG's strategic priorities, a set of functional committees will be established, each aligned to a core pillar of the BOSAG 5-Year Strategic Framework. These Specialised Committees will be composed of BOSAG members, technical experts, and ecosystem partners with relevant experience and interest. Each committee will be chaired by a Governing Council member or appointed expert and report to the Executive Secretariat. Their purpose is to advise on key activities, support execution, and ensure sector-wide participation and transparency in decision-making.

Establish functional committees aligned to key pillars of the 5-Year Strategy:

- **Policy Advocacy & Government Relations Committee**
- **Skills Development & Talent Committee**
- **Marketing, International Promotion & Client Engagement Committee**
- **SME Capacity Building & Industry Best Practice Committee**
- **Membership, Ethics & Governance Committee**
- **Research, Data & Knowledge Sharing Committee**
- **Other potential for working groups or member task forces during critical policy consultations.**

Each committee will have:

- A Chairperson (appointed from the Governing Council)
- 3 - 5 expert members from the industry
- Clear terms of reference
- Mandated annual outputs

### **Policy Advocacy & Government Relations Committee**

This committee will coordinate BOSAG's engagement with policymakers, regulators, and public-sector stakeholders. It will draft policy recommendations, review legislative developments affecting the BPO/ITO sector, and ensure sector priorities are

clearly communicated in public forums and consultations. The committee will also guide BOSAG's participation in government advisory structures, such as the National BPO/ITO Council, and oversee the planning of quarterly roundtables and advocacy campaigns.

### **Skills Development & Talent Committee**

This committee will support the design and rollout of talent development initiatives, including industry training programmes, certification schemes, university partnerships, and internship platforms. It will lead skills gap mapping efforts, promote inclusive hiring practices, and contribute to the development of national BPO/ITO-aligned curricula. The committee will also work closely with the BOSAG-aligned partners and donors to align skills interventions with evolving market needs and global trends.

### **Marketing, International Promotion & Client Engagement Committee**

Responsible for shaping Ghana's international visibility, this committee will lead BOSAG's branding, promotional campaigns, and investor engagement. It will support the launch of value proposition materials, develop sector success stories, and identify global events where Ghana's BPO/ITO offering can be showcased. The committee will also support the design of the Ghana GBS/BPO Awards and Conference, and international roadshows.

### **SME Capacity Building & Industry Best Practice Committee**

This committee will focus on strengthening local operators, particularly SMEs, through mentorship programmes, shared service resources, access to certification pathways, and tailored technical assistance. It will be responsible for developing operational best practice guides, business continuity toolkits, and sector quality standards, including guidelines for client contracting and workforce management. The committee will also explore mechanisms to support innovation, entrepreneurship, and venture funding.

### **Membership, Ethics & Governance Committee**

This committee will oversee membership policies, onboarding procedures, ethics frameworks, and governance rights. It will evaluate applications, recommend changes to membership tiers and benefits, and address internal grievances or disputes.

While primarily functioning as a standing committee, it may operate in an ad hoc capacity for sensitive or time-bound issues relating to disciplinary action or code of conduct enforcement.

### **Research, Data & Knowledge Sharing Committee**

Tasked with expanding BOSAG's thought leadership, this committee will guide research publications, benchmarking tools, and knowledge-sharing platforms. It will oversee the annual "State of the GBS/BPO Sector in Ghana" report, quarterly dashboards, and case study development. The committee will also ensure data credibility and provide inputs into sector intelligence platforms that support investment, policymaking, and workforce planning.

### **Working Groups and Task Forces**

Beyond standing committees, BOSAG may establish time-limited working groups or task forces during critical policy consultations or sector reforms. These structures will enable rapid mobilisation of expertise and facilitate inclusive, multi-stakeholder participation in shaping urgent or complex issues. Task forces may also be created around new verticals, emerging technologies, or donor-funded initiatives.

## **Membership Benefits and Engagement Services**

BOSAG's membership structure is designed to be inclusive, scalable, and responsive to the diverse needs of Ghana's BPO/ITO sector. It recognises the varying levels of maturity, size, and contributions of different ecosystem players - from large international providers and local SMEs, to start-ups, enablers, and support partners. The tiered approach ensures that all members benefit from sector alignment, visibility, and capacity development, while maintaining the integrity of governance processes and representation.

Each membership tier will include clearly defined benefits and access to BOSAG services. These may include visibility on BOSAG platforms and directories, access to market intelligence, participation in networking events, advocacy representation, and use of shared resources such as training centres and certification platforms. New membership engagement services will also be introduced from 2025, including an online member portal, mentorship pairings, supplier showcases, and access to executive education tracks for leadership development.

## Membership Tiers and Categories

BOSAG will operate a four-tier membership model: (1) *Platinum Full Members*, (2) *Gold Full Members*, (3) *Vendors & Affiliate Members*, (4) *Startups and Associate Members*, (5) *Government Members* and (6) *Honorary/Observer Members*.

- **Platinum Full Members** include established BPO, ITO, and shared services providers operating in Ghana, with demonstrated delivery scale, international certifications, and strategic sector leadership. These members have full voting rights and are eligible to serve on BOSAG's Governing Council, Advisory Board, and Specialised Committees. They also benefit from premium visibility and leadership opportunities in sector-wide initiatives.
- **Gold Full Members** are active BPO, ITO, and shared services operators with proven delivery capability and compliance with BOSAG's Code of Conduct. These members have full voting rights, can serve on BOSAG's Governing Council and Committees, and access a wide range of business development, branding, and capacity-building benefits.
- **Vendors & Affiliate Members** include ecosystem enablers such as training providers, technology vendors, outsourcing consultants, legal and research institutions, and impact sourcing organisations. While they are not direct service providers, they contribute significantly to the sector's growth. These members may participate in Committees and working groups but do not hold voting rights at the General Assembly.
- **Start-ups & Associate Members** include early-stage BPO/ITO firms, incubated ventures, and small/micro-operators. This tier is designed to offer mentorship, technical assistance, and access to market opportunities. While not eligible for elected governance positions, these members can actively engage in BOSAG events, capacity-building initiatives, and peer learning platforms.
- **Government Members** include relevant public agencies, regulators, investment authorities, and policy institutions. They play a strategic advisory role in shaping sector development and may contribute to BOSAG's roundtables, policy consultations, and public-private engagement forums. Government Members do not hold voting rights but are considered key partners in BOSAG's mission.
- **Honorary & Observer Members** include donors, international alliances, diplomatic missions, and sector thought leaders who are invited to contribute to BOSAG's strategic direction. While they do not hold voting rights, they are granted observer status in forums and may participate in BOSAG events, research programmes, and advisory consultations.

### **Governance Rights and Voting Powers**

Voting rights and eligibility for governance roles are reserved for Full Members in good standing. At the General Assembly, each Full Member will hold one vote regardless of company size. This ensures equitable representation and prevents dominance by larger players. Elections for the Governing Council will be conducted after five years and then after every three years. Provisions will be made for geographic, gender, and size diversity to promote inclusive governance. Members holding governance roles will be required to declare any conflicts of interest and adhere to BOSAG's governance and ethics charter.

### **Code of Conduct and Membership Obligations**

All members must adhere to BOSAG's Code of Conduct, which outlines principles of integrity, fair labour practices, data security, anti-corruption, and responsible engagement. Members may be subject to disciplinary review if breaches occur, with the Membership, Ethics & Governance Committee empowered to make recommendations on suspension, reprimand, or termination. Regular engagement, participation in BOSAG forums, and contribution to the collective agenda are strongly encouraged for all members, reinforcing a collaborative and high-trust community.

### **Annual Membership Review and Tier Reclassification**

To ensure continued alignment with BOSAG's objectives, annual reviews will be undertaken to assess each member's classification, contribution, and engagement. Start-ups or associate members that grow beyond certain thresholds (e.g., headcount or client contracts) will be eligible for reclassification as Full Members. This dynamic approach ensures the structure remains fair, aspirational, and merit based.

## **Governance Processes and Tools**

BOSAG's governance processes and operational tools are designed to uphold transparency, ensure inclusive participation, and provide effective oversight of its leadership structures. These mechanisms will guide the consistent application of the BOSAG Constitution, support accountability across all levels of the organisation, and reinforce confidence among members,



partners, and stakeholders. Together, they form the operational backbone of BOSAG's governance system, ensuring decisions are well-informed, representative, and ethically sound.

### **Constitutional Framework and Founding Charter**

BOSAG is governed by a formal Constitution that sets out its legal basis, governance structures, membership rights, decision-making processes, and ethical principles. While the Constitution will be finalised through a participatory drafting process, this plan will serve as the interim guide. The Constitution will also define the powers and responsibilities of the General Assembly, Governing Council, Executive Secretariat, and Specialised Committees, as well as procedures for amendments, voting, and dispute resolution. Once adopted, it will be reviewed periodically to reflect organisational evolution and sector priorities.

### **Annual General Meetings and Sector Dialogues**

BOSAG will convene an Annual General Meeting (AGM) open to all full members, serving as the apex forum for approving strategic priorities, reviewing financial statements, and ratifying leadership appointments. AGMs will be complemented by national sector dialogues, which offer a wider platform for engagement with ecosystem stakeholders including government, donors, academia, and business. These dialogues will foster collaboration, enable knowledge exchange, and ensure that BOSAG's advocacy and programming reflect the sector's evolving needs.

### **Board and Committee Meeting Cycles**

The Governing Council will meet at least quarterly, with provisions for extraordinary meetings when urgent decisions are required. Meeting schedules will be set in advance and communicated to all members. Each Specialised Committee will also maintain a quarterly or monthly meeting cycle (depending on the requirements). They will report key recommendations to the Executive Secretariat and Governing Council. Meeting minutes, attendance, and resolutions will be formally recorded and archived, promoting institutional memory and operational continuity.

### **Financial Oversight and Independent Audits**

Robust financial governance will underpin BOSAG's operations. The Secretariat will produce quarterly financial statements and submit them to the Governing Council's Finance Sub-Committee for review. Annual financial statements will be

independently audited by a registered audit firm, and the findings will be shared at the AGM. BOSAG will develop internal financial management policies, including expenditure thresholds, dual signatory requirements, and donor compliance protocols, to ensure responsible stewardship of funds.

### **Performance Reviews of Board and Secretariat**

To promote continuous improvement, BOSAG will implement annual performance reviews for both its Governing Council and Executive Secretariat. These reviews will be guided by pre-agreed indicators, including strategic delivery, stakeholder engagement, operational effectiveness, and financial management. Feedback will be collected through member surveys and partner consultations. Outcomes will be used to inform capacity development needs and succession planning, reinforcing a culture of excellence and adaptive leadership.

### **Transparency and Reporting Tools**

BOSAG will publish an Annual Report summarising key activities, financial performance, sector trends, and strategic outcomes. In addition, a Sector KPIs Dashboard will be developed to track progress on priority indicators such as job creation, investment attraction, and SME development. These tools will provide members and partners with clear visibility into BOSAG's performance, and support data-driven advocacy and programming. All reports will be made publicly available through the BOSAG member portal and official website.

### **Strategic Leadership and Sector Stewardship**

Beyond operational governance, BOSAG is committed to providing strategic leadership to the broader BPO/ITO sector. This includes articulating a unified industry vision, aligning stakeholders around national goals, and championing Ghana's competitive positioning globally. BOSAG leaders will be expected to serve as sector stewards, facilitating partnerships, promoting ethical business practices, and proactively engaging with government and international allies to advance long-term industry development.

### **Ethical Conduct and Conflict of Interest Management**

All BOSAG leaders, members, and committee participants will be bound by an Ethics Charter (within The Code of Conduct) that mandates professionalism, integrity, non-discrimination, and responsible conduct. Conflict of interest declarations will be

required from all individuals serving in governance roles, with a standard protocol for recusal where appropriate. The Membership, Ethics & Governance Committee will be tasked with monitoring adherence to these principles and investigating any ethical breaches. This ensures that BOSAG's leadership remains accountable, impartial, and aligned with the interests of the broader sector.

## **Legal and Regulatory Compliance**

BOSAG is committed to upholding the highest standards of legal and regulatory compliance, ensuring that all its operations are conducted with integrity, accountability, and alignment with Ghanaian law. As a national umbrella body representing the BPO/ITO sector, BOSAG recognises the importance of maintaining a sound legal foundation to build institutional credibility, safeguard its members, and facilitate partnerships with public, private, and international stakeholders.

### **Registration and Legal Status of BOSAG**

BOSAG will be formally registered as a non-profit company limited by guarantee under Ghanaian law, providing it with a recognised legal personality and the authority to operate independently, enter into contracts, receive funding, and represent the sector in official capacities. The registration process will be undertaken in accordance with the Companies Act, 2019 (Act 992), and supported by legal counsel to ensure full statutory compliance. BOSAG's constitution and governance framework will be filed as part of its legal documentation, and any material amendments will follow the appropriate notification procedures as set out in law.

### **Compliance with Ghanaian Company and Non-Profit Law**

As a legally registered entity, BOSAG will adhere to all provisions relevant to non-profit organisations under Ghanaian company law. This includes the maintenance of statutory registers, submission of annual returns, adherence to financial reporting requirements, and compliance with governance obligations such as the holding of AGMs and the proper appointment and removal of directors. The Governing Council will ensure that all records are updated in line with regulatory timelines, and the Secretariat will maintain oversight of all compliance-related documentation and filings.

### **Alignment with Labour, Data Protection and Tax Regulations**

BOSAG's operations will be fully compliant with Ghana's national legislation on labour rights, employment standards, data protection, and taxation. As an employer, BOSAG will uphold the provisions of the Labour Act, 2003 (Act 651), ensuring fair treatment, appropriate contracts, and statutory entitlements for its employees. In accordance with the Data Protection Act, 2012 (Act 843), BOSAG will implement data handling protocols to safeguard personal and organisational information collected from members and stakeholders. Furthermore, while operating as a non-profit, BOSAG will still meet its obligations under tax legislation and any relevant exemptions or reporting requirements pertaining to its legal status.

### **Insurance and Liability Protections**

To mitigate organisational risk and ensure fiduciary responsibility, BOSAG will secure appropriate insurance coverage across its operations. This will include Directors' and Officers' (D&O) Liability Insurance to protect its leadership against personal liability in the discharge of their duties, as well as General Liability Insurance to cover potential risks associated with events, property, and third-party engagements. In addition, project-specific insurance policies may be required for donor-funded initiatives, sector-wide programmes, or high-value procurement. These measures will help safeguard the long-term viability of BOSAG while providing confidence to its members, funders, and partners.

## **Risk Management and Succession Planning**

To ensure long-term organisational resilience and institutional continuity, BOSAG will adopt a proactive approach to risk management and succession planning. Recognising the dynamic nature of the BPO/ITO sector and the evolving needs of its members, BOSAG's governance model is designed to anticipate and mitigate internal vulnerabilities, while maintaining strong leadership continuity and responsive crisis management mechanisms.

### **Governance Risk Matrix**

BOSAG will develop and maintain a Governance Risk Matrix that identifies, assesses, and monitors potential risks across its leadership and governance ecosystem. Key areas of focus will include leadership turnover, prolonged board vacancies, conflict of interest breaches, reputational risks, and governance paralysis due to inquorate meetings or internal disagreements. The matrix will categorise risks based on likelihood and impact, assign mitigation responsibilities, and be

reviewed annually by the Governing Council and Executive Secretariat. This tool will enable early warning detection and support preventative measures to avoid disruption to core operations and strategic direction.

### **Conflict Resolution Protocols**

BOSAG will implement clear conflict resolution protocols to address disputes within its membership, committees, or leadership structures. These protocols will be guided by the organisation's Code of Conduct and Constitution and include defined steps for informal resolution, mediation, formal review by the Membership, Ethics & Governance Committee, and, if necessary, escalation to an external ombudsperson or legal counsel. Confidentiality, fairness, and procedural transparency will be upheld throughout the process to maintain organisational trust and cohesion.

### **Succession Planning for Board and CEO Roles**

A formal succession plan will be adopted to ensure seamless leadership transitions across key roles within the Governing Council and the Executive Secretariat. For the Governing Council, term limits and staggered election cycles will be used to maintain leadership renewal while preserving institutional memory. The Council will also identify potential future leaders from within the membership and mentorship programmes to cultivate a diverse pipeline of candidates. For the Executive Secretariat, a clear succession protocol will be established for the CEO role, including the identification of a Deputy or Acting CEO, internal capacity building, and emergency interim leadership procedures in the event of unexpected vacancies.

### **Contingency Plans for Governance Crises**

In the event of governance crises such as a breakdown in decision-making, leadership deadlock, loss of quorum, or reputational scandal, BOSAG will activate a predefined set of contingency measures. These may include emergency sessions of the General Assembly, the appointment of interim leadership, and the engagement of independent facilitators to restore operational continuity. Communication protocols will also be established to manage internal and external messaging during crisis periods. These contingency plans will ensure BOSAG remains functional and accountable, even under extraordinary circumstances.

## BOSAG Implementation Roadmap (2025–2030)

**A phased approach to institutionalising governance excellence, ensuring long-term credibility, resilience, and sector-wide engagement.**

The BOSAG Implementation Roadmap outlines a phased, multi-year approach to establishing and institutionalising a credible, resilient, and high-performing governance body for Ghana’s BPO/ITO sector. The roadmap is designed to guide BOSAG through three core phases: foundational set-up and legal formalisation, expanded leadership and stakeholder engagement, and long-term governance maturity. Each phase includes clear objectives and targeted actions to ensure that BOSAG evolves into a nationally representative, member-driven institution capable of driving sector growth, influencing policy, and strengthening Ghana’s global positioning in business and IT services.

Strategic Area	2025 Milestones	2026 - 2027 Milestones	2028 - 2030 Milestones	KPIs
<b>BOSAG Governance Structure Overview</b>	Adopt BOSAG Governance Structure and Plan and launch interim structure.	Refine structure based on feedback and conduct stakeholder review.	Conduct full governance impact review and implement reforms.	<b>Governance framework adopted; structure implemented by mid-2025.</b>
<b>Formation of General Assembly</b>	Host inaugural General Assembly and ratify	Conduct second General Assembly and elect new	Establish the annual General Assembly and formal evaluation as recurring	<b>General Assembly established with 70%-member participation.</b>

	governance charter.	council members.	governance mechanisms.	
<b>Creation of Governing Council</b>	Elect and constitute Governing Council with 7 - 9 members.	Update council representation to include additional sectors.	Rotate council roles and integrate donor/academic representation.	<b>Council fully elected with documented TORs and minutes.</b>
<b>Appointment of Executive Secretariat</b>	Appoint Executive Director and core Secretariat staff.	Expand Secretariat and implement SOPs and annual budgeting.	Digitise Secretariat operations and expand partner collaborations.	<b>Secretariat staffed and operating with approved SOPs.</b>
<b>Establishment of Advisory Board</b>	Select and onboard inaugural Advisory Board members.	Advisory Board produces 2 technical policy briefs annually.	Advisory Board supports investment, innovation, and AI policy.	<b>Advisory Board producing 2 strategic outputs annually.</b>
<b>Creation of Specialised Committees</b>	Launch 4 initial specialised committees with TORs.	All committees submit annual workplans and outputs.	Committees contribute to regional and global alliances.	<b>At least 4 active committees with annual deliverables.</b>

<b>Development of Membership Structure, Tiers and Benefits</b>	Approve and publish membership structure and benefits matrix.	Introduce onboarding pack and update digital member charter.	Annual review of member structure and reclassification process.	<b>100% of members classified under new tier model.</b>
<b>Launch of New Membership Tiers and Engagement Services</b>	Launch CRM, newsletters, and first quarterly member forum.	Launch member portal and conduct annual member satisfaction survey.	Introduce tier-specific services and digital knowledge centre.	<b>Member portal live; 75% satisfaction rating in year 2.</b>
<b>Ensuring Legal and Regulatory Compliance</b>	Complete legal registration and compliance audit.	Conduct second legal audit and update governance manual.	Maintain annual legal audits and full governance compliance.	<b>Annual legal audit completed with 100% compliance rate.</b>
<b>Planning for Risk Management &amp; Succession Planning</b>	Draft risk registers and begin stakeholder training sessions.	Integrate succession planning into BOSAG leadership roles.	Formalise rotation schedules and capacity development pathways.	<b>Succession plan adopted; 50% of roles with deputies.</b>



<b>Creation of BOSAG Strategic Implementation Roadmap (2025 - 2030)</b>	Publish initial 5-year roadmap with 2025 - 2026 priorities.	Update roadmap with 2027 - 2028 workstreams and indicators.	Maintain roadmap. dashboard and integrate donor reporting modules.	<b>Annual roadmap updates with 90% milestone completion rate.</b>
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## Annexure

### Job Descriptions

The BOSAG Executive Secretariat serves as the operational and strategic engine of the organisation, responsible for executing the priorities set by the Governing Council and advancing the interests of Ghana's BPO/ITO sector. The following job descriptions outline the key roles, responsibilities, and qualifications required for each Secretariat position. Together,

these roles form a high-performing, mission-driven team committed to delivering governance excellence, stakeholder engagement, and impactful sector development.

### **Job Description: Chief Executive Officer (CEO)**

**Position Title:** Chief Executive Officer (CEO)

**Reports to:** BOSAG Governing Council

**Contract Type:** Full-Time or Flexi-Time

**Location:** Accra, Ghana (with travel as required)

**Term:** 3 years (renewable based on performance)

#### **Position Summary:**

The CEO serves as the chief executive and administrative leader of BOSAG, responsible for driving the implementation of its strategic vision, overseeing daily operations, and ensuring effective representation of the BPO/ITO sector at national and international levels. This role requires a dynamic and visionary leader who can manage a multi-stakeholder ecosystem, mobilise resources, lead advocacy efforts, and build trust across industry, government, and development partners.

#### **Key Responsibilities:**

##### **1. Strategic Leadership & Implementation**

- Lead the execution of BOSAG's 5-Year Strategic Framework and annual workplans.
- Provide visionary leadership to position Ghana's BPO/ITO sector as globally competitive and inclusive.
- Translate strategic objectives into operational programmes and measurable outcomes.
- Report regularly to the Governing Council on progress, challenges, and opportunities.

##### **2. Stakeholder Engagement & Representation**

- Represent BOSAG in high-level engagements with government, donors, investors, regulators, and global partners.
- Champion the interests of BOSAG members in national policy dialogues and public-private platforms.
- Cultivate partnerships with regional and international bodies, federations, and development actors.

##### **3. Organisational Management**

- Oversee the daily operations of the BOSAG Secretariat and coordinate staff and committee outputs.

- Lead financial and administrative management, ensuring budget discipline, compliance, and transparency.
- Develop internal policies, HR systems, and performance appraisal frameworks.

#### **4. Membership Growth & Services**

- Drive member acquisition and retention through targeted outreach, value-added services, and relationship building.
- Ensure delivery of member engagement activities, capacity-building initiatives, and sector support services.
- Maintain a high-trust, inclusive member ecosystem that reflects diverse voices across the BPO/ITO sector.

#### **5. Fundraising & Resource Mobilisation**

- Secure funding through donor partnerships, grants, and revenue-generating services aligned with BOSAG's mandate.
- Manage funder relationships and ensure timely reporting and accountability.
- Explore innovative funding models for long-term sustainability.

#### **Qualifications and Experience:**

- Master's degree in Business Administration, Public Policy, ICT, Development Studies, or related field.
- Minimum of 10 years' senior leadership experience, preferably in business services, outsourcing, or economic development.
- Demonstrated experience in stakeholder engagement, policy advocacy, and organisational growth.
- Proven ability to manage multidisciplinary teams and complex programmes.
- Strong understanding of the BPO/ITO sector, digital economy, and public-private collaboration.

#### **Key Competencies:**

- Strategic thinking and systems leadership.
- Strong communication, negotiation, and diplomacy skills.
- Financial acumen and results-oriented management.
- High integrity, transparency, and ethical leadership.
- Ability to thrive in a fast-evolving ecosystem with multiple stakeholders.

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### **Job Description: Head of Research, Policy & Corporate Communications**

**Position Title:** Head of Research, Policy & Corporate Communications

**Reports to:** Chief Executive Officer (CEO)

**Contract Type:** Full-Time

**Location:** Accra, Ghana (with occasional travel)

**Term:** 3 years (renewable based on performance)

**Position Summary:**

The Head of Research, Policy & Corporate Communications will lead BOSAG's knowledge generation, policy advocacy, and strategic communications functions. This role bridges evidence-based decision-making with public engagement, ensuring that BOSAG's voice is credible, data-driven, and aligned with national development priorities. The role requires strong analytical skills, exceptional communication expertise, and a passion for shaping the BPO/ITO policy landscape.

**Key Responsibilities:**

**1. Research & Sector Intelligence**

- Lead the development of BOSAG's annual "State of the GBS/BPO Sector in Ghana" report and quarterly dashboards.
- Oversee primary and secondary research to support sector insights, benchmarking, and investment promotion.
- Coordinate research partnerships with academic institutions, think tanks, and industry bodies.
- Provide data inputs for policy papers, funding proposals, and strategic decision-making.

**2. Policy Advocacy & Public Affairs**

- Monitor national legislation, policies, and regulatory developments relevant to the BPO/ITO sector.
- Draft policy briefs, consultation submissions, and advocacy materials.
- Engage with policymakers and public-sector stakeholders to advance the sector's interests.
- Support BOSAG's participation in national advisory structures and policy platforms.

**3. Corporate Communications**

- Develop and implement BOSAG's communications strategy, ensuring consistency of voice, branding, and messaging.
- Manage media relations, press releases, public statements, and official correspondence.
- Oversee content creation for BOSAG platforms, including website, newsletters, and social media.
- Support internal communications with members, partners, and governance structures.

#### **4. Thought Leadership & Stakeholder Engagement**

- Position BOSAG as a trusted knowledge leader through speaking engagements, white papers, and knowledge events.
- Support the CEO and Governing Council with messaging and briefing materials.
- Liaise with development partners and regional bodies to share insights and research outputs.

#### **Qualifications and Experience:**

- Bachelor's degree in Public Policy, Economics, Development Studies, Communications, or related field.
- Minimum of 7 years' experience in research, policy analysis, or corporate communications.
- Demonstrated experience in stakeholder engagement and evidence-based advocacy.
- Strong understanding of Ghana's policy and digital economy landscape.

#### **Key Competencies:**

- Excellent writing, editing, and analytical skills.
  - Strategic communications and messaging expertise.
  - High-level stakeholder engagement and diplomacy.
  - Strong project management and team coordination skills.
  - Ethical, detail-oriented, and data-driven mindset.
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### **Job Description: Head of Investment Promotion & Marketing**

**Position Title:** Head of Investment Promotion & Marketing

**Reports to:** Chief Executive Officer (CEO)

**Contract Type:** Full-Time

**Location:** Accra, Ghana (with travel for international promotion and investor missions)

**Term:** 3 years (renewable based on performance)

### **Position Summary:**

The Head of Investment Promotion & Marketing is responsible for driving BOSAG's national and international visibility, positioning Ghana as a competitive global delivery destination for BPO/ITO services. The role leads investor engagement, branding, digital marketing, and client outreach strategies, and works closely with government, IPAs, donor partners, and global buyer networks to attract new investment and commercial opportunities to the sector.

### **Key Responsibilities:**

#### **1. Investment Attraction & Lead Generation**

- Identify, attract, and support prospective investors and global clients exploring service delivery in Ghana.
- Develop investment promotion materials including sector profiles, pitch decks, and value proposition content.
- Coordinate with Ghana Investment Promotion Centre (GIPC) and trade missions to position Ghana's BPO/ITO offering.
- Manage investor pipeline and track inbound interest, site visits, and conversion outcomes.

#### **2. Branding & International Marketing**

- Lead the design and implementation of BOSAG's national brand strategy for BPO/ITO.
- Oversee campaigns, digital assets, and promotional materials that reflect Ghana's capabilities and value.
- Manage BOSAG's presence at global events, conferences, and industry forums.
- Support the development of country pavilions, speaking engagements, and targeted roadshows.

#### **3. Stakeholder & Partner Engagement**

- Engage with global outsourcing platforms, business networks, and client intermediaries to promote Ghana.
- Collaborate with donor-funded programmes and ecosystem enablers to coordinate outreach.
- Build strategic partnerships with media, influencers, and platforms to extend sector reach.

#### **4. Domestic Market Development & Visibility**

- Develop campaigns to promote BOSAG's role and services to local providers, SMEs, and enablers.
- Coordinate Ghana GBS Awards, BOSAG's annual conference, and themed promotional initiatives.
- Align domestic visibility efforts with global positioning to ensure consistency of messaging.

### **Qualifications and Experience:**

- Bachelor's degree in Marketing, International Business, Economics, or related field.
- Minimum of 7 years' experience in investment promotion, business development, or international marketing.
- Strong knowledge of the outsourcing/GBS sector and global buyer landscape.
- Proven success in generating leads, building brand awareness, and closing investment opportunities.

### **Key Competencies:**

- Strategic marketing and investor relations expertise.
- Strong interpersonal, communication, and presentation skills.
- Experience managing campaigns and content across digital and traditional channels.
- Networker with high cultural intelligence and commercial acumen.
- Ability to manage partnerships, travel extensively, and represent the sector credibly on global platforms.

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### **Job Description: Finance and Operations Manager**

**Position Title:** Finance and Operations Manager

**Reports to:** Chief Executive Officer (CEO)

**Contract Type:** Full-Time

**Location:** Accra, Ghana

**Term:** 3 years (renewable based on performance)

### **Position Summary:**

The Finance and Operations Manager is responsible for the financial management, operational efficiency, and compliance functions of BOSAG. This role ensures robust budgeting, financial controls, procurement, and reporting systems are in place, while also supporting the smooth day-to-day functioning of the Secretariat. The role is key to ensuring transparency, donor confidence, and effective delivery of BOSAG's governance and sector support mandate.

## **Key Responsibilities:**

### **1. Financial Management & Budgeting**

- Develop and manage BOSAG's annual budgets and financial forecasts.
- Oversee bookkeeping, bank reconciliations, and expenditure tracking.
- Prepare quarterly financial reports and cashflow statements for the Governing Council.
- Ensure timely invoicing, payment processing, and internal approvals.

### **2. Compliance & Audit**

- Ensure compliance with statutory regulations, tax laws, and donor financial requirements.
- Manage annual independent audit processes, including coordination with external auditors.
- Maintain and update financial policies and procedures aligned with best practices.
- Monitor internal controls and conduct risk assessments to safeguard organisational resources.

### **3. Grants, Procurement & Contracting**

- Support the financial management and reporting of donor-funded projects.
- Oversee procurement processes and ensure compliance with procurement policies.
- Manage contracts with vendors, consultants, and service providers, including payment schedules and performance milestones.

### **4. Operational Support & Administration**

- Manage internal operations including logistics, facilities, IT systems, and supplies.
- Ensure efficient running of meetings, travel arrangements, and governance events.
- Maintain organisational records, statutory filings, and registration documents.
- Support the CEO and Secretariat team with planning and delivery of cross-cutting initiatives.

## **Qualifications and Experience:**

- Bachelor's or Master's degree in Finance, Accounting, Business Administration, or related field.
- Minimum of 7 years' experience in financial and operational management, preferably in a non-profit or association context.
- Strong knowledge of Ghanaian financial regulations, tax compliance, and donor grant requirements.



- Experience with accounting software and financial reporting systems (e.g., QuickBooks, Sage, or similar).

#### **Key Competencies:**

- High integrity and attention to detail.
  - Strong analytical and financial planning skills.
  - Familiarity with donor compliance frameworks and procurement processes.
  - Excellent organisational, problem-solving, and communication abilities.
  - Ability to work independently and support a mission-driven culture of accountability.
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### **Job Description: Member Services & Administration Officer**

**Position Title:** Member Services & Administration Officer

**Reports to:** Finance and Operations Director

**Contract Type:** Full-Time

**Location:** Accra, Ghana

**Term:** 3 years (renewable based on performance)

#### **Position Summary:**

The Member Services & Administration Officer is the first point of contact for BOSAG's members and a key enabler of day-to-day organisational effectiveness. The role supports membership onboarding, engagement, and communication, while also providing administrative and logistical support to the BOSAG Secretariat and governance structures. This is a cross-functional position suited to a highly organised, people-oriented team member with excellent coordination skills.

#### **Key Responsibilities:**

##### **1. Membership Services & Engagement**

- Support member onboarding, orientation, and profile registration.
- Maintain the membership database and track engagement metrics.

- Coordinate communication with members, including newsletters, updates, and invitations.
- Assist with member inquiries, feedback collection, and helpdesk support.

## **2. Administrative Coordination**

- Provide administrative support to the CEO, Secretariat team, and Governing Council.
- Schedule and prepare for meetings, workshops, and events (venue bookings, logistics, minutes).
- Manage filing systems, correspondence, and internal documentation.
- Support travel bookings, procurement processes, and payment processing.

## **3. Event & Programme Support**

- Assist with planning and execution of BOSAG conferences, training programmes, and promotional events.
- Manage registration processes, participant communication, and follow-up activities.
- Liaise with vendors, speakers, and partners to ensure seamless delivery.

## **4. Platform & Tools Management**

- Help maintain the BOSAG member portal and online engagement tools.
- Upload content, monitor usage, and troubleshoot access or navigation issues.
- Collaborate with IT and communications staff to improve user experience.

## **Qualifications and Experience:**

- Diploma or Bachelor's degree in Business Administration, Communications, or related field.
- Minimum of 3 - 5 years' experience in administrative, customer service, or association support roles.
- Proficiency in Microsoft Office and digital tools (e.g., CRM systems, email platforms, online portals).
- Prior experience in a membership-based or non-profit organisation is an asset.

## **Key Competencies:**

- Strong organisational and multitasking abilities.
- Friendly and professional communication style.
- Attention to detail and service-oriented mindset.
- Team player with discretion and reliability.
- Ability to manage competing priorities in a dynamic environment.

