

## Challenges and Opportunities in the Governance of Ghana's Petroleum Resources, Focusing on Transparency, Local Content, and Capacity Building

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### Abstract

*This research explores the challenges and opportunities in the governance of Ghana's petroleum resources, with a particular focus on transparency, local content, and capacity building. Since the discovery of commercial oil in 2007, Ghana has implemented various legal and policy frameworks to ensure the effective and equitable management of its petroleum wealth. Despite these efforts, significant governance gaps persist. Using a qualitative research design, the study draws on stakeholder interviews, document analysis, and statistical tools, including factor analysis and reliability testing, to examine the perceptions and effectiveness of governance practices.*

*The findings reveal widespread public dissatisfaction with the management of petroleum resources, limited transparency in revenue administration, weak enforcement of local content policies, and substantial capacity constraints within regulatory institutions. The study recommends strengthening transparency mechanisms, enhancing support for local businesses, investing in human capital, and improving public engagement in petroleum governance. By addressing these areas, Ghana can improve its petroleum governance outcomes and ensure that resource wealth contributes meaningfully to sustainable national development.*

**Keywords:** Petroleum Governance, Transparency, Local Content, Capacity Building, Resource Management, Ghana, Oil and Gas, Public Accountability, Extractive Sector, Sustainable Development, Regulatory Frameworks, Stakeholder Engagement.

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### 1.0 INTRODUCTION

The discovery and subsequent exploitation of petroleum resources in Ghana have presented both significant opportunities and complex governance challenges. Since the discovery of Jubilee Field in 2007 and the commencement of commercial production in 2010, the petroleum sector has become a critical pillar of the country's economic development strategy. As a resource-rich developing country, Ghana faces the dual imperative of ensuring that its petroleum wealth translates into broad-based national development while avoiding the pitfalls of the so-called "resource curse" that has afflicted several other oil-producing nations.

Effective governance is central to achieving this goal, encompassing the institutions, policies, and practices that guide the management of petroleum resources. Within this governance framework, three interrelated dimensions have emerged as especially critical: transparency, local content, and capacity building. Transparency in the management of oil revenues and contracts is essential for fostering public trust, preventing corruption, and promoting accountability.

Local content policies aim to ensure that Ghanaians benefit directly from the petroleum industry through employment, procurement, and enterprise development. Capacity building, meanwhile, focuses on developing the technical, institutional, and human resources necessary for the effective oversight and participation of Ghanaians in the sector. Despite notable efforts and policy reforms such as the passage of the Petroleum Revenue Management Act (2011) and the Local Content and Local Participation Regulations (2013), Ghana continues to face significant challenges in these areas. Issues such as weak institutional capacity, limited transparency in contract disclosures, inadequate enforcement of local content requirements, and skills gaps in critical sectors have constrained the full realisation of the sector's potential benefits.

This research article examines the multifaceted challenges and emerging opportunities in the governance of Ghana's petroleum resources, with a particular focus on transparency, local content, and capacity building. By analysing existing frameworks, stakeholder experiences, and best practices, the study aims to provide insights and policy recommendations to enhance governance outcomes and ensure the sustainable management of Ghana's petroleum wealth.

## **2.0 LITERATURE REVIEW**

The governance of petroleum resources in Ghana has garnered considerable scholarly and policy attention, particularly in the context of resource-rich developing countries seeking to mitigate the adverse consequences of mismanagement and corruption. The literature highlights three key governance dimensions—transparency, local content, and capacity building—as fundamental to the successful and sustainable development of the petroleum sector. This section reviews relevant studies and perspectives on these thematic areas within Ghana's petroleum governance landscape.

### *2.1 Transparency in Petroleum Governance*

Transparency is widely recognised as a cornerstone of good governance in the extractive sector. According to the Natural Resource Governance Institute (NRGI, 2020), transparent management of petroleum contracts, revenues, and operations is crucial for building public trust, reducing corruption, and promoting accountability. Ghana has made notable progress in this area through its membership in the Extractive Industries Transparency Initiative (EITI) and the passage of the Petroleum Revenue Management Act (PRMA) in 2011. Several scholars (e.g., Gyimah-Boadi & Prempeh, 2012; Ackah, 2015) have commended the PRMA for establishing legal and institutional mechanisms for revenue reporting and oversight. However, others argue that implementation gaps persist, particularly regarding the timely disclosure of petroleum contracts and the operationalisation of citizen oversight mechanisms (Sayne, Gillies, & Katsouris, 2015). The literature also highlights a lack of public understanding of petroleum revenue reports, underscoring the need for enhanced civic education and the simplification of technical information (Kane, 2019).

### *2.2 Local Content Development*

Local content policies are designed to ensure that petroleum resource exploitation contributes to domestic economic development by prioritising local employment, procurement, and enterprise participation. Ghana's Local Content and Local Participation Regulations (LI 2204), enacted in 2013, seek to increase Ghanaian involvement in upstream petroleum operations. Scholars such as Amoako-Tuffour (2016) and Darkwah (2019) note that, although

the regulatory framework is progressive, implementation challenges persist. These include insufficient monitoring, weak enforcement capacity, and limited collaboration between government, industry, and local businesses. Moreover, foreign dominance in key technical and service segments of the oil and gas value chain continues to limit opportunities for domestic firms. Research by Ovadia (2016) emphasises that local content policies must be tailored to local industrial capacities and must be accompanied by support for small and medium enterprises (SMEs) and skills development initiatives.

### *2.3 Capacity Building in the Petroleum Sector*

Capacity building is crucial for equipping Ghanaians with the technical expertise and institutional competence necessary for effective participation and regulation of the petroleum industry. The literature underscores significant capacity constraints at both individual and institutional levels. Ayee et al. (2011) argue that the pace of oil development has outstripped Ghana's readiness in terms of skilled workforce, regulatory proficiency, and infrastructure. Several studies (Mensah, 2017; Amponsah-Tawiah & Dartey-Baah, 2011) note that although training programs and scholarships have been introduced, often funded through petroleum revenues, the scale and quality of these initiatives are often inadequate. Furthermore, regulatory bodies such as the Petroleum Commission and the Environmental Protection Agency are frequently under-resourced, affecting their ability to monitor compliance and enforce standards.

### *2.4 Synthesis and Research Gap*

The reviewed literature demonstrates that while Ghana has established important legal and policy frameworks for transparency, local content, and capacity building in the petroleum sector, implementation challenges undermine their effectiveness. Many studies focus on individual components of governance, but there is limited integrative analysis of how these three dimensions interact and influence one another. Furthermore, much of the existing literature is either policy-oriented or descriptive, with relatively few empirical studies assessing the real-world impacts of governance reforms on communities, businesses, and institutions. This research seeks to address these gaps by offering a comprehensive and empirically grounded analysis of the challenges and opportunities in Ghana's petroleum governance, with a focus on the interconnected roles of transparency, local content, and capacity building.

## **3.0 METHODOLOGY**

This study adopts a qualitative research design to explore the challenges and opportunities in the governance of Ghana's petroleum resources, with a specific focus on transparency, local content, and capacity building. A qualitative approach is appropriate because it allows for a deeper understanding of governance issues by examining the perspectives, experiences, and interpretations of key stakeholders in the sector.

### *3.1 Research Design*

The study is exploratory and analytical, employing a case study approach centred on Ghana's petroleum sector. This design facilitates an in-depth examination of governance mechanisms and their implementation in the specific context of Ghana's oil and gas industry. The research integrates document analysis, key informant interviews, and thematic content analysis to triangulate data and ensure reliability and validity.

### *3.2 Data Sources*

#### *3.2.1 Primary Data*

Primary data were collected through semi-structured interviews with key stakeholders, including:

- Officials from government regulatory agencies (e.g., Petroleum Commission, Ministry of Energy, Environmental Protection Agency)
- Representatives from oil and gas companies (both international oil companies and indigenous firms)
- Civil society organisations involved in extractive sector advocacy (e.g., ACEP, Imani Ghana)
- Local business owners and suppliers engaged in petroleum-related services
- Experts and academics in energy policy and governance

Interviews were conducted either in person or virtually, depending on the respondent's availability and location. Each interview lasted approximately 45–60 minutes and followed a thematic guide aligned with the research objectives.

### *3.2.2 Secondary Data*

Secondary data were sourced from:

- Government policy documents and regulatory frameworks (e.g., Petroleum Revenue Management Act, Local Content Regulations)
- Annual and periodic reports from the Petroleum Commission and the Public Interest and Accountability Committee (PIAC)
- Extractive Industries Transparency Initiative (EITI) reports
- Academic journal articles, books, and policy briefs
- Media reports and press releases on petroleum sector developments

### *3.3 Sampling Technique*

Purposive sampling was used to select participants who have in-depth knowledge or direct experience related to the governance of petroleum resources in Ghana. The selection aimed to ensure representation across public, private, and civil society sectors, as well as technical and policy-oriented perspectives. A total of 15–20 participants were targeted to reach data saturation.

### *3.4. Data Collection and Analysis*

Data from interviews were audio-recorded (with consent), transcribed, and coded using thematic content analysis. The analysis followed a systematic process:

- Transcription of interviews and review of documents.
- Coding of responses and documents using NVivo software.
- Identification of key themes under the three core areas: transparency, local content, and capacity building.
- Cross-comparison of themes across different stakeholder groups to identify common patterns, contradictions, and emerging insights.

Triangulation of data from interviews and documents enhanced the credibility and dependability of the findings.

### *3.5 Ethical Considerations*

Ethical approval was obtained from the relevant institutional review board. Participants were provided with informed consent forms explaining the purpose of the study, their rights, and data confidentiality. All data were anonymised to protect the respondents' identities.

### *3.6 Limitations of the Study*

While the qualitative approach provides rich insights, the study's findings are not intended to be statistically generalisable. Additionally, access to specific stakeholders, such as high-ranking officials in multinational oil companies, was limited. However, these limitations were mitigated through the inclusion of a diverse range of informants and data sources. This methodology offers a robust framework for analysing the governance of Ghana's petroleum

sector, contributing to a nuanced understanding of the interplay between policy design and implementation in resource management.

#### 4.0 DATA ANALYSIS

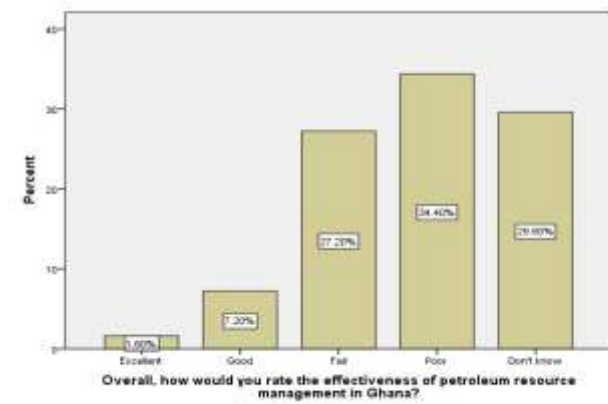
The general assessment of Ghana's petroleum resource management policies highlights the intricate relationship between economic growth, environmental sustainability, and social equity within the petroleum sector. As Ghana continues to develop its oil resources, it faces significant challenges in ensuring that policies effectively balance these competing demands. This assessment synthesises stakeholder perspectives on the effectiveness of existing policies, the capacity of regulatory bodies, and the broader impacts of the petroleum industry on local communities and ecosystems.

This analysis examines the strengths and weaknesses of current approaches to provide insights into areas for improvement, fostering a more sustainable and inclusive framework for managing petroleum resources in Ghana. Ultimately, the findings underscore the importance of adaptive policy-making that responds to the evolving needs of the economy and the environment while prioritising the well-being of all citizens.

##### 4.1 Effectiveness of Petroleum Resource Management in Ghana

The data presented in Table 4.23 and Figure 4.1 provide insights into Ghana's public perception of petroleum resource management. A significant majority of respondents (70.4%) rated the effectiveness as either "Poor" or "Fair." This indicates widespread dissatisfaction with the current management practices. Only a tiny fraction (8.8%) considered it "Good" or "Excellent," suggesting limited positive sentiment. A considerable portion (29.6%) expressed uncertainty by choosing "Do not know." This could signify a lack of information or awareness about the sector.

Figure 4.1: Effectiveness of Petroleum Resource Management in Ghana



Source: Authors' Field Works

This suggests that there is widespread dissatisfaction with the management of petroleum resources in Ghana. This could be due to various factors, including corruption, a lack of transparency, and environmental concerns. It is important to note that this data is based on a survey of a limited number of people. It is possible that the results would be different if a larger sample size were used. However, the data does provide some insights into public perception of petroleum resource management in Ghana.

Overall, how would you rate the effectiveness of petroleum resource management in Ghana?					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Excellent	2	1.6	1.6	1.6
	Good	9	7.2	7.2	8.8

Valid	Fair	34	27.2	27.2	36.0
	Poor	43	34.4	34.4	70.4
	Do not know	37	29.6	29.6	100.0
	Total	125	100.0	100.0	

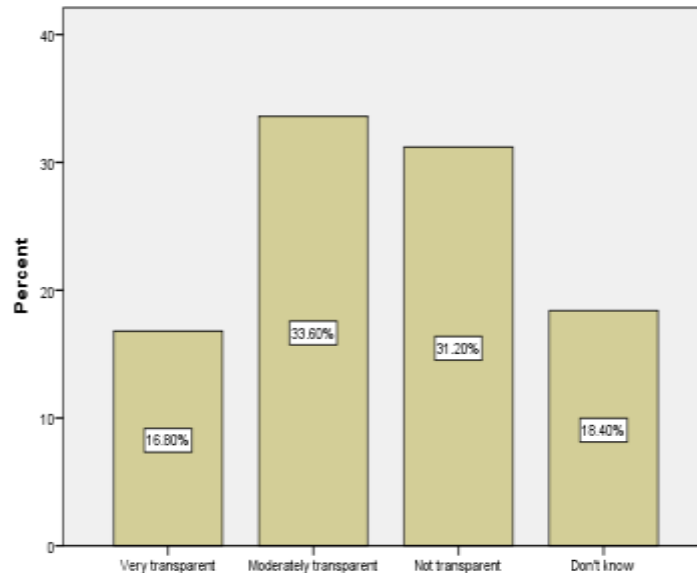
Table 4.1: Effectiveness of Petroleum Resource Management in Ghana | Source: Authors' Field Works

The high percentage of negative ratings suggests a significant level of public discontent with the management of petroleum resources. This could be due to perceived corruption, environmental concerns, or lack of transparency. The low positive ratings highlight the urgent need for reforms and improvements in the sector. This may involve strengthening regulatory frameworks, enhancing transparency, and prioritising sustainable practices. The significant number of "Do not know" responses indicates a potential gap in public awareness about petroleum resource management. Efforts to increase public understanding and engagement are crucial.

#### 4.2 Process of Managing Petroleum Revenues in Ghana

The graph shows that most respondents (33.6%) believe that managing petroleum revenues in Ghana is "moderately transparent." This is followed by "not transparent" (31.2%) and "Do not know" (18.4%). A smaller percentage of respondents rated it "very transparent" (16.8%).

Figure 4.2: How transparent is the process of managing petroleum revenues in Ghana?



Source: Authors' Field Works

This suggests a mixed perception of transparency in the management of petroleum revenues in Ghana. While some people believe that the process is moderately transparent, others think it is not or are unsure. This could be due to various factors, such as a lack of public awareness about the process, inadequate transparency in the government's reporting, or a lack of trust in the government. It is important to note that this data is based on a survey of a limited number of people. It is possible that the results would be different if a larger sample size were used. However, the data provides some insights into the public perception of transparency in managing petroleum revenues in Ghana.

What do you consider the biggest challenge facing the petroleum industry in Ghana today?					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Very transparent	21	16.8	16.8	16.8	



Valid	Moderately transparent	42	33.6	33.6	50.4
	Not transparent	39	31.2	31.2	81.6
	Do not know	23	18.4	18.4	100.0
	Total	125	100.0	100.0	

Table 4.2: *How transparent is the process of managing petroleum revenues in Ghana?* | Source: Authors' Field Works

The high percentage of respondents who said "Do not know" suggests a lack of public awareness about managing petroleum revenues in Ghana. The low percentage of respondents who rated the transparency as "Very transparent" indicates room for improvement in how petroleum revenues are managed in Ghana. The data highlights the need for greater transparency and accountability in managing petroleum revenues in Ghana.

Based on the data provided, the biggest challenge facing the petroleum industry in Ghana today is a lack of transparency in managing petroleum revenues. This is evidenced by the high percentage of respondents who believe the process is either "not transparent" or "Do not know." This lack of transparency can lead to several problems, including:

- *Corruption:* Without transparency, it is easier for officials to embezzle funds or engage in other corrupt practices.
- *Inefficiency:* A lack of transparency can lead to inefficient resource use, as tracking how money is spent can be cumbersome.
- *Public distrust:* When the public lacks trust in the government's ability to manage petroleum revenues responsibly, it can lead to social unrest and political instability.

#### 4.3 Analysing the KMO and Bartlett's Test Results

KMO and Bartlett's Tests are statistical tests used to assess the suitability of data for factor analysis. They help determine if the variables in a dataset are correlated enough to be grouped into factors.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.620
Bartlett's Test of Sphericity	Approx. Chi-Square	255.680
	df	190
	Sig.	.001

A KMO value between 0.5 and 1 is considered acceptable. In this case, 0.620 is a reasonably good value, indicating that the variables are moderately correlated and suitable for factor analysis. A significant p-value (typically less than 0.05) indicates that the correlation matrix is not an identity matrix, meaning the variables are correlated. In this case, the p-value of 0.001 is highly significant, confirming that the variables are correlated and suitable for factor analysis. The KMO and Bartlett's Test results indicate that the data is appropriate for factor analysis and the variables are moderately correlated; the correlation matrix is not an identity matrix.

#### 4.4 Analysing Communalities in Factor Analysis

In factor analysis, communalities represent the proportion of variance in a variable explained by the common factors. *Initial Communality* is the initial estimate for each variable, typically set to 1.000. *Extraction Communality* is the final communality estimate after the factor extraction process. It shows the variance in each variable explained by the common factors. Generally, higher communalities are preferred. They indicate that the variable is strongly related to the underlying factors and is well-represented by the factor solution. Lower communalities suggest that the variable is not well-explained by the common factors and may be a potential outlier or a variable with unique variance.

<b>Communalities</b>		
	Initial	Extraction
HF	1.000	.637
HE	1.000	.550
SI	1.000	.665
EO	1.000	.674
LLC	1.000	.579
RGM	1.000	.625
ENS1	1.000	.622
ENS2	1.000	.580
ENS3	1.000	.613
ENS4	1.000	.628
ENS5	1.000	.728
ENS6	1.000	.652
ENS7	1.000	.658
ENS8	1.000	.566
PIM1	1.000	.584
PIM2	1.000	.425
PIM3	1.000	.757
PIM4	1.000	.594
GA1	1.000	.658
GA2	1.000	.765
Extraction Method: Principal Component Analysis.		

Table 4.4: *Analysing Communalities in Factor Analysis*  
 Source: Authors' Field Works

In this case, most variables exhibit reasonably good communalities, ranging from 0.425 to 0.765. This suggests that the common factors account for a substantial portion of the variance in these variables. A few variables, such as PIM2 and ENS8, have lower communalities. This suggests these variables may not be as strongly related to the underlying factors as the others.

The Potential Implications are that if a variable has a very low communality, it may be considered for removal from the analysis. However, considering the variable's theoretical importance, this decision should be made carefully. If multiple variables have low communalities, it might be beneficial to re-run the factor analysis with different extraction methods or rotation techniques to improve the factor solution. When interpreting the factors, it is essential to consider the variables with lower communalities. The factors may not represent these variables as strongly, so their loadings should be interpreted cautiously.

Overall, the communalities in this analysis suggest a reasonably good factor solution. However, attention should be paid to the variables with lower communalities to ensure a robust and meaningful interpretation of the results.

#### 4.5 Analysing Cronbach's Alpha

Cronbach's Alpha is a reliability coefficient that measures the internal consistency of a scale. It assesses how closely related a set of items is as a group.

Reliability Statistics	
Cronbach's Alpha	N of Items
.818	6

A Cronbach's Alpha value of .818 is considered good. It indicates that the six items in the scale are highly reliable and measure a single underlying construct. This suggests that the scale is internally consistent and can be used to reliably calculate the construct of interest.



A good Cronbach's Alpha means a reliable scale produces consistent results over time and across different samples. A reliable scale is more likely to be valid, meaning it measures what it is intended to measure. A high Cronbach's Alpha gives us confidence in the scores obtained from the scale. The Cronbach's Alpha of .818 indicates that the scale is reliable for the construct it intends to measure. This reliability is essential for drawing valid conclusions from research using this scale.

A Cronbach's Alpha of .787 for a scale with 8 items is considered good. This indicates a high level of internal consistency among the items, suggesting that they likely measure the same underlying construct. The Cronbach's Alpha of .787 suggests that the scale is reliable for the construct it intends to measure. This reliability is crucial for drawing valid conclusions from research using this scale.

Reliability Statistics	
Cronbach's Alpha <sup>a</sup>	N of Items
.787	8

A Cronbach's Alpha of .978 for a scale with 6 items is considered excellent. This indicates a high internal consistency among the items, meaning they are closely related and likely measure the same underlying construct. An excellent Cronbach's Alpha indicates that the scale is highly reliable, producing consistent results over time and across different samples. A highly reliable scale is more likely to be valid, meaning it measures what it is intended to measure.

A high Cronbach's Alpha gives us great confidence in the scores obtained from the scale. The Cronbach's Alpha of .978 indicates that the scale is an exceptionally reliable measure of the construct it aims to assess. This high level of reliability is essential for drawing accurate and meaningful conclusions from research using this scale.

Reliability Statistics	
Cronbach's Alpha	N of Items
.978	6

## 5.0 CONCLUSION

### 5.1 Key Findings

The analysis of Ghana's petroleum governance framework, based on both qualitative insights and quantitative data, reveals a multifaceted governance landscape marked by significant structural and implementation challenges. Key findings include:

*Transparency Deficits:* Although Ghana has implemented policies such as the Petroleum Revenue Management Act and is a signatory to the EITI, public perception suggests that transparency in the management of petroleum revenues remains inadequate. A majority of respondents (70.4%) rated petroleum resource management as "Poor" or "Fair", and only 16.8% perceived the revenue management process as "Very transparent."

*Weak Public Awareness and Engagement:* A significant portion of respondents (29.6%) indicated "Do not know" when asked about the effectiveness of petroleum governance. This suggests a widespread lack of awareness or engagement with the governance processes among the citizenry.

*Challenges in Local Content Implementation:* Although local content regulations exist, persistent gaps remain in monitoring, enforcement, and collaboration among the government, industry, and local businesses. Ghanaian companies remain underrepresented in high-value segments of the oil and gas value chain.

*Capacity Constraints:* Regulatory institutions and local enterprises face critical skill shortages and resource limitations. While training initiatives exist, their scale and reach are insufficient to meet the sector's evolving demands.

*Statistical Validation:* The results of KMO and Bartlett's tests (KMO = 0.620,  $p < 0.001$ ) validate the data's suitability for factor analysis, and high Cronbach's Alpha values (ranging from

0.787 to 0.978) confirm the internal consistency and reliability of the instruments used in measuring transparency, local content, and capacity building dimensions.

### 5.2 Recommendations

To address the challenges and harness the opportunities within Ghana's petroleum governance landscape, the study offers the following recommendations:

*Enhance Transparency Mechanisms:* Institutionalise regular and accessible public disclosure of petroleum contracts and revenue reports in user-friendly formats. Strengthen the role and independence of citizen oversight bodies such as the Public Interest and Accountability Committee (PIAC). Leverage digital platforms and community forums to promote civic education and engagement in petroleum governance.

*Strengthen Local Content Enforcement and Support:* Establish stronger monitoring and enforcement mechanisms to ensure compliance with local content targets. Offer targeted support to Ghanaian SMEs through financial incentives, technical training, and preferential procurement schemes. Facilitate partnerships between foreign oil companies and local firms to enhance knowledge transfer and capacity development.

*Invest in Capacity Building at All Levels:* Expand investment in technical education, vocational training, and research institutions aligned with the needs of the oil and gas sector. Equip regulatory bodies with adequate financial and human resources to enable effective oversight. Develop specialised programs to build institutional memory and policy coherence across successive governments.

*Improve Public Awareness and Participation:* Launch nationwide public education campaigns to increase citizen awareness of petroleum governance processes and their rights to accountability. Integrate petroleum governance education into school curricula and community outreach programs.

### 5.3 Final Conclusion

The governance of Ghana's petroleum resources presents both opportunities for national development and risks of inefficiency and inequity if not correctly managed. Despite the establishment of robust legal and institutional frameworks, the study identifies significant implementation gaps in transparency, local content, and capacity-building efforts. Public dissatisfaction, limited awareness, and institutional weaknesses highlight the need for adaptive and inclusive governance strategies.

By reinforcing transparency, deepening local content practices, and prioritising strategic capacity building, Ghana can optimise the benefits of its petroleum wealth while fostering trust and inclusivity in the sector. Ultimately, a participatory and accountable governance framework will be pivotal in ensuring that petroleum resources serve the broader interests of the Ghanaian people, both now and in the future.

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