

MINISTRY OF EMPLOYMENT AND LABOUR RELATIONS



SECTOR MEDIUM-TERM DEVELOPMENT PLAN

(2018-2021)

Theme: Decent Work for all

PREFACE

Employment has been a topical issue in the development process of Ghana since independence and successive Governments have attempted to address the issue through various interventions. The situation is compounded by the increasing rate of the national population, fluctuating economic growth rates and inadequate development of the human resources. The 2016 Labour Force Survey (LFS) has shown that total unemployment has increased from 5.8% in 2013 to 11.9% in 2015. The drastic increase is accompanied by worsening quality of new and existing jobs, creating huge decent work deficits among the labour force, particularly in the informal economy. Under-unemployment and vulnerable unemployment are thus the most serious issues engaging the attention of the sector.

The implementation of Sector Medium-Term Plans enables the Ministry to work steadily towards the achievement of pre-determined policies objectives by taking concrete incremental steps. It also enables the Ministry to share its vision with stakeholders and partners who are able to make critical contributions. The Ghana Shared Growth Development Agenda (GSGDA II 2014-2017) led to the development and implementation of the 2014-2017 Sector Medium-Term Plan. Terminal assessment of implementation shows the achievement of critical milestones. The National Employment Policy which was supported by the International Labour Organisation (ILO) and the Social Partners aims at providing a coordinated framework for the creation of decent jobs for all. This led to the development of the National Labour-intensive Public Works (LiPW) Policy expected to create the environment for the creation of jobs and transfer of skills for the economically active poor. Other policies in the offing include the National Occupational Safety and Health Policy and Bill and the Ghana Cooperatives Bill. The Ministry has also worked extensively with stakeholder to develop a road map to initiate formalization of the informal economy among other routine activities.

The “Agenda for Jobs” 2018-2021 recognises the centrality of employment to the development process. The increasing youth unemployment is considered a threat to national security. Government is therefore seriously concerned and has designed flagship interventions to curb the menace. Recognising the fact that employment is cross-cutting and multi-sectoral, the Ministry envisages putting in place mechanisms that would ensure that adequate decent jobs are created. This involves harmonizing plans and activities of the productive sectors, improving inspections, expanding coverage of pensions and labour protection, particularly to the informal economy, linking social protection with employment and strengthening the regulatory framework.

The need to accelerate decent job creation has become even more crucial within the context of propelling Ghana beyond Aid. It is therefore our expectation that these steps would contribute to the vision of Government of creation and just and inclusive society.

HON. IGNATIUS BAFFOUR AWUAH

ABBREVIATIONS

AG	Attorney General
CAPEX	Capital Expenditure
COTVET	Council on Technical Vocational Education and Training
CRC	Constitutional Review Commission
DFI	Department of Factories Inspectorate
DOC	Department of Cooperatives
EI	Executive Instrument
ESWG	Employment Sector Working Group
EU	European Union
FSWC	Fair Wages and Salaries Commission
GAEC	Ghana Atomic Energy Commission
GEA	Ghana Employers' Association
GESP	Ghana Employment and Social Protection Programme
GLSS	Ghana Living Standards Survey
GRA	Ghana Revenue Authority
GSGDA	Ghana Shared Growth and Development Authority
GSOP	Ghana Social Opportunities Project
GSS	Ghana Statistical Service
HND	High National Diploma
HR	Human Resource
ICCES	Integrated Community Centres for Employable Skills
IGF	Internally Generated Funds
ILO	International Labour Organisation
INECC	Interim National Employment Coordination Council
IOM	International Organisation for Migration
KOICA	Korean International Cooperation Agency

LD	Labour Department
LFS	Labour Force Survey
LI	Legislative Instrument
LIPW	Labour-intensive Public Works
M&E	Monitoring and Evaluation
MASLOC	Medium and Small Loan Centre
MDAs	Ministries, Departments and Agencies
MDPI	Management Development and Productivity Institute
MELR	Ministry of Employment and Labour Relations
MLGRD	Ministry of Local Government and Rural Development
MOFA	Ministry of Food and Agriculture
MOTI	Ministry of Trade and Industry
MOU	Memorandum of Understanding
MSLC	Middle School Leavers Certificate
MTDP	Medium-Term Development Plan
NBSSI	National Board for Small Scale Industries
NDPC	National Development Planning Commission
NECC	National Employment Coordinating Council
NEP	National Employment Policy
NIA	National Identification Authority
NLC	National Labour Commission
NLTDP	National Long-term Development Plan
NMTDP	National Medium-Term Development Policy Framework
NPECLC	National Programme for Elimination of Worst Forms of Child Labour in Cocoa
NPRA	National Pensions Regulatory Authority
NTC	National Tripartite Committee
NVTI	National Vocational Training Institute

OICG	Opportunities Industrialization Centres, Ghana
OSH	Occupational Safety and Health
PEA	Private Employment Agencies
PEC	Public Employment Centres
POCC	Potential Opportunities Constrains and Challenges
PSC	Public Service Commission
PWDs	Persons with Disability
SADA	Savannah Development Authority
SMTDP	Sector Medium-Term Development Plan
SP	Social Protection
SSNIT	Social Security and National Investment Trust
TUC	Trades Union Congress
TVET	Technical Vocational Education and Training
YEA	Youth Employment Agency
YES	Youth Entrepreneurship Support

EXECUTIVE SUMMARY

The Ministry of Employment and Labour Relations play a critical role in the socio-economic development of Ghana. The Ministry coordinates decent job creation, skills development, harmonious labour relations and promotes the elimination of worst forms through the activities of its department and agencies.

In 2014-2017, the Ministry in collaboration with social partners and development partners implemented sector activities and programmes towards achieving national objectives relevant to the sector. These programmes and activities fell under the Human Development, Productivity and Employment and Transparent, Responsive and Accountable Governance themes of the Ghana Shared Growth and Development Agenda (GSGDA II 2014-2017). The Ministry was able to achieve some remarkable milestones despite the challenges it faced. These include development of:

- The National Employment Policy
- The National Labour-intensive Public Works Policy
- Draft National Occupational Safety and Health Policy
- Web-portal for the Ghana Labour Market Information System (GLMIS)
- Draft Domestic Workers (Labour) Regulation
- Draft Ghana Cooperatives Bill

The Ministry through its departments also achieved the following

- Trained and tested 65,428 persons in vocational and secretarial skills
- Trained 2,540 workers in management skills training
- Engaged 96,100 youth under the Youth Employment Agency modules
- 11,094 persons placed under the national employment service.

The challenges of the sector constrained the extent to which progress could be made. Some of the daunting challenges include:

- Increasing unemployment rate
- Increasing child labour rate
- Huge decent work deficits in the productive sector
- Weak institutional, human and regulatory capacity
- Obsolete training tools and equipment
- Inadequate staff strengthen
- Inadequate office infrastructure and equipment
- Inadequate funding.

The 2018-2021 Medium-Term Development Plan presents new development challenges to the sector, which must be addressed for improved decent work outcomes. The focus of the Ministry for the medium-term relates to all five (5) goals of the National LongTerm Development Policy

Framework. However, the greater portion of the adopted policies and strategies fall under goal two which focuses on *creating equitable, healthy and disciplined society*. The specific activities expected to be implemented are contained in the Programme of Action developed for the medium term in Chapter four of this document.

The adopted policies and strategies have also been aligned to the four sector development programmes which are expected to be implemented in the course of the medium-term. The under listed sector development programmes were developed in line with the Programme-Based Budget Approach of the Ministry of Finance.

- Management and Administration
- Job Creation and Development
- Skills Development, and
- Labour Administration

The cost and financial analysis of the programme reveal that the Ministry would need a total of **GH¢5,164,774,000.00** to implement the programmes and achieve the expected outcomes. However, the expected revenues of the Ministry from the various sources of funding (GOG, Donor and IGF) amounted to **GH¢4,305,945,709.00**. A financial gap of **GH¢858,828,291.00** needs to be bridged by the Ministry and its stakeholders.

For the Ministry to achieve the development outcomes of 2028-2021 medium-term, innovative financing steps should be taken to address or minimize the effects of the sector challenges on policy design and implementation.

Chapter Five of this document outlines the Monitoring and Evaluation Framework adopted by the sector to track progress towards achieving the relevant policies and strategies. The M&E Team of the Ministry would embark on periodic data collection exercises and analyse performance data to assess progress. The Chapter also shows the communication plan of the Ministry developed to facilitate information sharing, sensitization and awareness creation among stakeholders and beneficiaries.

The 2018-2021 Sector Medium Term Development Plan, would give the implementation of programmes and projects towards the achievement of developmental objectives both at the sector and national levels.

LIST OF TABLES

Table 1: Performance 2014-2017.....	12
Table 2: Total Releases from Government of Ghana.....	22
Table 3: All Sources of Financial Resources for the Ministry.....	23
Table 4: Summary of 2014-2017 Medium-term Achievement.....	26
Table 5: MELR Staff strengthen as of December, 2016.....	28
Table 6: Summary of issues identified from the Sector Profiling and GSGDA II.....	31
Table 7: Identified Development Issues under GSGDA II and Agenda for Jobs 2018-2021.....	34
Table 8: Application of POCC.....	39
Table 9: Prioritized Issues as Categorized under Themes and Focus Areas.....	50
Table 10: Adopted Policy objectives and issues for MELR SMTDP.....	52
Table 11: Alignment of Sector Programmes to the Adopted Development Issues.....	55
Table 12: Adopted themes, policy objectives and strategies.....	58
Table 13: Programmes, Sub-programmes and Adopted policy objectives.....	67
Table 14: Programme Prioritization Matrix.....	70
Table 15: Indicative Financial Strategy.....	71
Table 16: Sector Annualized Action Plan (POA).....	74
Table 17: MELR Results Framework.....	113
Table 18: Communication Plan Matrix.....	118

TABLE OF FIGURES

Figure 1: Youth engaged under YEA.....	8
Figure 2: Unemployment Rate 2013 & 2016.....	8
Figure 3: Youth Unemployment Rate 2013.....	9
Figure 4: Labour Inspections conducted.....	9
Figure 5: Workplaces inspected.....	10
Figure 6: Jobseekers placed by PECs and PEAs.....	11
Figure 7: Child Labour Rate.....	11
Figure 8: Allocation of Goods and Services.....	11
Figure 9: MELR Goods and Service Allocation.....	24
Figure 10: Internally Generated Funds Performance.....	24
Figure 11: MELR Goods and Services Performance.....	25
Figure 12: Capital Expenditure Performance.....	26

TABLE OF CONTENTS

Preface.....	i
Abbreviations	ii
Executive Summary	v
List Of Tables	vii
Table Of Figures	vii
Chapter One	1
Performance Review And Institutional Profiling	1
1.0 Introduction	1
1.1 Background.....	1
1.2 Vision, Mission, Functions And Core Values	2
1.2.1 Mission.....	2
1.2.2 Vision	2
1.2.3 Institutional Structures.....	2
1.2.4 The National Tripartite Committee.....	3
1.2.5 Key Collaborating Ministries, Departments And Agencies	3
1.2.6 Employment Sector Working Group	3
1.2.7 Functions	4
1.2.8 Core Values	4
1.2.9 Medium-Term Goal	5
1.3 2014-2017 Sector Performance Review	5
1.3.1 2013 Baseline.....	5
1.3.2 2014-2017 Medium-Term Policy Objectives.....	6
1.3.3 Sector Programmes, Sub-Programmes And Projects.....	6
1.4 Government Of Ghana Budget Allocations (2014-2017)	24
1.5 Summary Sector Medium-Term (2014-2017) Achievements	26
1.6 Profiling, Current Situation And Baseline.....	28
1.7 Key Development Issues From Performance Review And Situational Analysis.....	31
1.8 Lessons Learnt From The Implementation Of Gsgda Ii	32
1.9 Identification Of Development Issues With Implication For 2018-2021.....	34

Chapter Two.....	52
Sector Development Issues And Projections	52
2.1 Introduction	52
2.2 Medium-Term Sector Programmes And Sub-Programmes	54
Chapter Three	56
Development Projections For Themes, Policy Objectives And Strategies.....	56
3.1 Introduction	56
3.2 Sector Medium-Term Requirements.....	56
3.3 Adopted Sector Development Themes And Policy Objectives.....	57
Chapter Four.....	64
Review And Formulation Of Programmes And Sub-Programmes	64
4.1 Introduction	64
4.2 Programmes And Sub-Programmes.....	64
Chapter Five	73
Annualized Sector Plan Of Action.....	73
Chapter Five	112
Monitoring And Evaluation	112
5.1 Introduction	112
5.2 Adopted National Policy Objectives	112
5.3 Sector M&E Indicators.....	112
5.4 Evaluation	116
5.5 Participatory Monitoring And Evaluation Arrangements.....	116
Chapter Six	118
Dissemination And Communication Strategy	118
6.1 Introduction	118
6.2 Communication Plan	118

CHAPTER ONE

PERFORMANCE REVIEW AND INSTITUTIONAL PROFILING

1.0 INTRODUCTION

This chapter provides information on the institutional framework of the Ministry and the progress achieved in the 2014-2017 medium-term. It also provides information on the persisting challenges that need to be addressed and the lessons learnt.

1.1 BACKGROUND

The 2018-2021 National Medium-Term Development Policy Framework is the first of the ten development policy frameworks expected to be implemented towards the achievement of the broad policy objectives of the National Long-Term Development Plan (NLTD). The NLTD has emerged as a result of the long-standing tradition of the National Development Planning Commission's (NDPC) in leading sectors of the economy; prepare their sector medium-term development plans since 1994.

In 2014, the Ministry developed its 2014-2017 Sector Medium-Term Development Plan (SMTDP) and implemented it over the period in line with the policy framework of the Ghana Shared Growth and Development Agenda (GSGDA II 2014-2017). The SMTDP sought to address sector issues relating to job creation, skills development, labour administration and productivity improvement. Over the four year period, the Ministry made significant progress towards the expected sector policy outcomes. However, due to institutional and policy challenges there still gaps to be bridged.

In anticipation of the expiration of the GSGDA II by the end of 2017 and further to the recommendations of the Constitutional Review Committee (CRC), NDPC prepared a Long Term National Development Policy Framework (LTNDPF) for the period of 2018-2057. The LTNDPF is expected to be implemented through ten successive medium term policy frameworks. Subsequently, the 2018-2021 Medium-Term Policy Framework drawn from the LTNDPF was adopted for implementation by Ministries, Departments and Agencies through their Medium-Term Development Plans (MTDP). The 2018-2021 MELR MTDP has therefore been prepared based on the NDPC guidelines and aligned to the NPP Manifesto as well as the Coordinated Programme of Economic and Social Development Policies (2017-2024) of Government which places job creation at the centre of government policy.

The 2018-2021 MELR MTDP focuses on implementing specific activities that would lead to the achievement of the policy objectives relating to the sector in the 2018-2021 Medium-Term National Development Policy Framework. It also covers monitoring and evaluation activities that would be carried out to enable the sector assess progress towards the expected outcomes in a more regular, systematic and effective manner.

1.2 VISION, MISSION, FUNCTIONS AND CORE VALUES

In accordance with the Executive Instrument, 2013 (E.I 13), The Ministry of Employment and Labour Relations is the government agency mandated to coordinate policy and administrative issues pertaining to employment and labour.

1.2.1 MISSION

MELR exists to regulate the world of work, promote skills development and eliminate child labour for decent work outcomes.

1.2.2 VISION

The vision of the Ministry is to become a well-resourced government institution responsive to employment and labour issues in Ghana.

1.2.3 INSTITUTIONAL STRUCTURES

DEPARTMENTS AND AGENCIES OF THE SECTOR

The Ministry consists of three (3) Departments and eleven (11) Agencies, namely:

DEPARTMENTS

- Labour Department (LD)
- Department of Factories Inspectorates (DFI)
- Department of Cooperatives (DOC)

AGENCIES

- Youth Employment Agency (YEA)
- National Vocational Training Institute (NVTI)
- National Pensions Regulatory Authority (NPRA)
- Fair Wages and Salaries Commission (FWSC)
- National Labour Commission (NLC)
- Management Development Productivity Institute (MDPI)
- Ghana Cooperatives College (GCC)
- Ghana Cooperatives Council (GCC)
- Integrated Community Centres for Employable Skills (ICCES)
- Opportunities Industrialisation Centre, Ghana (OICG)
- Organisation of African Trades Union Unity (OATUU)

1.2.4 SOCIAL PARTNERS AND KEY COLLABORATING INSTITUTIONS

As the Ministry in charge of labour relations, sector policies are conducted in a tripartite of Government, Organised Labour and Employers. This spirit of tripartism enhances social dialogue.

The key social partners and collaborating institutions include:

Organised Labour

The Ghana Trades Union and other workers' associations representing organized labour are key stakeholders in the tripartite framework. The Ministry is therefore obliged to engage the relevant associations and unions in the tripartite process.

Ghana Employers' Association

The Ghana Employers' Association (GEA), being the representative body of employers in Ghana is key in all social dialogue related to issues affecting employers. As the biggest employer, the Government of Ghana represented by the Ministry play critical roles in the social dialogue processes.

International Labour Organisation (ILO)

As the United Nations (UN) organization in-charge of development of standards on labour issues for the past hundred years, the ILO has gathered immense technical expertise that could be harnessed for improved labour relations. The ILO also offers limited financial supports that enable the Ministry undertake specific tasks.

1.2.5 THE NATIONAL TRIPARTITE COMMITTEE

The National Tripartite Committee is a standing platform consisting representatives of Government, Employers and Workers for strategic decision-making on conditions affecting the worker-employer relationship through negotiations.

1.2.6 KEY COLLABORATING MINISTRIES, DEPARTMENTS AND AGENCIES

In view of the fact that employment is a cross-cutting issue and central to the national development agenda, MELR is urged to forge strong relationships and partnerships with Ministries, Departments and Agencies (MDAs) implementing job creation interventions.

The key collaborating partners include the National Development Planning Commission (NDPC), the Ministries of Finance, Education, Gender, Children & Social Protection, Food & Agriculture, Trade & Industry, Local Government & Rural Development, Roads & Highways, Tourism, Culture & Creative Arts, Transport, Business Development, and the productive sectors.

1.2.7 EMPLOYMENT SECTOR WORKING GROUP

The Employment Sector Working Group (ESWG), consisting of development partners, the tripartite constituents and key agencies interested in employment, social protection and labour issues. The working group which is co-chaired by the sector Minister and a development partners,

meets on quarterly basis. The purpose is to engender sector-wide synergies and solicit for the support of the development partners and social partners.

1.2.8 FUNCTIONS

The MELR is established to undertake the following functions:

- a. Initiate, formulate and coordinate sector policies and programmes as well as schemes to ensure sustainable, accelerated employment-generation and human capital development;
- b. Develop strategies and mechanisms to ensure and promote industrial peace and harmony;
- c. Facilitate the development and review of labour market information management systems for timely, relevant and accurate national employment and labour statistics
- d. Coordinate all national employment initiatives in collaboration with stakeholders in the productive sectors of the economy;
- e. Monitor and evaluate sector policies, programmes and projects in relation to gainful employment-generation, decent work and peaceful industrial relations;
- f. Promote best management practices towards productivity improvement for national development;
- g. Ensure fair and equitable wages and salaries for employees in all sectors of the economy.
- h. Ensure the provision of employable skills and apprenticeship particularly to the youth, through vocational and technical training at all levels to promote decent and sustainable jobs;
- i. Ensure occupational safety and health for all workers in both the formal and informal sectors;
- j. Enforce labour laws through regular labour inspection and tripartite labour relations;
- k. Eliminate all forms of child labour in all sectors of the economy;
- l. Facilitate the development of vibrant co-operatives and small scale enterprises for employment generation and poverty reduction;
- m. Ensure income security for the working force on retirement.

1.2.9 CORE VALUES

The core values of the Ministry are:

- Inclusiveness
- Equity and equality
- Integrity and accountability
- Social justice

- Tripartism and social dialogue

1.2.10 MEDIUM-TERM GOAL

The medium-term goal of the Ministry is an enhanced policy environment for the promotion of decent job creation, harmonious labour relations and elimination child labour.

1.3 2014-2017 SECTOR PERFORMANCE REVIEW

This section gives a description of progress made by the sector towards addressing challenges identified in 2013 as the base year of the GSGDA II (2014-2017). It describes the extent of progress made in the course of the medium-term, identifies the outstanding challenges on the policy agenda and outlines relevant lessons.

1.3.1 2013 BASELINE

At the end of 2013, the following was the existing situation in the sector:

1. 5.2% unemployment rate
2. 5.5% Youth unemployment
3. 90% of MELR vocational training centres operating with obsolete equipment and tools.
4. 49,740 Persons trained and tested in vocational and trade skills.
5. 890 persons trained in management skills.
6. Weak employment/labour policy coordination environment due to obsolete policy framework and ineffective structure.
7. A fragmented labour market information system at the national level.
8. 2,540 jobseekers matched to job vacancies under the national employment service at the Labour Department.
9. 45,000 Youth engaged under Youth Employment Agency modules.
10. 325 Workers in the informal economy cover by the 3 tier pension system.
11. 29.1% social security coverage for workers in both the formal and informal sectors.
12. 88% informal employment.
13. 7.3% maternity leave coverage.

1.3.2 2014-2017 MEDIUM-TERM POLICY OBJECTIVES

The following were the relevant national policy objectives of the Ghana Shared Growth and Development Agenda (GSGDA II 2014-2017), under the Human Development, Productivity & Employment, and Transparent Responsive & Accountable Governance themes operationalized by the Ministry during the period:

- a. Improve the policy environment and institutional capacity for effective human capital development and employment policy management.
 - b. Create opportunities for accelerated job creation across all sectors
 - c. Enhance labour productivity across all sectors
 - d. Improve work place safety and health
 - e. Enhance Labour Administration and promote harmonious labour relations
 - f. Protect Children against abuse and exploitation
 - g. Provide timely, reliable and disaggregated labour market data for effective planning and programming
 - h. Ensure provision of adequate training and skills development in line with global trends
- Encourage the formation of small business enterprises through the Co-operative system.

The sector programmes and sub-programmes were therefore designed to implement interventions towards the achievement of the relevant national policy objectives.

1.3.3 SECTOR PROGRAMMES, SUB-PROGRAMMES AND PROJECTS

In 2013, the Ministry adopted the Programme-Based Budgeting Approach of the Ministry of Finance and aligned its core functions to four sector programmes to improve service delivery. The sector programmes are broken down into eleven (11) sub-programmes, namely:

Programme 1: Management and Administration (prose of performance under each programme)

The Management and Administration programme of the sector focuses on building the institutional, human and regulatory capacity of the Ministry to enable it play its coordination role effectively. There are four (4) sub-programmes, namely; Finance and Administration, Human Resource, Policy Planning, Budgeting, Monitoring and Evaluation, and Research Statistics, Information and Public Affairs.

In pursuance of the relevant sector and national policy objectives, certain projects and interventions were implemented and varying degrees of progress was achieved as shown by the table below:

No.	Project/ Intervention	Achievement	Level of Implementation
1.	Development of National Employment Policy	National Employment Policy launched	Policy formulation process completed but implementation is on-going.
2.	Development of Youth Employment Agency Act (YEA Act)	Youth Employment Agency Act, 2015 (Act 887) promulgated	Act was promulgated by Parliament in 2015 and implementation is on-going.
.	Development of National Labour-intensive Public Policy	National Labour-intensive Public Works Policy launched	On-going (Development of Implementation Plan is on-going)
3.	Development of National Occupational Safety and Health (OSH) Policy and Bill	Draft National OSH Policy and Bill developed.	On-going (Policy and Bill submitted to AG's Department)
4.	Development of Ghana Cooperatives Act	Ghana Cooperatives Bill developed.	On-going (Cooperatives Bill submitted to AG's Department)
5.	Establishment of Ghana Labour Market Information System (GLMIS)	GLMIS Web-portal developed.	On-going (Preparations on-going to launch web-portal on the internet)
6.	Formalisation of the Informal Economy	Draft Informal Economy Formalisation Roadmap developed.	On-going (Development of specific programmes and projects for formalisation underway)

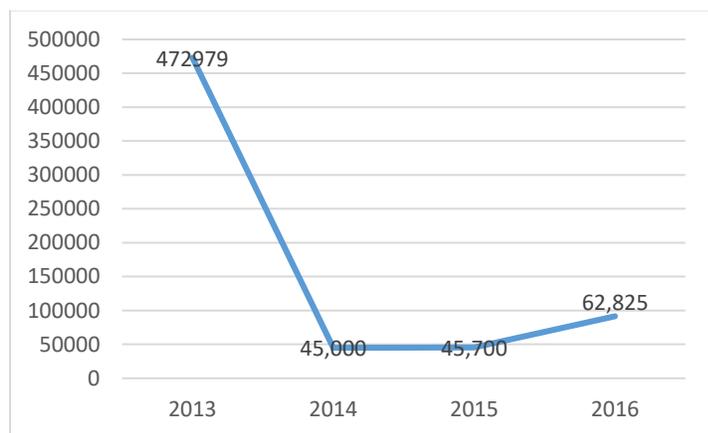
The policy and regulatory environment continues to be weak despite progress made within 2014-2017. The Ministry was able to complete the formulation and adoption of the National Employment Policy, Youth Employment Agency Act, 2015 (Act 887) and the National Labour-intensive Public Works Policy for implementation. The National Employment Act which is required to establish the National Employment Coordinating Council is expected to be drafted by the end of 2017. On the other hand, the development of National Occupational Safety and Health Policy & Bill, the Ghana Cooperatives Bill and the operationalization of Ghana Labour Market Information System could not be completed. The Cooperative Bill as well as the National Occupational Safety and Health Policy are expected to be finalized and approved by Cabinet by the end of 2017.

The development process of the Roadmap for the formalisation of the informal economy and the passage of the Domestic Workers Regulations are also on-going. The Ministry is collaborating with the National Development Planning Commission, Development Partners, Key Stakeholders and social partners to design concrete programmes that would facilitate the formalisation process. The National Programme for the Elimination of Worst Forms of Child Labour in Cocoa suffered critical setbacks due to inadequate funding and became moribund. However, there were indications of increasing trend of child labour in other sectors of the economy.

Programme 2: Job Creation and Development

Job creation is a cross-cutting and multi-sectorial issue and as a coordinating institution a number of interventions are put in place to enhance the employability of vulnerable groups and individuals. This is done primarily through the cooperatives system, the Youth Employment Agency and Graduate Business Support Scheme (GEBSS). The erstwhile Ghana Youth Employment and Entrepreneurship Development Agency (GYEEDA) which emerged out of the National Youth Employment Programme (NYEP) suffered implementation challenges until the passage of the Youth Employment Agency Act in 2015.

Figure 1: Youth engaged under YEA



The institutional weaknesses of YEA resulted in a fall in the number of beneficiaries from 472,979 in 2013 to 62,825 in 2016. The cumulative effect of the weaknesses of the sector and the unfavourable macroeconomic policies is shown by a surged in the youth unemployment rate in 2016 in Fig. 2. The Graduate Entrepreneurial Business Support Scheme (GEBSS) was developed to provide support University graduates acquire entrepreneurial competences and establish their own businesses. It was assumed that as the businesses expand more job opportunities would be created to absorb the unemployed. In 2014, GEBSS was defunct due to inadequate funding.

At the national level, the job creation efforts of government and the private sector are measured by the unemployment rate in general and the youth unemployment rate in particular.

Figure 2: Unemployment Rate 2013 & 2016

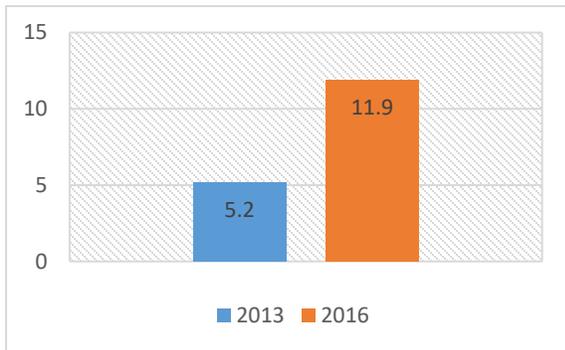
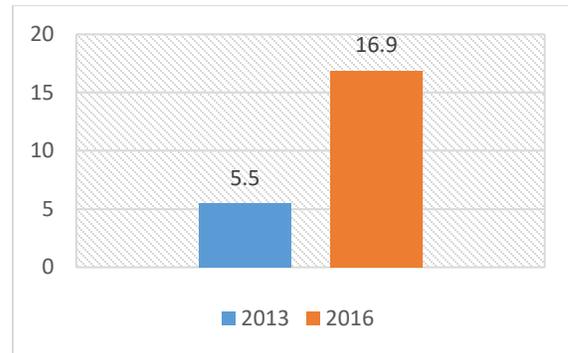


Figure 3: Youth Unemployment Rate 2013 & 2016



Figs. 2 and 3 show that, the unemployment rate increased from 5.2% in 2013 to 11.9% in 2016. In the same vein, youth unemployment rate increased from 5.5% in 2013 to 16.9% in 2016.

The unfavourable macroeconomic environment characterized by high interest rates, inadequate energy supply, high tariffs, limited of access to credit, among others, institutional weaknesses at YEA and deficiencies of the cooperative system thwarted government efforts towards reducing the youth unemployment rate significantly.

Even though the rate of unemployment in Ghana has been low within the general labour force due to high labour participation rate, available data indicate that youth unemployment has been considerably high and increasing According to the 2016 Labour Force Survey (LFS) report, the phenomenon is more endemic among secondary leavers who recorded and MSLC or BECE holders who recorded 19.8% and 11.3% respectively. This is followed by Tertiary degree holders with a rate of 7.3%. In terms of gender, women recorded a higher unemployment rate of 12.5% compared to 11.5% for men in 2016. The highest unemployment rate of 18.4% was recorded in the Upper East Region and the lowest of 8.4% in the Brong Ahafo Region. Unemployment rate in urban areas (13.4%) was also higher than those in rural areas (10.2%) in 2016.

However, the most serious challenge facing the country is underemployment and vulnerable employment. According to the 2016 LFS 10% of the employed population are categorized underemployed. The rate of underemployment is highest among skilled agriculture/fishery workers (42.2%). According to the available data, 50.7% females as against 49.3% males are underemployed. On the average, 15.2% of the youth (15-35) are underemployed.

Programme 3: Skills Development

The provision of vocational skills training is another means of improving the employability of the unemployed and those willing to change jobs.

The National Vocational Training Institutions (NVTI), the Integrated Community Centres for Employable Skills (ICCES) and Opportunities Industrialisation Centres, Ghana conduct vocational skills training and testing. The Management Development and Productivity Institute (MDPI) provide management skills training to workers in the private and public sectors.

In the 2014-2017 medium-term, the skills training institutions under the Ministry trained a total of 52,125 persons in employable vocational skills and NVTI tested 132,200 persons trade skills, including secretarialship. This also included a backlog of trainees who had not been tested prior to 2014.

The Management and Productivity Institute (MDPI) which is responsible for providing management skills training and mainstreaming of productivity issues conducted a total of 3,030 training within 2014-2017.

Programme 4: Labour Administration

It is estimated that about 70% of the working force are engaged in vulnerable employment (GLSS 6, 2012/2013). There are also indication over casualization of workers in service sector, particularly in the banking sub-sector. These practices go to compound the decent work deficits in the other productive sectors.

The limited capacity of the Ministry and its technical departments and agencies to extend inspection services to the informal economy which employs over 88% of the labour force has resulted in huge incidence of decent work deficits in the informal economy. This exposes workers to unacceptable conditions of work making them susceptible to social and economic shocks.

Figure 4: Labour Inspections conducted

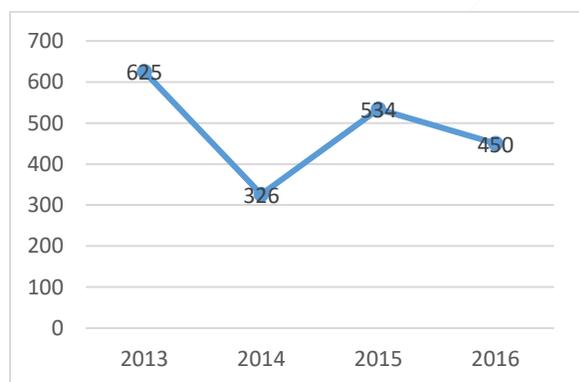
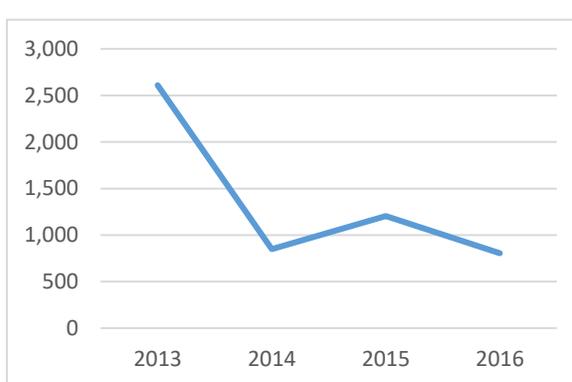
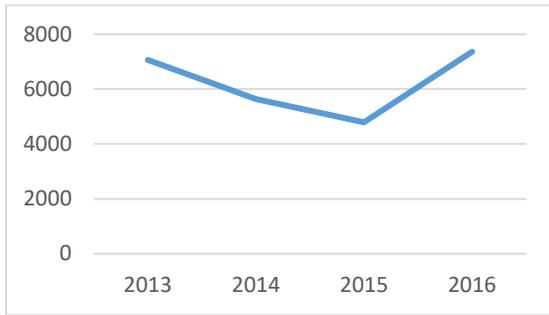


Figure 5: Workplaces inspected



The number of labour inspections conducted fluctuated in the course of the medium-term ending with a reduction in 2016 compared to 2013 as shown by Fig. 4. Equally, the Ministry’s efforts towards inspecting workplaces and ensuring compliance was at the lowest in 2016 as shown by Fig 5.

Figure 6: Jobseekers placed by PECs and PEAs



Even though the number of jobseekers placed by PEAs and PECs fell in 2014 and 2015, the numbers surged in 2016 to 7,360 compared 7,062 in 2013 as shown by Fig 6.

Figure 7: Child Labour Rate

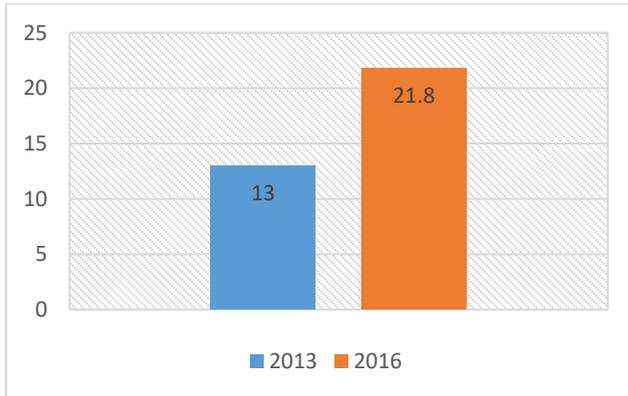


Fig. 7 shows that the rate of child labour increased from 13% to 21.8% as per the 2013 Ghana Living Standards Survey Report and the Labour Force Survey Report for 2016.

Table 1, below shows the Sector medium-term (2014-2017) performance matrix and provides detail information on the outputs produced by the Ministry, its Departments and Agencies in the course of the medium term.

In order to make work meaningful and rewarding for the working population, efforts must be put in place to promote the creation of decent work opportunities for those who are willing and available to work. This requires revamping the labour administration institutions and the cooperative system, promoting employable skills development and strengthening coordinative and regulatory functions of the Ministry.

Within the context of placing employment at the centre of the development agenda of government, the lack of national productivity index is considered a major challenge for the sector and the country as a whole. It is expected that concrete actions would be taken in the 2018-2021 medium-term to address this issue.

Table 1: Performance 2014-2017

Program mes	Sub-progr amme	Broad project/ activity	Indicators						Remarks in relation to criteria in Box 6
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016	2017	
1. Thematic Area: Human Development, Productivity and Employment									
Policy Objective: Improve the policy environment and institutional capacity for effective human capital development, and employment policy management									
Manage ment and Administ ration		Completion of the National Employment Policy (NEP) and re-submit to Cabinet by mid-2014	The draft zero of NEP in place	NEP implemented	Revised NEP and Action Plan submitted to Cabinet	NEP and its action Plan launched	Interim National Employment Coordinating council (INECC) inaugurated		
		Development of Labour Intensive Public Works Policy (LiPW)	Draft zero of LiPW Policy in place	LiPW Policy implemented		LiPW Policy and its action plan approved by Cabinet	LiPW Policy being implemented under the GSOP		
		Development of National Human Resource Development Policy and Implementation plan	No policy on Hunan Resource Developme nt	National Human Resource Policy in place	*****	*****	*****		

Program mes	Sub-programe	Broad project/activity	Indicators					Remarks in relation to criteria in Box 6	
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016		2017
		Establishment of a functional Labour Market Information System (LMIS)	LMI generated manually	Functional LMIS in place		LMI data collection instruments developed	LMIS infrastructure developed to be piloted in 2017		
Thematic Area:		Human Development, Productivity and Employment							
Policy Objective:		Improve work place safety and health							
		Development of Occupational Safety and Health (OSH) Policy	Draft (OSH) Policy in place	OSH Policy implemented	OSH Policy revised	OSH Policy revised and validated	Revised OSH Policy validated and submitted to Cabinet		
		Registration of new workplaces	319 new workplaces registered	500 workplaces registered annually	388/386 workplaces registered	465 workplaces registered	410 workplaces registered		
		Industrial Hygiene Surveys	10 Industrial Hygiene Surveys Conducted	Conduct 25 industrial Hygiene Surveys annually.	19 Industrial Hygiene Surveys Conducted	*****	130 Industrial Hygiene Surveys Conducted		
		OSH Talks and Trainings	50 OSH talks and Trainings	120 OSH talks and Trainings annually	105 OSH talks and Trainings	178 OSH talks and Trainings	36 OSH talks and Trainings		

Program mes	Sub-programe	Broad project/activity	Indicators					Remarks in relation to criteria in Box 6	
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016		2017
		Inspection of registered workplaces	1,750 workplaces inspected	8,000 workplaces to be inspected (2000 annually)	2,405 workplaces inspected	1,974 workplaces inspected	1,572 workplaces inspected		
		Inspection of Shops and Offices (O/S)	152 O/S inspected	160 O/S inspected annually	182 or 43 O/S inspected	184 O/S inspected	139 O/S inspected		
		Investigation of industrial accidents	18 out of.... reported industrial accidents investigated	Investigate at least 80% of reported industrial accidents	13 or 32 out of...confirm figure reported industrial accidents investigated	44 out of.... reported industrial accidents investigated	*****		
Thematic Area:		Human Development, Productivity and Employment							
Policy Objective:		Create opportunities for accelerated job creation across all sectors							
		Sensitisation and formation of Co-operatives		3,000 work groups organised into vibrant co-operative societies	*****				
		Registration of co-operative societies	217 Co-operative Societies registered	3,000 co-operative Societies registered	551 Co-operative Societies registered	723 Co-operative Societies registered	809 Co-operative Societies registered		

Program mes	Sub-programe	Broad project/activity	Indicators						Remarks in relation to criteria in Box 6
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016	2017	
		Inspection and auditing of co-operative societies	*****	*****	703 Co-op societies inspected and audited	809 Co-op societies inspected and audited	563 Co-op societies inspected and audited		
		Training for co-op societies and members	*****	*****					
		Rehabilitation of the Ghana co-operatives college building and facilities	Ghana Co-operatives College building and facilities in deplorable state						
Thematic Area:		Human Development, Productivity and Employment							
Policy Objective:		Enhance labour productivity across all sectors							
		Development of productivity indicators	No Productivity Indicators in place	Productivity indicators developed for 60 organisations from 2015 to 2017 (20 per year)					

Program mes	Sub-programe	Broad project/activity	Indicators					Remarks in relation to criteria in Box 6	
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016		2017
		Annual productivity awareness creation activities	*****	Conduct annual productivity awareness activities in the 10 regions (MDPI)					
		Strengthening PECs to facilitate Labour Migration	6,000 job seekers placed in job vacancies	40,000 job seekers placed in job vacancies across all sectors	8,000 job seekers placed in job vacancies				
		Facilitation of Migrant workers (Ghanaians)	2,500 migrant workers placed in vacancies abroad	10,000 Ghanaian Migrant workers facilitated into job vacancies abroad	2,500 migrant workers placed in vacancies abroad	*****	8,398 migrant workers placed in vacancies abroad		
		Registration and Monitoring of PEAs to ensure compliance	50 PEAs registered and monitored	200 PEAs registered and monitored	26 PEAs registered and monitored	53 PEAs registered and monitored	130 PEAs registered and monitored		

Program mes	Sub-progr amme	Broad project/ activity	Indicators						Remarks in relation to criteria in Box 6
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016	2017	
Thematic Area:		Human Development, Productivity and Employment							
Policy Objective:		Protect children against violence, abuse and exploitation							
		Annual Child Labour Day Celebration	World Day against Child Labour held	World Day against Child Labour held annually					
		Child Labour awareness creation and sensitization	600 communities sensitised	Sensitise 2,000 child labour endemic communities	720 communities sensitised				
		Child Labour Inspections at workplaces	155 workplaces inspected	1,000 workplaces inspected	230 workplaces inspected				
Thematic Area:		Human Development, Productivity and Employment							
Policy Objective:		Enhance labour administration and promote harmonious labour relations							
		Sensitisation on Labour Regulations	*****	10 education and awareness creation activities to held annually					
		Inspection of Employing Establishments	155 employing establishment inspected	1,700 employing establishments inspected	243 employing establishments inspected	357 employing establishments inspected	247 employing establishments inspected		

Program mes	Sub-programe	Broad project/activity	Indicators						Remarks in relation to criteria in Box 6
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016	2017	
		Issuance of Collective Bargaining Certificate (CBC)	*****	200 CBC issued	37 CBC issued	*****	47 CBC issued		
		Facilitation of the payment of Workman's Compensation	375 victims' claims facilitated and paid	1,200 Victims compensated	160 victims' claims facilitated and paid	*****	667 victims' claims facilitated and paid		
		Procurement of vehicles for inspections	One official vehicle at the Headquarters	12 vehicles (3 per year) procured	*****	*****	*****		
		Building of Labour Office Complex	Feasibility studies conducted	Labour Office ready to house at least 4 Departments and Agencies	*****	*****	*****		
		Determination of Market Premium for critical skills in short supply							

Program mes	Sub-programe	Broad project/activity	Indicators						Remarks in relation to criteria in Box 6
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016	2017	
		Determination of inducement allowance	N/A	3,070 deprived communities determined for inducement allow	530 communities identified				
		Migration of public service institutions onto SSSS	480,436 workers (93.54%) migrated	Migration completed (100%)		480,436 workers (93.54%) migrated			
		Determination of National Daily Minimum Wage (NDMW)	GH¢4.48	NDMW determined in consultation with the tripartite	GH¢6.00	GH¢7.00			
		Negotiation of Public Service allowance relating to the SSSS	No SSSS allowance determined	All SSSS allowances determined (Categories 2, 3 & 4)					
Thematic Area:		Human Development, Productivity and Employment							
Policy Objective:		Ensure integration of youth concerns into national development planning processes and programmes							
		Operationalise the Graduate Business Support Scheme							

Program mes	Sub-progr amme	Broad project/ activity	Indicators						Remarks in relation to criteria in Box 6
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016	2017	
Thematic Area:		Human Development, Productivity and Employment							
Policy Objective:		Ensure provision of adequate training and skills development in line with global trends							
		Streamlining recruitment and skills development under YEA	N/A						
		Employment of youth under the YEA Models							
		Retooling skills training institutions (STIs)		MDPI facilities at Baatsona completed All training institutes of NVTI retooled					
		Provision of demand driven skills	47,214 people provided with employable skills	200,000 provided with employable skills	46,337 people provided with employable skills				
		Training of mastercraft persons	198 mastercraft persons trained	1,950 mastercraft persons trained in various trades	780 mastercraft persons trained	1,064 mastercraft persons trained			

Program mes	Sub-programe	Broad project/activity	Indicators					Remarks in relation to criteria in Box 6	
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016		2017
		Trade testing and examination	47,214 persons tested and certified in various trades	210,000 persons tested and certified in various trades	22,756 persons tested and certified in various trades	25,081 persons tested and certified in various trades			
Thematic Area:		Human Development, Productivity and Employment							
Policy Objective:		Increase inclusive and equitable access to, and participation in education at all levels							
Thematic Area:		Transparent and Accountable Governance							
Policy Objective:		Enhance supervision and productivity in the public services							
		Measurement of performance management in the public service	N/A	Roll out performance management system	N/A		Performance Management System (PMS) instruments developed		

Table 2: Total Releases from Government of Ghana

PERSONAL EMOLUMENTS (wages and salaries)							
Year	Requested As planned	Approved As per ceiling	Released	Deviations		Actual Expenditure	Variation
	A	B	C	A-B	B-C	D	C-D
2014	25,000,000.00	25,000,000	20,174,279.00	-	4,825,721.00	19,857,984.16	316,294.84
2015	33,550,000.00	30,242,193	27,417,385.81	3,307,807.00	2,824,807.19	27,417,385.81	-
2016	36,905,000.00	31,841,167	31,260,253.76	5,063,833.00	580,913.24	31,260,253.76	-
2017	40,595,500.00	39,760,843					
CAPITAL EXPENDITURE							
2014	2,054,736.00	2,054,736	388,593.72	-	1,666,142.28	388,593.72	-
2015	68,102,491.09	3,000,000	2,927,876.56	65,102,491.09	72,123.44	2,922,420.31	5,456.25
2016	50,164,520.83	6,398,782	3,572,382.82	43,765,738.83	2,826,399.18	3,417,647.96	154,734.86
2017	47,708,165.68	6,128,125					
GOODS AND SERVICES							
2014	11,487,562.00	11,487,562	6,991,503.86	-	4,496,058.14	5,250,664.92	1,740,838.94
2015	23,000,000.00	10,545,172	14,706,717.56	12,454,828.00	(4,161,545.56)	14,626,185.81	80,531.75
2016	25,300,000.00	9,685,197	13,029,775.99	15,614,803.00	(3,344,578.99)	11,220,208.89	1,809,567.10
2017	27,830,000.00	14,819,111					

Table 3: All Sources of Financial Resources for the Ministry

Sources	2014			2015			2016			2017		
	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance
GOG	34,917,347	21,964,572.62	12,952,774.38	50,630,153.15	38,487,532.15	12,142,621.00	55,693,168.47	32,838,238.46	22,854,930.01	61,262,485.31	N/A	N/A
IGF	3,624,951	3,532,670.18	92,280.82	10,874,853.00	6,478,432.78	4,396,420.22	21,749,706.00	11,965,512.19	9,784,193.81	28,274,617.80	N/A	N/A
DACF												
DDF												
UDG												
Development Partners				63,147,484.94	91,058.75	63,056,426.19	34,926,646.37	1,094,359.96	33,832,286.41	26,596,562.57	N/A	N/A
GETFund												
Others (please, specify)												
Total	38,542,298	25,497,242.80	13,045,055.20	124,652,491.09	45,057,023.68	79,595,467.41	112,369,520.83	45,898,110.61	66,471,410.22	116,133,665.68		

1.4 GOVERNMENT OF GHANA BUDGET ALLOCATIONS (2014-2017)

Allocation of Funds for Goods and Services

Fig. 8 shows that MELR received the least of allocation for goods and services within the social sector of the economy. The Ministry received 2.7%, 4.1%, 7.8% and 0.3% of the total social sector budget in 2014, 2015, 2016 and 2017 respectively. Fig. 9 also shows a downward trend in the GoG component of funds allocated for goods and services over the medium term. It dropped from GH¢8.70 million in 2014 to GH¢4.3 million in 2015 and further to GH¢2.17 million in 2016 and rose to 4.31 million in 2017.

Figure 8: Allocation of Goods and Services

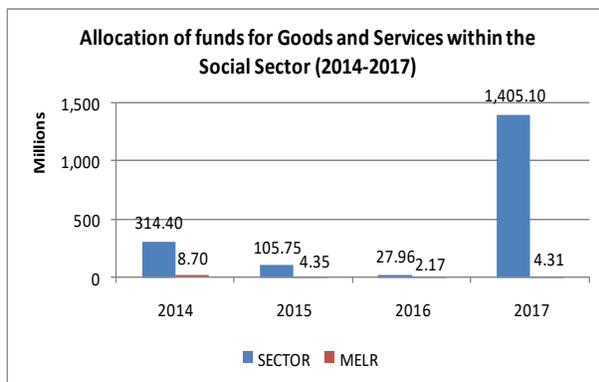
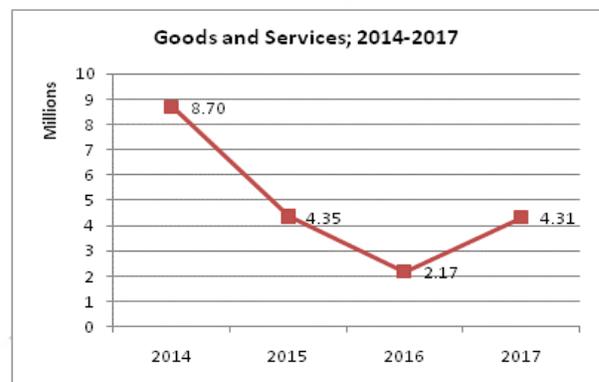


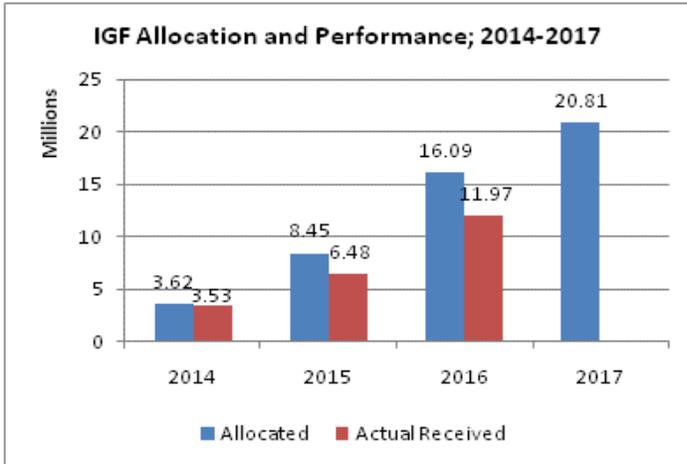
Figure 9: MELR Goods and Service Allocation



On the average, only 1% (19.53 million of 1.85 billion) of the total allocation for goods and services to the social sector was allocated to the Ministry.

Considering the critical role the Ministry and its Departments and Agencies play in the equitable economic development of the country, it is expected that Government would review the annual budget allocation trends within the social sector.

Figure 10: Internally Generated Funds Performance

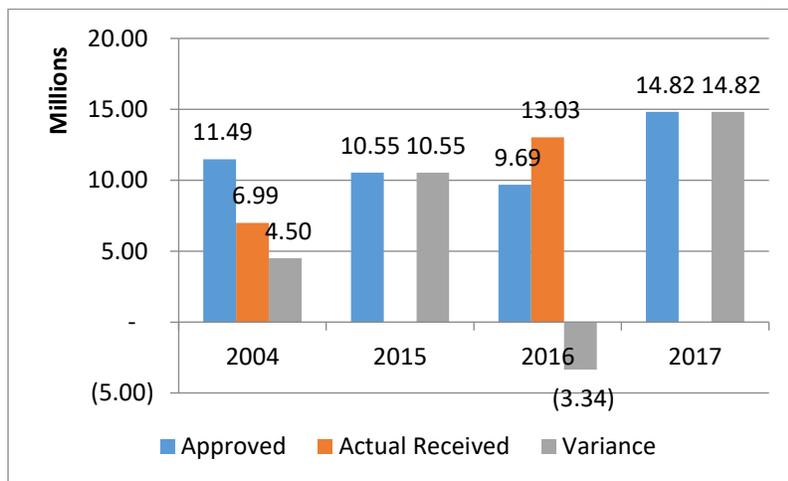


Within the period, the collection of IGF improved in absolute terms. However, in terms of percentage changes, there was a continuous decline in the IGF collection. In 2014, GH¢3.53 million out of GH¢3.62 million representing 97% was collected. In 2015 GH¢6.48 million was collected out of the projected GH¢8.45million in 2015 representing 77% while in 2016, GH¢11.97million out of GH¢16.09million was realised representing 74%. The IGF generating and retention institutions will intensify efforts to realise more of their projected IGF.

Goods and Services Performance

Throughout the medium term, the Ministry was received barely 50% of its annual budget estimates for goods and services as shown by fig. 11 below;

Figure 11: MELR Goods and Services Performance

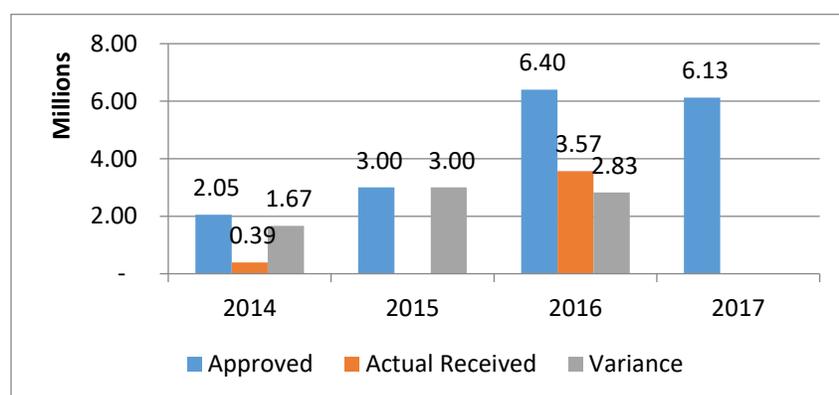


As a result of the inadequate funding, in 2015 and 2016, the Ministry had to apply for additional funds to enable it implement some of the key activities for the respective years. This explains why actual received for both years exceeded what was allocated

Capital Expenditure Performance

The Ministry suffered from the same inadequate allocations and releases with regards to Capital Expenditure (CAPEX). Only 10% of the planned Capex budget was approved within the four year period. Out of the approved, only 40% had actually been received as at the end of the 3rd year.

Figure 12: Capital Expenditure Performance



Financial Performance Results

MELR was the least resource in the social sector of the economy and utilisation of Internally Generated Funds (IGF) declined in 2014-2017. The analysis also showed that only 50% of Goods and Services were actually released in the same period. The Ministry must therefore take innovative steps to ensure adequate financing of its sector programmes in 2018-2021.

1.5 SUMMARY SECTOR MEDIUM-TERM (2014-2017) ACHIEVEMENTS

Some of the major significant milestones achieved in the course of the 2014-2017 medium-term in pursuance of the medium-term policy objectives include:

Table 4: Summary of 2014-2017 Medium-term Achievement

2014	2015	2016	2017
National Employment Policy developed.	National Employment Policy launched	Draft Implementation Plan of NEP developed.	N/A
YEA Bill, 2015 (Act887) developed	YEA Act promulgated	YEA Act implemented.	YEA Act implementation on-going.
Draft National Labour-intensive Public Works Policy developed.	National Labour-intensive Public Works Policy developed	National Labour-intensive Public Works launched.	National Labour-intensive Public Works Policy piloted
N/A	Draft National Occupational Safety and Health Policy and Bill developed	Draft National Occupational Safety and Health Policy and Bill revised.	Draft National OSH Policy and Bill submitted to Cabinet

Ghana Labour Market Information System Concept Note developed.	Labour Market Information Training organized for 72 MELR Staff.	Ghana Labour Market Information Web-based portal developed.	Ghana Labour Market Information web-based portal tested
Ghana Cooperatives Bill developed	Ghana Cooperative Bill developed.	Ghana Cooperative Bill developed.	Ghana Cooperative Bill Revised
N/A	N/A	Informal Economy Consultative Forum organized.	Roadmap for the Formalisation of the Informal Economy developed.
2014	2015	2016	2017
N/A	N/A	Computers and accessories provided to the Employment Information Branch (EIB) of the Labour Department	N/A
N/A	Category 2 & 3 allowances negotiations commenced	Category 2 & 3 allowances negotiated.	Category 2 & 3 allowances streamlined
2014, MELR Statistical Report developed	2015 MELR Statistical Report developed	2016 MELR Statistical Report developed	2017 MELR Statistical Report developed
N/A	N/A	Draft Domestic Workers Regulations developed.	Domestic Workers Regulations submitted to AG's
N/A	N/A	Draft Marakesh Treaty developed.	Marakesh Treaty submitted for reconsideration.
450 cooperative societies registered.	600 cooperative societies registered.	870 cooperative societies registered	750 cooperative societies registered.

326 labour inspection conducted	534 labour inspections conducted	450 labour inspections conducted	210 labour inspection conducted
950 workplaces inspected.	1500 workplace inspected	900 workplaces inspected	2010 workplaces inspected
5,200 jobseekers placed out of 17,519 registered.	4,800 jobseekers placed out of 10500.	7,360 jobseekers placed out of 18,300	6,500 jobseekers placed out of 15,351
			982 pensions schemes registered by NPRA.

1.6 PROFILING, CURRENT SITUATION AND BASELINE INSTITUTIONAL CAPACITY

Staff Strengthen

As of the end of December, 2016 the total staff strengthen of the Ministry stood at 2,876. This was made up of 1,837 males and 1,036 females. Analysis of the Human Resource data revealed that, the Labour Department has a total staff strength of 301 out of which 110 of them fall within the 51 to 60 age group were expected to retire in the next ten years. Similarly, in the case of the Department of Cooperatives, 40% of the staff fell within the 51 to 60 age bracket. The Ministry headquarters as well as the Departments and Agencies have not met the full complement of their established posts.

Table 5: MELR Staff strengthen as of December, 2016

No.	Institution	Established Posts	Staff Turn-over	Staff Strength
1.	MELR HQ	82	1	81
2.	Labour Department	316	15	301
3.	Department of Factories Inspectorate	67	24	43
4.	Department of Cooperatives	295	18	277
5.	Ghana Cooperatives College	9	0	9
6.	Ghana Cooperatives Council	7	0	7
7.	Youth Employment Agency (YEA)	784		784
8.	National Vocational Training Institute (NVTI)	706	0	706
9.	Management Development and Productivity Institute (MDPI)	58	0	58

9.	Integrated Community Centres for Employable Skills (ICCES)	426	0	
10.	Opportunities Industrialisation Centres	87	0	87
11.	Fair Wages and Salaries Commission	46	0	46
12.	National Pensions Regulatory Authority (NPRA)	51	0	51
	Total	2,616	59	2,450

The above table shows that, The Labour Department and the Department of Factories Inspectorate which are key labour administration institution of the Ministry, experienced dwindling staff strength over the last medium term. With established posts of 450, the total staff strength of the Labour Department stood at 301 at the end of 2016. Analysis also shows that, over 36% of them will retire in the next ten years. The Department of Factories Inspectorate (DFI) has suffered high staff turn-over. The DFI staff position reduced from 67 in 2014 to 43 in 2016. Currently, there are 28 Technical Inspectors responsible for over 9,000 registered work premises.

The Department of Cooperatives also expects 40% of its staff to retire within the next ten years. By the end of 2016, there were 277 persons working at the Department.

In order to enable the Ministry achieve its annual targets in the medium-term, there is the need to augment with the required quantities and skills. There Ministry has to prioritize training of existing staff in the most critical skill sets for improved performance and effective service delivery across all the Departments and Agencies.

The Labour House Complex which is designed to accommodate all the Labour Administration institutions of the Ministry is another priority for the medium-term. There is an urgent need to improve the working environment of the Labour Department and Department of Factories Inspectorate. The Fair Wages and Salaries Commission is also faced with dire need for adequate accommodation for its staff. Also, the creation of a one-stop shop labour administration complex would facilitate service delivery and improve better labour administration outcomes in the country.

The National Pensions Regulatory Authority (NPRA) has plans to extend its offices to the regions and districts. Currently the Ashanti and Northern Regional offices are fully operating. The other offices including the Headquarters require renovations and logistical support in order to improve the working environment and enhance efficiency.

Sector Policies, Programmes and Projects

The Sector policies are the vessels through which intentions of government for better living conditions are identified and realized. These intentions are made real in the daily life activities of citizens through the implementation of programmes and projects.

The MELR like any other sector has initiated specific policies and projects which are expected to bring positive change into the lives of Ghanaians. These include the National Employment Policy, National Labour-intensive Public Works Policy, Draft National Occupational Safety and Health Policy and Bill and the Ghana Cooperatives Bill. The draft policies and Bills needs to be finalized as soon as possible.

In order to make specific impacts in the economy for the creation of decent work, specific projects have been commissioned. The Informal Economy Formalisation project is pinned on a Formalization Roadmap that is being implemented at the committee level. There is the need to establish the Informal Economy Unit at MELR to facilitate mainstreaming. The MELR-EU Project aimed at improving decent employment outcomes scheduled for implementation in 2017 is yet to commence due to delays in the recruitment of the experts for the technical assistance. There is also delays in the implementation of the Farmer-Based Cooperatives Capacity Enhancement Project designed by the Ministry and the Korean International Cooperation Agency (KOICA). Even though the Project Implementation Technical Team has arrived from Korea, the project is delayed due to administrative bottlenecks.

Sector M&E Capacity

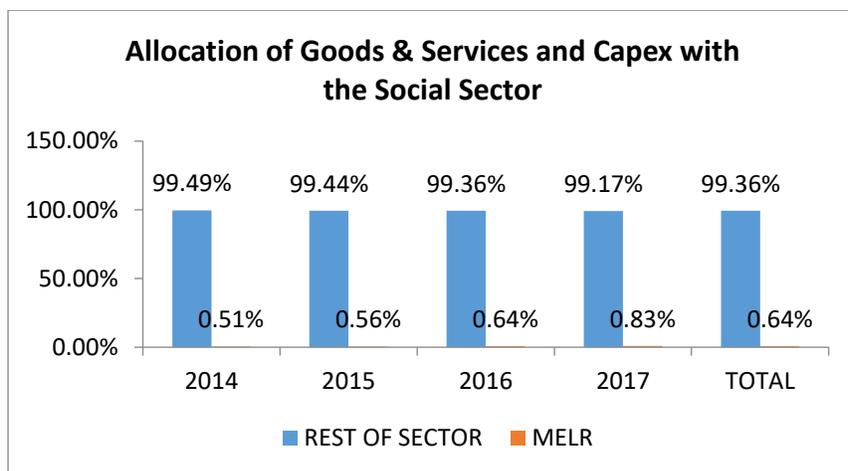
In the 2014-2017 medium-term, Monitoring and Evaluation was a big challenge for the Ministry. Apart from the period collection of performance reports from the Departments and Agencies, no M&E activity was undertaken. The 2014-2017 Sector M&E Framework/Plan was not finalized until late 2016.

In the course of developing the Sector M&E Framework/Plan, the Sector M&E Team was assembled and plans were made to train them to facilitate rolling-out the plan. It was also the intention of management and the M&E Team Leader to develop the requisite monitoring tools and evaluation design to facilitate data collection, analysis and reporting.

The M&E Framework which provides the rationale for Sector M&E activities and the indicators for measurement has been reviewed to reflect the 2018-2021 medium-term policy objectives and targets. The Sector M&E Team needs to be adequately trained and provided with the necessary logistics to enable them work. The monitoring tools and evaluation designs must also be developed to aid data collection and analysis.

Funding

The financial performance analysis of the Ministry shows a very precarious situation for the sector. Comparing to other institutions in the social sector, the Ministry received a maximum of 0.64% of the total allocation to the social sector by the Ministry of Finance in the 2014-2017 medium-term as shown by the figure below.



Throughout the medium-term, the Ministry of Finance allocated a total of GH¢186,080,907.00 to the Ministry and its Departments and Agencies for programme implementation. A total of GH¢137,466,277.31 representing 73.87% of the total allocation was expended.

In the light of the shrinking fiscal space, the Ministry would have to adopt innovative and less government-dependent financing options that would ensure the availability of adequate financial resources throughout the medium-term for implementation of the adopted sector programmes.

1.7 KEY DEVELOPMENT ISSUES FROM PERFORMANCE REVIEW AND SITUATIONAL ANALYSIS

The following are the specific challenges/ issues which proved daunting during the implementation of GSGDA II. It is expected that, the programmes and sub-programmes of sector in 2018-2021 medium-term will be designed to address them. They are:

Table 6: Summary of issues identified from the Sector Profiling and GSGDA II

THEMATIC AREAS OF GSGDA II	IDENTIFIED ISSUES (FROM PERFORMANCE REVIEW AND PROFILE)
Human Development, Productivity and Employment	<ol style="list-style-type: none"> 1. Increasing unemployment and underemployment, particularly among the youth (GSS Labour Force Report, 2015) 2. Poor cooperative system to support enterprise oriented ventures. 3. Poor employment sector monitoring and evaluation system. 4. Lack of effective coordinating and supervisory mechanisms for all youth employment programmes across the country. 5. Lack of Human Capital Development Policy Framework

Human Development, Productivity and Employment	6. Lack of youth employment framework. 7. High incidence of occupational accidents and poor national occupational safety and health management systems. 8. Poor capacity for labour and workplace inspections. 9. Weak policy and regulatory framework for the sector. 10. Weak capacity for research and information management on employment issues. 11. Lack of national productivity index. 12. Inadequate funds for service delivery. 13. Inadequate human capacity in the Ministry for policy formulation and implementation.
THEMATIC AREAS OF GSGDA II	IDENTIFIED ISSUES (FROM PERFORMANCE REVIEW AND PROFILE)
	14. Slow expansion of pension coverage to workers in the informal economy. 15. High decent work deficits in the informal economy. 16. Lack of labour migration policy.
Transparent and Accountable Governance	17. Fragmented and inaccurate information on the labour market. 18. Lack of comprehensive law to regulate domestic work. 19. Lack of mechanisms to link pay to productivity in the public services.
Sector Specific Issues	20. Weak regulatory and institutional capacity. 21. Weak M&E capacity. 22. High staff turn-over at the Departments and Agencies. 23. Inadequate funding. 24. Inadequate office accommodation.

1.8 LESSONS LEARNT FROM THE IMPLEMENTATION OF GSGDA II

The following lessons became apparent in the course of implementing the programmes of the sector:

1. Employment is a cross-cutting development issue and its management requires the active collaboration and cooperation of Ministries, Departments and Agencies (MDAs) influencing the process of job creation.
2. The Ministry requires credible and real-time information on the dynamics of the labour market in order to make relevant policy decisions on employment, job creation and harmonious labour relations.
3. The quality of work is equally as important as the quantity of jobs existing in the economy based on the decent work principles of the ILO.
4. Youth unemployment is central to the development agenda and it is most critical among secondary school leavers, bachelor degree graduates, HND holders and vocational/technical school holders.
5. Vocational school holders can achieve 70% employability rate, if managed well.
6. Employment is the most sustainable option in the continuum of social protection interventions.
7. Although general unemployment rates are low (average 5.2%), vulnerable employment and under-employment remain serious challenge to the development agenda.
8. Effective monitoring and evaluation system is important to track progress, detect deviations and take corrective measure in a timely manner.
9. Wide stakeholder consultation is important for buy-ins and ownership of programmes and initiatives for effective implementation and results.
10. Inadequate funding is fundamental to the weak performance of the sector and a hindrance to progressive steps.
11. Effective financial management systems could minimize the effects of inadequate funding and delays in budget releases on the performance of the Ministry.

1.9 IDENTIFICATION OF DEVELOPMENT ISSUES WITH IMPLICATION FOR 2018-2021

The development issues captured in GSGDA II engendered quiet a number of programmes, projects and activities for implementation. Significant number of these activities, programmes and projects generated critical outputs and milestones necessary for national development as indicated in the performance matrix. However, due to institutional, financial and human capacity challenges many of the issues persist with implications for national development efforts anticipated in the Agenda for Jobs (2018-2021).

Table 7: Identified Development Issues under GSGDA II and Agenda for Jobs 2018-2021

GSGDA II (2014-2017)		AGENDA FOR JOBS (2018-2021)	
THEMATIC AREAS OF GSGDA II	ISSUES	THEMATIC AREAS OF GSGDA II	ISSUES
Human Development, Productivity and Employment	<ol style="list-style-type: none"> 1. Increasing unemployment and underemployment, particularly among the youth (GSS Labour Force Report, 2015) 2. Poor cooperative system to support enterprise oriented ventures. 3. Poor employment sector monitoring and evaluation system. 4. Lack of effective coordinating and supervisory mechanisms for all youth employment programmes across the country. 5. Lack of Human Capital Development Policy Framework 6. Lack of youth employment framework. 7. Poor national occupational safety and health management systems. 	Social Development	<p>High levels of unemployment and under-employment among the youth</p> <p>Weak cooperative regulatory systems Weak linkages between academia, training institutions and industry</p> <p>Mismatch between training and the needs of the labour market</p> <p>Lack of reliable employment and labour data for policy decision making,</p> <p>Weak and ineffective implementation of labour policies, laws and standards</p> <p>High exploitation of labour</p>

GSGDA II (2014-2017)		AGENDA FOR JOBS (2018-2021)	
THEMATIC AREAS OF GSGDA II	ISSUES	THEMATIC AREAS OF GSGDA II	ISSUES
Human Development, Productivity and Employment	<ul style="list-style-type: none"> 8. Poor capacity for labour and workplace inspections. 9. Weak policy and regulatory framework for the sector. 10. Weak capacity for research and information management on employment issues. 11. Lack of national productivity index. 12. Inadequate funds for service delivery. 13. Inadequate human capacity in the Ministry for policy formulation and implementation. 14. Slow expansion of pension coverage to workers in the informal economy. 15. High decent work deficits in the informal economy. 16. Lack of labour migration policy. 		<ul style="list-style-type: none"> Increasing incidence of casualisation of employment High unemployment rate among PWDs Poor industrial relations among partners High disability unemployment Unfavourable macro-economic conditions for the informal economy Weak consultative processes for informal economy workers Non-availability of a comprehensive Informal Employment Policy Inadequate infrastructure and services for the informal economy Poor documentation on the informal economy Low levels of technical and vocational skills

GSGDA II (2014-2017)		AGENDA FOR JOBS (2018-2021)	
THEMATIC AREAS OF GSGDA II	ISSUES	THEMATIC AREAS OF GSGDA II	ISSUES
			<p>Lack of entrepreneurial skills for self-employment</p> <p>Inadequate apprenticeship opportunities</p> <p>Little opportunity to renew and upgrade skills and technology</p> <p>Inadequate social protection in the labour market</p> <p>Limited opportunities for youth involvement in national development</p>

GSGDA II (2014-2017)		AGENDA FOR JOBS (2018-2021)	
THEMATIC AREAS OF GSGDA II	ISSUES	THEMATIC AREAS OF GSGDA II	ISSUES
Transparent and Accountable Governance	<p>17. Fragmented and inaccurate information on the labour market.</p> <p>18. Lack of comprehensive law to regulate domestic work.</p> <p>19. Lack of mechanisms to link pay to productivity in the public services.</p>		
Sector Specific Issues	<p>20. Weak regulatory and institutional capacity.</p> <p>21. Weak M&E capacity.</p> <p>22. High staff turn-over at the Departments and Agencies.</p> <p>23. Inadequate funding.</p> <p>24. Inadequate office accommodation.</p>		
		Economic Development	<p>Limited supply of raw materials for local industries from local sources</p> <p>Limited numbers of skilled industrial personnel</p> <p>Severe poverty and underdevelopment among peri-urban and rural communities.</p> <p>Limited local participation in economic development</p>

Harmonisation Of Development Issues Under GSGDA II And Agenda for Jobs

Analysis of the development issues identified in the Agenda for Jobs 2018-2021 and those captured GSGDA II showed that the issues identified are similarities. The issues identified under the GSGDA II correspond to those identified under the Economic Transformation and Social Development themes of the Agenda for Jobs (2018-2021) which were also identified by performance review and profiling of the sector as shown by Table 4 in chapter 1.

1.11 PRIORITISATION OF DEVELOPMENT ISSUES

Due to the scarcity of resources, including finance, time, logistics among other things, it is necessary to subject the identified development issues to some critical analysis to determine their importance, urgency and ripple effect on the national development effort. The identified issues have therefore been analysed on the basis of their potential, opportunities, challenges and constraints as indicated in below.

Potential Opportunities, Challenges and Constraints (POCC Analysis)

Table 6 is an analysis of the identified issues in terms of their potential, opportunities, challenges and constraints to the development process.

Table 8: Application of POCC

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
1. Under-developed and weak financial markets	Existence of National Pensions Act 2008 (Act 766), Amended 2014 (Act 883) which provide pensions reform through the 3-tier pensions schemes; Expansion of pensions to the informal sector	High Demand for development investments; Government Commitment; Collaboration of stakeholders	Non-availability of comprehensive National Pension Fund Investment Framework; Weak linkage between investment of pension fund and national development; Weak institutional capacities.	Weak and Uncompetitive private sector; Inadequate contribution by the private sector; Lack of transparency in the management of pension funds; Economic down-turn across the globe.
Under-developed and weak financial markets can be addressed as potentials and opportunities exist. The development of a framework with guidelines to streamline the use of pension funds and linking such portfolios to the national development agenda would improve the development of the financial markets. The challenges can be addressed through responsive fiscal and macroeconomic policies focused on growth.				
2. Absence of linkage between pay and productivity in the public service	Productivity survey report available; Existence of FWSC/ MDPI joint committee on linking pay to productivity; Single Spine Pay Policy available	Government policy on linking pay to productivity available; Productivity is a component of the Labour Force Survey by GSS; MDPI exists to mainstream productivity issues in all sector of the economy.	Non-existence of productivity measurement tools and systems, Inadequate funding and weak capacity at the Ministry. Weak coordination capacity of the Ministry.	Non-uniformity of productivity research methodologies; High level of informality; Limited attention of productivity issues on the political agenda.
The development of national productivity methodologies and systems for the private and public sectors would improve productivity data collection, analysis and reporting. It would also improve productivity improvement measures, including training and provision of logistics.				
3. Inadequate production and disaggregated data especially by location	GLMIS Web-portal developed; 2016 Labour Force Survey report by GSS available.	PECs revamp project developed; Technical support by the World Bank under the Ghana Statistical Development project.	Weak institutional and human resource capacity; Inadequate logistics; Inadequate funding.	Fragmentation of labour market data; Poor enforcement of Labour Act.
The issue is addressed by centralizing labour market information collection and dissemination through increased investment, capacity building and cooperation among all stakeholders. Labour Market results should also form the basis of labour market policies and human capacity development initiatives.				

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
4. High unemployment rate amongst the youth	Existence of National Employment Policy 2015; Labour-intensive Public Works Policy availability; 100 TVET centres available at MELR to equip youth with employable skills; YEA training youth in vocational skills. Availability of draft Cooperative Bill; Availability of GLMIS portal; Large informal economy	YEA modules; Multiplicity of youth employment interventions, Government job creation agenda MASLOC and NBSSI; Department of Cooperatives and its Regional/District Offices; Collaboration with WB to develop Youth Employment Framework;	Weak coordination of existence employment interventions; Weak human resource capacity; Non-existence of Weak M&E framework; Limited regulation of the employment sector; Inadequate funding; Inadequate logistics	Inadequate economic expansion, unfavorable business environment, Lack of employable skills among the youth; High incidence of school dropouts; Inadequate of public interest on TVET and entrepreneurial skills among the youth
The issue of unemployment is multi-faceted and requires multi-sectoral collaboration for it to be addressed in a sustainable manner as provided by the National Employment Policy. Research indicates that agriculture still holds a great potential for growth and expansion, particularly in agrobusiness. It is also important to put in place a coordinating and implementation institutional arrangement that assures the quality of the jobs created.				
6. Non availability of a comprehensive Informal Employment Policy	Existence of draft formalisation roadmap Formalisation; NDPC-led Technical Committee in place.	Collaboration with relevant government institutions, the Privates Sector and social partners; In-dept on informal sector	Weak coordination mechanisms; Weak human resource capacity; Lack of business support services for informal operators; Inadequate funding;	Huge decent work deficit amongst informal operators; Poor documentation on the operations of the informal economy; Poor identification of informal operators; Weak national addressing system; Inadequate public education; High rate poverty and illiteracy
The high incidence of decent work deficits is an outcome of the challenges facing the informal economy and the inability of government agencies to reach participants in the various sectors. There is thus the need to strengthen coordination and develop services that would enable the participants of the informal economy to adopt practices which insulates them from socio-economic shocks.				

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
7. Restrictive and unfavourable Macroeconomic conditions/ framework relating to the informal sector	Existence of the Labour Act 2003 (Act 651); Factories, Offices and Shops Act 1970 (Act 328); Existence of 3rd Tier pensions coverage for workers in the informal economy; Country Decent Work Agenda.	Technical and financial support from the ILO; Existence of institutions developing and implementing programs to formalize the economy. E.g. NIA, GRA, SSNIT, etc.	Weak human resource capacity; Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics	Inadequate financial and technical support for informal economic activities; High rate of illiteracy and non-compliance with regulations
This issue can be addressed by undertaking regular M&E and registering members in the sector and providing them with the needed technical and financial support to enhance their business and ensure compliance to the requisite statutory obligations.				
8. Weak and ineffective implement of Labour Policies, Laws and Standards	Existence of the Labour Act 2003 (Act 651), Workmen's Compensation Act 1987 (Act 187), Factories, Offices and Shops Act 1970 (Act 328), Labour Regulations 2007 (L.I. 1833).	Promulgation of the Labour Act 2003 (Act 651); Commitment and support from relevant DPs to revamp of the labour administration systems.	Weak human resource capacity; Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics	Lack of public education on the Labour laws and policies; Lack/Weak enforcement and sanction mechanisms of labour laws and standards
This issue can be addressed by reviewing the labour laws and standards to ensure enforcement.				
9. Weak consultative processes for informal sector workers	Existence of MELR Informal Desk; Strong collaboration with Tripartite partners to extend decent work to informal sector workers; Informal Sector Formalisation Technical Committee.	Commitment and collaboration from government and development partners	Weak human resource capacity; Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics	Lack of a clear strategy to formalize the economy; Lack effective national address and identification systems.
The issue of weak consultative processes for informal workers can be addressed by strengthening the Formalisation Technical Committee for the implementation of the Informal Sector Formalisation Roadmap and enhancing institutional coordination among the core actors.				

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
11. Inadequate apprenticeship opportunities	Data base developed for informal apprenticeship (with focus on Master craft persons); Existence of National Vocational Training Institute Act 1970 (Act 351) to provide employable vocational skills training and trades testing including apprenticeship for the youth	Available support to expand operations through the Korea Exim Bank support to the sector; Interest expressed by the World Bank to expand TVET activities in the Sector; Available funding and technical support programmes at COTVET	Inadequate funding; Inadequate logistics	Weak coordination of TVET across sectors; Inadequate funding; Non-existence of comprehensive development plan strategy for Ghana on TVET; Lack of public interest
This issue can be addressed by equipping the TVET institutions with the need tools and reviewing their curricula to ensure they provide the needed training course for national development.				
12. Mismatch/gap between training and needs of the labour market	Ghana Labour Market Information System (GLMIS) developed to facilitate job-matching; National Employment Service under the Labour Department operational.	Existence of draft National TVET Strategic Plan 2015-2025; COTVET coordinating with industry to address labour market needs by reviewing curricula across TVET centres	Weak human resource capacity; Non-existence of functional sector M&E framework; Inadequate funding	Lack of proper coordination between government, schools and industry; Inadequate relevant research and development on labour market situations across sectors
This issue can be addressed by ensuring regular interaction between government, schools and industry to ensure demand and supply of the labour market are met and intensifying research and development in this area. It is also important to strengthen apprenticeship, Work-to-Transition programmes, internship and job skills training.				
13. Inadequate job creation	Existence of YEA Act 2015 (Act 887); Availability of draft Cooperative Bill; National Employment Policy 2015	Development of Youth Employment Framework; YEA, PEC; one-district-one-factory, one-village-one-dam, YES, SADA, etc.	Weak human resource capacity; Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics	Ineffective coordination of employment; Large informal economy; low growth rate; lack of current employment data.
This issue can be addressed by developing a strategy to coordinate job creation interventions across sectors and undertaking regular job creation impact assessment across sectors of the economy				

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
14. Poor industrial/labour relations among partners	Existence of the Labour Act 2003 (Act 651), Workmen's Compensation Act 1987 (Act 187), Factories, Offices and Shops Act 1970 (Act 328), Labour Regulations 2007 (L.I. 1833); National Labour Commission Regulations 2006 (L.I. 1822), L.I. 1833 2007; National Employment Policy 2015	Strong collaboration with social partners; Support from the Development Partners, Revamping of Labour Department and PECs across districts under the EU GESP project	Weak human resource capacity; Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics; Inadequate regional and districts offices	Lack of public education on the Labour laws and policies; Lack/Weak enforcement and sanction mechanisms of labour laws and standards; Inadequate funding
This issue can be addressed by encouraging more tripartism at the regional and district levels and equipping the labour institutions to undertake periodic M&E to ensure compliance of labour laws as well as sensitization of the work force.				
15. Increasing incidence of casualization of employment	Existence of the Labour Act 2003 (Act 651); Existence of National Daily Minimum Wage and Base Pay; National Labour Commission Regulations 2006 (L.I. 1822), L.I. 1833 2007	Organized Labour's support and guidance to resolve the situation in various sectors; Existence of the NLC, and other legal institutions to seek redress	Weak human resource capacity; Inadequate funding; Inadequate logistics; Inadequate regional and districts offices	Lack of public education on the Labour laws and policies; Lack/Weak enforcement and sanction mechanisms of labour laws and standards; Inadequate funding
This issue can be addressed by encouraging more Tripartism at the regional and district levels and equipping the labour institutions to undertake periodic M&E to ensure compliance of labour laws as well as sensitization of the work force.				
16. Inadequate social protection in the labour market	Existence of National Pensions Act 2008 (Act 766); Labour Act 2003 (Act 651); Workmen's Compensation Act 1987 (Act 187); Enforcement of decent work	Support from the EU through the GESP project to provide employment and social protection; Existence of the National Social Protection Policy 2016	Weak human resource capacity; Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics; Inadequate regional and districts offices	Lack of synergy among social protection interventions, inadequate coordination

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
	standards-including minimum wage enforcement, occupational safety and health at workplace, etc.			
This issue can be addressed by ensuring a strict enforcement of labour laws and providing more social protection for workers including pensions, maternity protection, among others.				
17. Increasing number of labour agitations	Existence of the Labour Act 2003 (Act 651), Workmen's Compensation Act 1987 (Act 187), Factories, Offices and Shops Act 1970 (Act 328), Labour Regulations 2007 (L.I. 1833)	Strong Organized Labour groups to dialogue with government in protecting workers right; Existence of financial and technical support from government and development partners to resolve labour issues	Lack of early warning systems; Weak human resource capacity; Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics; Inadequate regional and districts offices for NTC	Lack of public education on the Labour laws and policies; Lack/Weak enforcement and sanction mechanisms of labour laws and standards; Inadequate funding
This issue can be addressed by establishing an early warning system and ensuring a strict enforcement of labour laws and standards				
18. High exploitation of labourers	Existence of the Labour Act 2003 (Act 651), Workmen's Compensation Act 1987 (Act 187), Labour Regulations 2007 (L.I. 1833)	Strong Organized Labour groups; Existence of NLC and other legal institutions	Lack of early warning systems; Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics; Inadequate regional and districts offices for NTC	Lack of public education on the Labour laws and policies; Lack/Weak enforcement and sanction mechanisms of labour laws and standards; Inadequate funding
This issue can be addressed by encouraging the formation of workers unions at all levels and Tripartism at regional and district levels.				
20. High decent work deficits in the informal economy	Existence of the Labour Act 2003 (Act 651); Workmen's Compensation Act 1987 (Act 187); Factories, Offices and Shops Act 1970 (Act 328)	Presence of a strong media; Educational programmes and sensitizations form other institutions on the need to formalize; Existing literature and research on activities of the informal economy	Inadequate enforcement of labour laws and standards; Weak human resource capacity; Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics	Lack of public education on the Labour laws and policies; Lack/Weak enforcement and sanction mechanisms of labour laws and standards
This issue can be addressed by ensuring a strict enforcement of labour laws and standards and providing requisite support for the informal economy				

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
21. Increasing trend of irregular and precarious migration	Existence of the Labour Act 2003 (Act 651); Trained MELR/LD staff on labour migration related issues	Existence of the National Migration Policy; Technical and financial support from the IOM and EU	Inadequate enforcement of labour laws and standards; Weak human resource capacity; Inadequate funding; Inadequate logistics	Non-existence of a National Labour Migration Policy; Inadequate funding; Non-existence of labour migration centres/reintegration centres; Non-availability of data on labour migration
This can be addressed by collaborating with development partners to development and implement a National Labour Migration Policy and Implementation Plan and providing support services to migrant workers including reintegration centres and data collecting units across the country.				
22. Abuse and exploitation of children engaged in hazardous forms of labour	Existence of the Labour Act 2003 (Act 651); Existence of National Plan of Action II on the elimination of worst forms of child labour; MOU signed with Cocobod to renew the NPECLC project to protect children against exploitation in cocoa sector	Social programmes and interventions from other sectors to lift children from vulnerability including the school feeding programme, free SHS programme, LEAP, free school uniforms, etc.; Technical and financial support from development partners	Weak collaboration with social protection Ministry in the fight against child labour; Inadequate funding; Inadequate logistics	High illiteracy rates and incidence of school dropouts; Inadequate funding
This can be addressed by collaborating with development partners to ensure the implementation of the National Plan of Action II on the elimination of worst forms of child labour and undertaking other projects to ensure the objectives of the action plan is achieved.				
23. Inadequate labour protection for workers	Existence of National Pensions Act 2008 (Act 766), Amended 2014 (Act 883); Workmen's Compensation Act 1987 (Act 187); Draft National Occupational Safety and Health Policy and Bill; 2017 NDMW and Base Pay	Support from the EU through the GESP project to provide employment and social protection; Existence of the National Social Protection Policy 2016	Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics; Inadequate regional and districts offices	Lack of public education on the Labour laws and policies; Lack/Weak enforcement and sanction mechanisms of labour laws and standards; Inadequate funding

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
This issue can be addressed by ensuring a strict enforcement of labour laws and providing more social protection for workers including pensions, maternity protection, among others.				
24. High incidence of child labour in agriculture, quarry, fishing and mining sectors	Existence of the Labour Act 2003 (Act 651); Existence of National Plan of Action II; MOU signed with Cocobod to renew NPECLC project; Existence of National Steering and Technical Committee	Social programmes from other sectors to lift children from vulnerability including the school feeding programme, free SHS programme, LEAP, etc; Technical and financial support from development partners	Weak collaboration with social protection Ministry in the fight against child labour; Inadequate funding; Inadequate logistics	High illiteracy rates and incidence of school dropouts; Inadequate funding
This can be addressed by collaborating with development partners to ensure the implementation of the National Plan of Action II on the elimination of worst forms of child labour and undertaking other projects to ensure the objectives of the action plan is achieved				
25. Weak cooperative regulatory systems	Availability of draft Cooperative Bill to revamp the Cooperative regulatory and legislative system within Ghana	Existence of other small business formation groups including NBSSI, Farmer-Based Organisation, etc; Existence of a strong International Cooperatives Alliance movement to provide financial and technical support for Ghana	Obsolete Cooperatives Regulatory systems; Non-existence of functional sector M&E framework; Inadequate funding; Inadequate logistics; Inadequate regional and districts offices	Inadequate funding; Non-compliance of regulations within the cooperative sector; Lack of public education and sensitization on cooperative regulatory systems
This can be addressed by restructuring the cooperative regulatory system and revising the Cooperative Bill to address modern trends				
26. High incidence of occupational accidents	Existence of draft NOSH Policy and Bill; Existence of Labour Act 2003 (Act 651), Workmen's Compensation Act 1987 (Act 187), Factories, Offices and Shops Act 1970 (Act 328)	Support from government and development partners to compliance to occupational safety and health standards; Existence of OSH services across various sectors of the economy including health service, mines, GAEC, etc.	Inadequate funding; Inadequate logistics	Lack of public education on the Labour laws and policies; Lack/Weak enforcement and sanction mechanisms of labour laws and standards; Inadequate funding

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
This can be addressed by establishing the National Occupational Safety and Health Authority and ensuring the implementation of the National Occupational Safety and Health Policy and Bill				
27. Obsolete training tools for public vocational schools	Trained Technical and Vocational instructors at NVTI, ICCES & OICG; Signed MOU between NVTI and YEA	Support government and development partners to retool TVET institutions in the sector; Available funding through COTVET under the SDF for retooling; Existence of draft National TVET Strategic Plan 2015-2025	Inadequate funding; Inadequate logistics and infrastructure	Inadequate funding; Lack of public interest; Weak coordination of TVET programmes
This can be addressed by retooling all TVET institutions within the sector to attract more students and address modern needs of the labour market within the economy				
28. Fragmented Occupational Safety and Health (OSH) regulatory frameworks	Existence of the Labour Act 2003 (Act 651), Workmen's Compensation Act 1987 (Act 187), Factories, Offices and Shops Act 1970 (Act 328); Existence of draft Occupational Safety and Health Policy and Bill	Support from government and development partners to compliance to occupational safety and health standards; Existence of OSH services across various sectors of the economy including health service, mines, GAEC, etc.	Inadequate budgetary allocations to conduct broad review and sensitization workshops; Inadequate logistics	Lack of public education on the Labour laws and policies; Lack/Weak enforcement and sanction mechanisms of labour laws and standards; Inadequate funding
This can be addressed by establishing the National Occupational Safety and Health Authority and ensuring the implementation of the National Occupational Safety and Health Policy and Bill				
29. Inadequate protection against workplace hazards and rehabilitation	Existence of the Labour Act 2003 (Act 651), Workmen's Compensation Act 1987 (Act 187), Factories, Offices and Shops Act 1970 (Act 328); Existence of draft NOSH Policy and Bill	Support from the EU through the GESP project to provide employment and social protection; Existence of the National Social Protection Policy 2016	Weak collaboration with social protection Ministry; Inadequate funding; Poor logistics	Lack of public education on the Labour laws and policies; Lack/Weak enforcement and sanction mechanisms of labour laws and standards

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
This issue can be addressed by ensuring strict enforcement of labour laws and standards and undertaking periodic M&E and public sensitization to ensure compliance of labour laws				
30. Weak linkage between academia, training and industry	Existence of NECC; Strong collaboration with Tripartite constituents to create linkage with government, academia and industry	Existence of strong collaboration with employers and workers to link needs of industry and academia; Existence of other institutions to act as facilitators including COTVET, AGI, NDPC, etc.; Existence of draft National TVET Strategic Plan 2015-2025	Weak collaboration industry; Inadequate funding; Poor logistics; Weak research on demand and supply of industry	Lack of proper coordination between government, schools and industry; Inadequate relevant research and development on labour market situations across sectors
This issue can be addressed by ensuring regular interaction between government, schools and industry to ensure demand and supply of the labour market are met and intensifying research and development in this area.				
31. Inadequate comprehensive data/ information on national human capital needs	Existence of draft National Human Resource Policy; Collaboration existing between NDPC and MELR on the finalisation of the National HR Policy	Strong collaboration with other institutions including NDPC, GSS, OHCS, PSC, etc; Existence of funding from government and development partners; National Longterm Development Policy Framework	Weak human resource capacity; Non-existence of functional sector M&E framework; Inadequate funding; Poor logistics	Lack of political commitment; Inadequate funding; Weak coordination of human resource programmes; Lack of national HR data
This can be addressed by collaborating with development and social partners to develop and implement the National Human Resource Development Policy.				

ISSUE TO BE ADDRESSED	POTENTIALS (FROM BASELINE SITUATION)	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
32. E-Employment				
Insufficient comprehensive information on job opportunities.	Availability of GLMIS portal to link registered unemployed persons to registered jobs; Existence of PECs across districts to facilitate the registration of unemployed persons on the GLMIS portal	Strong collaboration with other social partners to establish a functional GLMIS; Available financial and technical support from the government and development partners	Inadequate public education and sensitization on the use of the GLMIS portal	Non-availability of employment data from public and private institutions; Inadequate funding; Weak regulatory systems to ensure compliance to the Labour Act.
This issue can be addressed by operationalising and maintaining the Ghana Labour Market Information System and undertaking public education and sensitization to ensure compliance and use of the GLMIS across the country				

Table 9: Prioritized Issues as Categorized under Themes and Focus Areas

THEME	FOCUS AREA	ISSUES
SOCIAL DEVELOPMENT	Employment And Decent Work	<p>Lack of reliable employment and labour data for policy decision making, monitoring and evaluation</p> <p>Lack of objective national productivity measurement</p> <p>Weak and ineffective implementation of labour policies, laws and standards</p> <p>High levels of unemployment and under-employment among the youth.</p> <p>Mismatch between training and the needs of the labour market</p> <p>Increasing incidence of casualisation of employment</p> <p>Poor industrial relations among partners</p> <p>High disability unemployment</p> <p>High exploitation of labour</p> <p>Weak consultative processes for informal economy workers</p> <p>Non-availability of a comprehensive Informal Employment Policy</p> <p>Unfavourable macro-economic conditions for the informal economy</p> <p>Inadequate infrastructure and services for the informal economy</p> <p>Poor documentation on the informal economy</p> <p>Low levels of technical and vocational skills</p>

THEME	FOCUS AREA	ISSUES
		Lack of entrepreneurial skills for self-employment Inadequate apprenticeship opportunities Little opportunity to renew and upgrade skills and technology
	Youth Development	Youth unemployment and underemployment among rural and urban youth Youth engaged in hazardous environmental practices
	Disability and Development	High unemployment rate among PWDs
ECONOMIC DEVELOPMENT	Industrial Transformation	Limited numbers of skilled industrial personnel Limited local participation in economic development

CHAPTER TWO

SECTOR DEVELOPMENT ISSUES AND PROJECTIONS

2.1 INTRODUCTION

This chapter identifies development issues that the sector would be focusing on within the medium-term to propel it into the future. It identifies development issues under AGENDA FOR JOBS 2018-2021 relevant to the Ministry. It also presents the adopted sector development issues for the medium-term selected through harmonization of issues under GSGDA II and AGENDA FOR JOBS 2018-2021, and prioritization.

Table 10: Adopted Policy objectives and issues for MELR SMTDP

THEME	FOCUS AREA	KEY POLICY OBJECTIVE	PRIORITISED ISSUES
SOCIAL DEVELOPMENT	Employment And Decent Work	Improve human capital development and management	<p>Lack of reliable employment and labour data for policy decision making, monitoring and evaluation</p> <p>Lack of objective national productivity measurement</p> <p>Weak and ineffective implementation of labour policies, laws and standards</p> <p>High levels of unemployment and under-employment among the youth.</p> <p>Mismatch between training and the needs of the labour market</p> <p>Increasing incidence of casualisation of employment</p>

THEME	FOCUS AREA	KEY POLICY OBJECTIVE	PRIORITISED ISSUES
			<p>Poor industrial relations among partners</p> <p>High disability unemployment</p> <p>High exploitation of labour</p> <p>Weak consultative processes for informal economy workers</p> <p>Non-availability of a comprehensive Informal Employment Policy</p> <p>Unfavourable macro-economic conditions for the informal economy</p> <p>Inadequate infrastructure and services for the informal economy</p> <p>Poor documentation on the informal economy</p> <p>Low levels of technical and vocational skills</p> <p>Lack of entrepreneurial skills for self-employment</p> <p>Inadequate apprenticeship opportunities</p>

THEME	FOCUS AREA	KEY POLICY OBJECTIVE	PRIORITISED ISSUES
			Little opportunity to renew and upgrade skills and technology
	Youth Development	Promote effective participation of the youth in socio-economic development	Youth unemployment and underemployment among rural and urban youth Youth engaged in hazardous environmental practices
	Disability and Development	High unemployment rate among PWDs	Promote full participation of PWDs in social and economic development
ECONOMIC DEVELOPMENT	Industrial Transformation	Ensure improved skills development for industry	Limited numbers of skilled industrial personnel Limited local participation in economic development

Based on the key issues identified through the institutional profiling and performance review under chapter 1 as well as the harmonisation of GSGDA II issues with those captured under the “Agenda for Jobs 2018-2021”, the sector has adopted the above development issues relevant to the mandate of the Ministry to form the basis of programming for the medium term.

Table 9 shows that the Ministry is relevant under to two policy objectives of the *Economic and Social Development thematic areas* of the “Agenda for Jobs 2018-2021 which call for a review the sector programmes and sub-programmes to reflect the prioritized development issues.

2.2 MEDIUM-TERM SECTOR PROGRAMMES AND SUB-PROGRAMMES

The results of the harmonization of issues identified in the GSGDA II and the Agenda for Jobs showed a great deal of similarities and overlap between the policy frameworks. The prioritized and adopted development issues also reflect a great deal of similarities to the issues focused on by the Ministry during the 2014-2017 period.

In view of this, the Ministry has align the adopted and prioritized development issues to the existing sector programmes as shown by Table 10.

Table 11: Alignment of Sector Programmes to the Adopted Development Issues

No.	Sector Programmes	Development Issues
P1	Management and Administration	Lack of reliable employment and labour data for policy decision making, monitoring and evaluation. Lack of objective national productivity measurement. Weak and ineffective implementation of labour policies, laws and standards. Weak consultative processes for informal economy workers.
		Non-availability of a comprehensive Informal Employment Policy. Unfavorable macro-economic conditions for the informal economy. Inadequate infrastructure and services for the informal economy. Poor documentation on the informal economy.
P2	Job Creation and Cooperatives Development	Limited number of skilled industrial personnel High unemployment rate among PWDs. High levels of unemployment and under-employment among the youth. Mismatch between training and the needs of the labour market. High disability unemployment.
P3	Skills Development	Limited supply of raw materials for local industries from local sources. Low levels of technical and vocational skills. Inadequate entrepreneurial skills for self-employment. Inadequate apprenticeship opportunities. Little opportunity to renew and upgrade skills and technology.
P4	Labour Administration	Increasing incidence of casualization of employment. Poor industrial relations among partners. High exploitation of labour.

CHAPTER THREE

DEVELOPMENT PROJECTIONS FOR THEMES, POLICY OBJECTIVES AND STRATEGIES

3.1 INTRODUCTION

This chapter shows the development projections of the sector for 2018-2021 with respect to the prioritized development issues. It outlines the additional social, economic and infrastructural services required for the achievement of the national development objectives within the medium-term. It also contains the revised sector programmes and sub-programmes.

3.2 SECTOR MEDIUM-TERM REQUIREMENTS

The situational profiling and sector performance review done in chapter indicated some key sector development challenges. The harmonization of these challenges with the development issues identified in the GSGDA II and the Agenda for Jobs 2018-2021 also shows the relevance of the identified policy issues for the advancement of the sector within the medium term. This requires the Ministry to provide certain services and products for the benefit of its clientele.

In response to the issues, the Ministry must work towards reducing the level of unemployment, underemployment and vulnerable employment among the youth. Government provide adequate stimuli for the private sector to expand and absorb the persons who are looking for work and available to work, including those willing to change jobs. Decent job creation and employment management should therefore be at the center of national macro-economic and fiscal policies of government.

The National Employment Coordinating Council (NECC) should be established to coordinate decent job creation in all sectors as outlined by the National Employment Policy. This requires revamping of the Public Employment Centres of the Labour Department and institutionalization of the Ghana Labour Market Information System (GLMIS) to promote effective job matching. Persons who are without skills or semi-skilled, including the economically active poor should be engaged in labour-intensive economic activities to enable them acquires employable skills learning on the job. The National Labour-intensive Public Works Policy should be mainstreamed into the development plans of the District Assemblies. Persons supported by the national social protection system should be linked with employment skills training services and sustainable jobs in order to prevent them from falling back into vulnerability. The modules of the Youth Employment Agencies should be reviewed to reflect sustainable options with exist strategies. The Graduate Business Support Scheme should be revamped to provide entrepreneurial skills and support to graduates who have passion to establish own enterprises.

In collaboration with the skills development agencies across the country, the Ministry should promote transfer of employment skills to the unemployed in accordance with global trends. The cooperative system being the cradle of business development must be revamped to support business enterprises owned by groups to take up a true private business image. Persons trained in

the various skills training institutions and with the intension of owning their businesses should be encouraged to form cooperatives and be supported to access incentives. The new cooperative bill should be submitted for approval and promulgation by parliament.

A national productivity measurement system should be put in place to link wages and salaries to pay, particularly in the public services. For the public services, a Public Service Performance Management, Monitoring and Evaluation System should be put in place to match resources provided to sector with their performance vis-à-vis their annualized plans.

Ghanaians who prefer to pursue better employment opportunities in foreign countries will be assisted to do so within the framework of a national labour migration policy. Government should take the opportunity of the remittances of labour migrants and harness it for national development. Re-integration centres should be dotted around the country to offer training and support to potential migrants and returnees.

The Ministry must also ensure provision of social protection for the working force in collaboration with key stakeholder institutions at all levels. In order to ensure smooth running of industry and government, harmonious labour relations must be maintained at all times through the enforcement of labour laws, regulations and standards, and social dialogue within the tripartite framework. The informal economy which engages over 80% of the labour force should be introduced to formal ways of doing business and importance of contributing to a social security fund under the 3 tier pension system. Government must also ensure that the applications of decent work standards are extend to the operators of the informal economy.

The National Occupational Safety and Health Authority should also be established to ensure that workplace safety measures are enforced in all sectors of the economy.

3.3 ADOPTED SECTOR DEVELOPMENT THEMES AND POLICY OBJECTIVES

Table 8 shows that, on the basis of the prioritized issues the Ministry will focus on the social and economic developed themes in the Agenda for Jobs. Under Social development, there are four (4) relevant policy objectives under *Employment and Decent Work, Youth Development and Disability and Development* Focus Areas. The relevant Focus Area under the Economic Development theme is *Industrial Transformation*.

Table 12: Adopted themes, policy objectives and strategies

Thematic Area: Social Development

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
EMPLOYMENT AND DECENT WORK	Lack of reliable employment and labour data for policy decision making, monitoring and evaluation Lack of objective national productivity measurement Weak and ineffective implementation of labour policies, laws and standards High levels of unemployment and under-employment among the youth Mismatch between training and the needs of	Improve human capital development and management	Accelerate implementation of a comprehensive National Employment policy and Labour Intensive public works policy (SDG Targets 8.2, 8.3, 8.5) Finalise and implement National Human Resource Development Policy (SDG Target 8.3) Determine human capital and skill set needs for Ghana over the medium and long term (SDG Target 1.b) Revamp public employment centres across districts (SDG Targets 16.6) Develop a National Productivity index (SDG Target 1.b) Strengthen enforcement of existing labour laws and regulations as well as the labour administration systems (SDG Targets 8.3, 16.6) Promote harmonious industrial relations (SDG Targets 9.b, 17.14) Strengthen existing laws to eliminate informalisation of jobs in the formal economy (SDG Target 8.3) Strengthen employment	MELR, Labour Department, Department of Factories Inspectorate, FWSC, MDPI, NVTI, YEA, ICCS, OIC, NPRA, COTVET	SDG1, 4, 8, 9, 16, 17 AU 1, 2, 4, 11, 12, 17, 18,20

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<p>the labour market Increasing incidence of casualisation of employment Poor industrial relations among partners High disability unemployment High exploitation of labour Weak consultative processes for informal workers</p>		<p>coordination, in all sectors of the economy (SDG Targets 8.3, 17.14) Promote and enforce deeper and wider application of local content and participation laws (SDG Target 17.15) Introduce mandatory job impact assessment for all public-sector projects or initiatives. (SDG Targets 8.3, 17.15) Create equal employment opportunities for PWDs (SDG Target 8.5)</p>		

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<p>Non-availability of a comprehensive Informal Employment Policy</p> <p>Unfavourable macro-economic conditions for the informal economy</p> <p>Inadequate infrastructure and services for the informal economy</p> <p>Poor documentation on the informal economy</p>	<p>Promote the creation of decent jobs</p>	<p>Place job creation at the centre of national development agenda (SDG Targets 8.3, 8.5, 17.15)</p> <p>Develop and implement tailored business sector support services to business units (SDG Targets 8.3, 8.10)</p> <p>Strengthen the linkages among social protection and employment services (SDG Targets 4.4, 8.3)</p> <p>Enhance livelihood opportunities and entrepreneurship (SDG Targets 4.4, 8.3)</p> <p>Strengthen cooperative system for the development of business-oriented ventures (SDG Targets 8.3, 8.10)</p> <p>Mainstream labour-intensive methods in specific government interventions (SDG Target 8.2)</p> <p>Develop and promote schemes that support skills training, internship and modern apprenticeship (SDG Targets 8.3, 8.6)</p> <p>Ensure implementation of affirmative action or positive discrimination with respect to vulnerable groups for participation in public interventions (SDG</p>	<p>MELR, NLC, Labour Department, TUC, Ghana Employers' Association, Department of Factories Inspectorate, PSC, FWSC, Market Queens' Associations, MoGCSP, SSNIT, NPRA, Registrar-General's Department, NIA, EXIM Bank, GFD, other stakeholders</p>	<p>SDG 4, 8, 9, 17</p> <p>AU 1, 2, 4, 11, 12, 17, 18,20</p>

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
	<p>Low levels of technical and vocational skills Lack of entrepreneurial skills for self-employment Inadequate apprenticeship opportunities Little opportunity to renew and upgrade skills and technology Inadequate social protection in the labour market Weak cooperative regulatory systems Weak linkages between academia, training institutions and industry</p>		<p>Targets 5.1, 10.3, 16.3, 16.6, 16.7, 16.b, 17.15) Promote entrepreneurship and financial support for PWDs (SDG Target 8.3) Create an effective coordination system for management of labour migration issues and the elimination of child labour for decent work outcomes (SDG Targets 8.7, 8.8) Provide infrastructure for the development of businesses (SDG Targets 9.1, 9.4) Regulate the job market and encourage the formal and informal economy to create decent employment (SDG Targets 8.3, 8.5) Strengthen capacity of informal labour unions to engage in social dialogue (SDG Targets 16.6, 16.7) Build capacity of informal economy (SDG Target 8.3)</p>		

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
YOUTH DEVELOPMENT	<p>Youth unemployment and underemployment among rural and urban youth</p> <p>Youth engaged in hazardous environmental practices</p>	Promote effective participation of the youth in socio-economic development	<p>Strengthen key national institutions including NYA and YEA to effectively discharge their mandates (SDG Target 16.6)</p> <p>Develop and implement additional initiatives for youth employment, including promotion of entrepreneurial skills (SDG Targets 4.4, 8.3)</p> <p>Improve quality of and access to post-basic education skills training (SDG Targets 4.3, 4.1)</p> <p>Develop and implement apprenticeship and employable skill training for out-of-school youth and graduates (SDG Targets 4.4, 8.6)</p> <p>Support the youth to participate in modern agriculture (SDG Target 8.6)</p> <p>Strengthen career guidance counselling offices in schools (SDG Target 4.4).</p> <p>Facilitate access to credit for the youth (SDG Target 8.10)</p> <p>Ensure participation of youth in appropriate environmental practices (SDG Targets 16.7)</p>	<p>MoYs, NYA, MDAs, YES, GSS, CSOs, OoP, MoF, NDPC, Scholarship Secretariat, MoE, MELR, GES, NVTI, MLGRD, DCD, LGS, YEA, MMDAs, Ghana Academy of Arts and Sciences, National Council for Tertiary Education, MoF, AGI, MoTI</p>	<p>SDG 4, 8, 16, 17</p> <p>AU 1, 2, 4, 5,18</p>

FOCUS AREA	ISSUES	KEY POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATING AGENCIES	GLOBAL/ REGIONAL LINKAGES
DISABILITY AND DEVELOPMENT	High unemployment rate among PWDs	Promote full participation of PWDs in social and economic development	Provide sustainable employment opportunities and decent living conditions for PWDs (SDG Targets 4.4, 8.5, 8.8)		
Economic Development					
INDUSTRIAL TRANS-FORMATION	Limited supply of raw materials for local industries from local sources	Enhance production and supply of quality raw materials	Introduce a programme of support for agro-processing through the cultivation of selected agricultural raw materials (including tomato, cassava, cocoa, soya beans, maize, oil palm, cashew, cotton, shea nut), selected fruits, groundnuts and rice (SDG Targets 2.3, 2.4, 2.c) Support recycling and reprocessing of industrial waste to extend the industrial value chain as well as create a new raw material base for industries (SDG Target 12.5)	Ministry of Employment and Labour Relations	SDG 2, 9, 12 AU 4, 5, 7, 9
	Limited numbers of skilled industrial personnel	Ensure improved skills development for industry	Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors (SDG Target 4.4) Develop in collaboration with trade unions a database of trained apprentices and artisans, and establish a National Apprentice Recruitment Agency (SDG Target 17.18)	Ministry of Employment and Labour Relations Ministry of Education Ministry of Environment, Science, Technology and Innovation Ministry of Trade and Industry National Vocational Training Institute	SDG 4, 9, 17 AU 2, 4,5,7,9

CHAPTER FOUR

REVIEW AND FORMULATION OF PROGRAMMES AND SUB-PROGRAMMES

4.1 INTRODUCTION

This chapter reviews and outlines sector programmes and sub-programmes intended to address the adopted medium-term issues, goals, sub-goals, policy objectives and strategies identified in chapter three. It evaluates the programmes and sub-programmes considering the issues and policy objectives as well as the mandate and functions of the Ministry.

4.2 PROGRAMMES AND SUB-PROGRAMMES

In line with the Programme-Based Budgeting Approach of the Ministry of Finance, MELR operationalizes four sector-wide programmes which are a consolidation of its functions. These are:

Programme 1: Management & Administration

This programme consists of 4 sub programmes related to policy and institutional strengthening and operations management at the Sector headquarters namely Finance & Administration, Human Resource Development, Policy Planning, Budgeting, Monitoring & Evaluation and Research, Statistics & Information Management.

Programme 2: Job Creation and Development

Sub-programme 2.1: Youth Employment and Entrepreneurial Development

The core purpose of the programme is to design and implement programmes and projects with economic potential that can generate employment to address the incidence of increased youth unemployment and its associated threat to national security. The programme further focuses on providing skills training and internship and entrepreneurial skills to the youth to enhance their employability.

Sub-programme 2.2: Graduate Entrepreneurial Business Support

The Graduate Business Support Scheme (GEBSS) is a private/public Sector initiative between GEBSS Ltd and the Ministry of Employment and Labour Relations in collaboration with the Ministry of Trade and industry, Exim Bank, the Youth Employment Agency and the Management Development and Productivity Institute (MDPI).

The Scheme aims to equipping unemployed graduates with entrepreneurial skill and support services to enable them establish their own businesses.

Sub-programme 2.3: Cooperatives Development

The purpose of the programme is to mobilize workers, especially in the informal Sector into formidable and viable co-operatives to improve their economies of scale and enhance their

sustainability for expanded job creation for the teeming unemployed youth in the rural areas. The groups are educated on the best practices in their respective trades/occupations, book keeping, managerial skills conflict resolution and other skills that will ensure smooth running and sustainability of the groups. Workers in the formal Sector are also mobilized to organize themselves into co-operatives to better their living conditions through Credit Unions.

Programme 3: Skills Development

Sub-programme 3.1: Vocational Skills Training and Testing

The purpose of this programme is to equip the skills training institutions of the Ministry namely; National Vocational Training Institute (NVTI), Opportunities Industrialization Centre, Ghana (OICG) and Integrated Community Centres for Employable Skills (ICCES) to provide vocational skills training in trades like carpentry, welding, masonry, catering, electrical and electronics, brick laying, textiles, ceramics, dressmaking, hairdressing, office skills, ICT to the youth and young graduates.

The institutes also equip master craft persons with technical skills in modern technology and also encourage artisans and other professionals including; fitters, mechanics, carpenters, electricians, hairdressers and beauticians to form strong district, regional and national associations to enable them qualify for government support. The NVTI also conducts trade test for the various trade areas to assess and certify trainees into the labour market. This is conducted in proficiency and to certificate levels.

Sub-programme 3.2: Management Skills Development and Productivity

The purpose of this programme is to enhance national productivity outcomes through human capital improvement and awareness creation. In view of this, the Management Development and Productivity Institute (MDPI) embarks provides management development skills training for workers in both the public and private Sectors and conduct nationwide productivity awareness creation programmes. For the MDPI to carry out this national mandate efficiently and effectively the Institute is in the process of revamping the National Productivity Centre for capacity building.

Programme 4: Labour Administration

Sub-programme 4.1: Employment Services, Labour Relations and Establishment Inspections

This sub-programme entails the production and dissemination of relevant labour market information, management of labour migration, and provision of vocational and career counselling services for job seekers, payment of workmen's compensation for industrial accident victims in the public and private Sectors and maintenance of harmonious labour relations for national development. The Labour Department, through the Public Employment Centres and its regional and district offices, performs various employment/labour functions to meet the needs of stakeholders in the employment sub-Sector.

Sub-programme 4.2: Occupational Safety and Health

This sub-programme is for the promotion occupational safety and health in the productive Sectors. It entails the routine inspection of factories, offices and shops for the enforcement of occupation safety and health standards and regulations. The Department of Factories Inspectorates (DFI) investigates reported workplace accidents and prosecutes offenders under the Factories, offices and Shops Act, 1970, Act 328. On the preventive aspect, the DFI organises safety talks with stakeholders in industry and supervises the annual statutory examination of potentially hazardous plants. This is to ensure that preventive measures are put in place against occurrence of industrial accidents.

Sub-programme 4.3: Public Service Wage and Salary Administration

This sub-programme focuses on eliminating distortions and inequalities in the public wages and salaries administrative system. It also endeavours to pursue a component of the Single Spine Pay Policy that seeks to link public service pay to work and productivity. In order to achieve its objectives, the Fair Wages and Salaries Commission (FWSC) carries out job evaluation, develops pay structures for all public service institutions, lead minimum wage and Base Pay and Pay-Point Relativity negotiations on behalf of government. The FWSC does this in collaboration with all stakeholders including the Public Service Joint Standing Negotiation Committee (PSJSNC).

Sub-programme 4.4: Pensions Reforms and Regulations

The sub-programme focuses on the regulation of both private and public schemes operated under the new pension law. It deals with the approval, regulation and monitoring of Trustees, Pension Funds Managers, Custodians and other institutions in the Pension management. It further focuses in sensitisation of the public on issues pertaining to the various schemes, investigation of complaints on impropriety of the management of pension schemes.

Table 13: Programmes, Sub-programmes and Adopted policy objectives

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
<p>Improve Human Capital Development and Management</p>	<p>Accelerate implementation of a comprehensive National Employment policy and Labour Intensive public works policy (SDG Targets 8.2, 8.3, 8.5) Finalise and implement National Human Resource Development Policy (SDG Target 8.3) Determine human capital and skill set needs for Ghana over the medium and long term (SDG Target 1.b) Revamp public employment centres across districts (SDG Targets 16.6) Develop a National Productivity index (SDG Target 1.b) Strengthen enforcement of existing labour laws and regulations as well as the labour administration systems (SDG Targets 8.3, 16.6) Strengthen employment coordination, in all sectors of the economy (SDG Targets 8.3, 17.14) Introduce mandatory job impact assessment for all public-sector projects or initiatives. (SDG Targets 8.3, 17.15) Introduce mandatory job impact assessment for all public-sector projects or initiatives (SDG Target 8.3, 17.15)</p>	<p>P.1 Management and Administration</p>	<p>SP.1.1 Finance and Administration SP.1.2 Human Resource SP.1.3 Policy Planning, Monitoring and Evaluation SP.1.4 Research, Stats & Public Affairs</p>
<p>Promote the creation of decent jobs</p>	<p>Place job creation at the centre of national development agenda (SDG Targets 8.3, 8.5, 17.15) Strengthen the linkages among social protection and employment services (SDG Targets 4.4, 8.3) Create an effective coordination system for management of labour migration issues and the elimination of child labour for decent work outcomes (SDG Targets 8.7, 8.8)</p>		

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
Promote the creation of decent jobs	Strengthen the linkages among social protection and employment services (SDG Targets 4.4, 8.3) Enhance livelihood opportunities and entrepreneurship (SDG Targets 4.4, 8.3)	P2. Job Creation and Development	SP. 2.1 Cooperative Development SP2.2 Youth Employment and Entrepreneurship. SP.2.3 Graduate Business Support Scheme
Improve Human Capacity Development and Management	Unemployment and under-employment among the youth.		
Promote effective participation of the youth in socio-economic development	Develop and implement additional initiatives for youth employment, including promotion of entrepreneurial skills (SDG Targets 4.4, 8.3) Strengthen key national institutions including NYA and YEA to effectively discharge their mandates		
Improve Human Capital Development and Management.	Determine human capital and skill set needs for Ghana over the medium and long term (SDG Target 1.b) Build capacity of informal economy (SDG Targets 8.3) Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors. Develop in collaboration with trade unions a database of trained apprentices and artisans, and establish a National Apprentice Recruitment Agency (SDG Target 17.18)	P3. Skills Development	SP.3.1 Vocational Skills Training and Testing SP3.2 Management Skills Training

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
<p>Improve Human Capacity Development and Management.</p>	<p>Strengthen enforcement of existing labour laws and regulations as well as labour administration system (SDG Targets 9.b, 17.14)</p> <p>Promote harmonious industrial relations (SDG Targets 9.b, 17.14)</p> <p>Strengthen existing laws to eliminate informalisation of jobs in formal economy (SDG Target 8.3)</p> <p>Regulate the job market and encourage the formal and informal economy to create decent employment (SDG Target 8.3, 8.5)</p>		

Table 14: Programme Prioritization Matrix

Programme	Criteria				Total Score	Rank
	Social Impact	Economic Impact	Environmental Impact	Spatial Impact		
Programme 1: Management & Administration	2	2	1	1	6	4 th
Programme 2: Job Creation & Cooperatives Development	3	2	1	2	7	3 rd
Programme 3: Skills Development	2	3	1	3	9	2 nd
Programme 4: Labour Administration	3	3	3	2	11	1 st

Table 10 shows that the programme with the highest priority for the sector in the 2018-2021 medium-term is the Labour Administration Programme as the Ministry is principally mandated to maintain industrial peace. The Skills Development programme is ranked second in priority, followed by the Job Creation & Development and the Management and Administration programmes in third and fourth positions respectively.

Table 15: Indicative Financial Strategy

Program	Total Cost 2018-2021	Expected Revenue				Gap	Summary of resource mobilisation strategy	Alternative course of action
		GoG	IGF	Don	Total Revenue			
Management & Administra- tion	428,924,000	16,337,066.04	0	0	16,337,066.04	-412,586,933.96	DP support Financial re- engineering	Additional increasing MOF allocations
Job creation & Cooperative Development	4,210,124,000	4,000,713,404.63	0	0	4,000,713,404.63	-209,410,595.37	Self- financing modules, DP support, Financial re- engineering	-do-
Skills Development	195,970,000	114,256,217.87	12,884,977.80	0	127,141,195.67	-68,828,804.33	DP support, Improving IGF generation	-do-
Labour Administra- tion	329,756,000	52,412,275.47	109,341,767.19	0	161,754,042.66	-168,001,957.34	DP support, Improving IGF generation, IGF Retention	-do-
TOTAL	5,164,774,000	4,183,718,964.01	122,226,744.99	0	4,325,945,709.00	-858,828,291.00		

The Indicative Financial Strategy table shows that, the Ministry requires a total of **GH¢5,164,774,000.00** to implement the programmes and sub-programmes adopted for the medium-term towards achievement of the medium-term national development objectives. According to the table The Management and Administration programme requires a total of **GH¢428,924,000.00** to improve the institutional, human and regulatory capacities of the Ministry. The cost of the Job Creation and Development programme also sums to a total of **GH¢4,210,124,000** for facilitation of job creation opportunities for those available and willing to work. For the provision of skill development to improve the employability of jobseekers and productivity of workers, the Ministry requires a total of **GH¢195,970,000.00**. A total of **GH¢329,756,000.00** would also be require to enforce the labour laws, maintain harmonious labour relations and promote decent work standards.

On the other hand, the indicative MOF budget projections show that, the Ministry would receive/generate a total of **GH¢4,325,945,709.00** from public budget allocations and internally generated funds. This shows that the Ministry would need additional funds of **GH¢838,828,291.00** for it to meet its cash requirement for the medium-term. The difference therefore calls for mitigating actions.

The Ministry plans to strengthen collaboration with Development Partners and the Private Sector to bridge the gap. It is also expected that when the National Occupational Safety and Health Authority is in full operation, it would enhance the capacity of OSH institutions to generate more funds to support their operations, particularly the Department of Factories Inspectorates.

Currently, the Ministry is far advanced with preparations towards the implementation of the Ghana Employment and Social Protection Programme scheduled to commence by the end of 2017 and terminate in 2021. The first phase of the Programme is expected to bring in a total of **2.9 mil** euros, approximately **GH¢14.5 mil**. The second phase of which is still at the inception stages would also bring in approximately **GH¢100 mil** when finalized. The implemented of the Ghana Employment Framework which is being developed by the World Bank would also bring in additional funds. There are also discussions with the International Organisation for Migration (IOM) and GIZ for support in the area of labour migration.

CHAPTER FIVE

ANNUALIZED SECTOR PLAN OF ACTION

The Annualized Sector Plan of Action (POA) details out the specific activities that need to be carried out in order to address the adopted sector development issues. It aligns adopted objectives and strategies to specific sector programmes, sub-programmes and projects or activities. The time frame within which each activity is expected to be carried out is indicative of the budget year within which the activity falls. The responsible institutions and the estimated cost of each activity is also indicated.

The activities are aligned to the following programmes and sub-programmes of the sector:

Programme 1: Management and Administration

Sub-programmes: Finance and Administration

Human Resource

Policy Planning, Budgeting, Monitoring and Evaluation

Research, Statistics, Information and Public Affairs

Programme 2: Job creation and Development

Sub-programme: Cooperatives Development

Youth Employment and Entrepreneurship

Graduate Business Support Scheme

Programme 3: Skills Development

Sub-programme: Vocational Skills Training and Testing

Management Skills Training and Productivity

Programme 4: Labour Administration

Sub-programme: Employment Services, Labour Relations and Inspections

Occupational Safety and Health

Public Services Wages and Salaries Administration

Pensions Reforms

The activities under each sub-programmes are expected to lead to specific changes/outcomes in the national life captured for tracking in the Sector M&E Plan from time to time. Table 11 shows the medium-term Sector Annualised Plan of Action.

Table 16: Sector Annualized Action Plan (POA)

Thematic Area: Social Development													
Adopted Objectives: Improve human capital development													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Donor 000	Lead	Col
Strengthen employment coordination, in all sectors of the economy.	Management & Administration	Finance and Admin.	1.Develop institutional strengthening reforms	Institutional procedures modernised					173			HR	F&A
			2.Revise MELR Service Charter	Minimum operational standards disseminated					23			F&A	HR, PPME RSIM
			3.Provide office equipment & logistics	Service delivery facilitated and enhanced					427		27000	F&A	HR, PPME RSIM

Thematic Area: Social Development													
Adopted Objectives: Improve human capital development													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen employment coordination, in all sectors of the economy.	Management & Administration	Finance & Admin.	4. Procure official vehicles	Number of office vehicles procured							2000	F&A	MOF
			5. Construct Labour House Complex	Labour House Complex Constructed					70000		90000	F&A	MOF, PPME Pr. Sec.
			6. Maintain office accommodation	Number of Office accommodation maintained					430			F&A	MOF
			7. Maintain office equipment & vehicles	Number of office eq. & vehicles maintained					470			F&A	MOF
			6. Procure office stationery	Amount of office stationery procured.					1200			F&A	MOF

Thematic Area: Social Development													
Adopted Objectives: Improve human capital development													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen employment coordination, in all sectors of the economy.	Management & Administration	Finance & Admin.	8. Purchase fuel for official vehicles	Transportation services improved					840		500	F&A	MOF
			9. Procure utilities for operations	Service delivery enhanced.					1200			F&A	MOF
			1. Pay all subscriptions to int'l organisations incl. the Int. Coop. Association.	Int. cooperation enhanced.					3000			F&A	MOF
			2. Attend int. conference, workshops & meetings	List of int. conferences, wkshops & meetings attended.					8,000			F&A	MOF, TUC, GEA

Thematic Area: Social Development													
Adopted Objectives: Improve human capital development													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen employment coordination, in all sectors of the economy.	Management and Administration	Human Resource	Conduct human needs assessment of the sector	Human capacity development enhanced.					3850		5000	HR	F&A PPME RSIM Depts & Agen.
			Develop sector-wide HR database	Sector HR database operational					56			HR	RSIM
			Organise scheme of service training for MELR Staff	Capacity of staff enhanced					320			HR	DIRs Depts & Agen
			Organise competency-based training for staff	Capacity of staff enhanced					1910		2000	HR	DIRs Depts & Agen
			Revise MELR Org. Manual & Serv.Charter	Institutional structures aligned					175			HR	MELR Depts & Agenc.

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Finalise and Implement National Human Resource Development Policy.	Management and Administration	Human Resource	Launch a Nat'l Human Res Devt Policy	NHRD Policy available					1,500		2,500	HR	NDPC MDAs MMD As
			Develop Action Plan for NHRDP	NHRDP Action Plan available					250		1750	HR	NDPC MDAs MMD As
			Put in place mechanisms for implementation	Implementation of NHRDP effective					450		4,000	HR	NDPC MDAs MMD As
			Collaborate with partners on Nat'l HR Policies	Partners actively involved in implementation of HR policies					50		150	HR	NDPC MDAs MMD As
			Establish links with educational institutions	Regular meetings held with edu insti.					500		1500	HR	MOE MOF, NDPC MDAs

Thematic Area: Social Development													
Adopted Objectives: Improve human capital development													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen employment coordination, in all sectors of the economy.	Management and Admin.	Policy Planning, Budgeting Monitoring & Evaluation (PPBME)	1. Organise inter-sectoral sensitization meetings, workshops and summits.	Awareness Of National Employment policy enhanced.					158		450	PPME	MDAs MMD As DPs Pr. Sec.
			2. Implement NEP communication programs.						80		120	PPME	RSIM PAU DPs ILO
			3. Organise regional and district sensitization and awareness creation									PPME	MDAs MMD As DPs Pr. Sec.
			4. Organise quarterly ESWG meetings.									PPME	MDAs , DPs, MELR

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Accelerate Implementation of a comprehensive National Employment Policy and Labour-intensive Public Works Policy.	Management and Administration	Policy Planning, Budgeting Monitg & Eval. (PPBME)	1. Assist district to mainstream LiPW Policy interventions in their annualized plans.	LiPW jobs generated by District Assemblies					50		80	MLGRD	PPME MDAs MMDAs
			2. Implement LiPW Policy communication programs.	District Authorities inadequate sensitize on the use of LiPW					50		120	MLGRD	PPME MDAs MMDAs
			3. Advocate for the application of labour-intensive methods, where feasible	Labour-intensive methods adopted for socio-economic development					20		75	PPME	MLGRD, MOTI, NDPC

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG	IGF	Donor	Lead	Col
Accelerate Implementation of a comprehensive National Employment Policy and Labour-intensive Public Works Policy.	Management and Administration.	Policy Planning, Budgeting Monitg & Eval. (PPBME)	1.Develop National Employment Bill	National Employment Act effective.								PPME	AGD F&A
			2.Provide office accommodation for NECC	NECC operational								PPME	F&A, MOF, NDPC
			3.Organise quarterly NECC meetings	Employment outcomes mainstreamed into programs of MDAs								NECC	PPME, RSIM, NDPC OoP
			4.Monitor all employment interventions	Management of								NECC	PPME RSIM NDPC OoP

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Accelerate Implementation of a comprehensive National Employment Policy and Labour-intensive Public Works Policy.	Management and Administration	Policy Planning, Budgeting Monitoring & Eval. (PPBME)	5.Publish quarterly reports on employment outcomes	Quarterly employ't incorporated in decisions					125		300	NECC	PPME, GSS, NDPC RSIM
			6.Integrate employment indicators in the Social Accounting Matrix	Employ't indicators integrated in the BOG SAM					50		75	NECC	BOG, MOF, RSIM, NECC
			7.Institute mandatory job impact assessment of public expenditure.	Annual Job Impact Reports.					350			PPME	MDAs , MMD As, DPs, Aca.
Strengthen enforcement of existing labour laws and regulations as well as labour administration	Management and Administration	Policy Planning, Budgeting Monitg & Eval. (PPBME)	1. Launch National OSH Policy.	National OSH policy									
			2.Promulgate National OSH Bill	DFI Revamped.					25		350	PPME	DFI
			3.Promulgate Ghana Coop. Bill						85			PPME	DOC, GCC, GCCI

Thematic Area: Social Development													
Adopted Objectives: Promote the creation of decent jobs													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Create an effective coordination system for management of labour migration issues and the elimination of child labour for decent work outcomes.	Management and Admin.	Policy Planning, Budgeting Monitg & Eval. (PPBME)	1. Conduct Labour migration policy situational analysis to inform policy decisions.	Critical areas of Labour Migration interventions identified							35	PPME	IOM EU MDAs PEA PEC MOI
			2. Formulate key labour migration indicators to guide policy action.	Key labour migration indicators available							15	PPME	IOM EU MDAs PEA PEC MOI
			3. Develop National Labour Migration Policy	Labour Migration intervns. effectively regulated.							150	PPME	IOM EU MDAs PEA PEC MOI
			4. Establish Reintegration and jobs centres	RMJ Centres established							250	PPME	GIZ, IOM, LD

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
			5. Develop effective labour migration programs to reduce its negative impact	% change in cases of abuse and exploitation of migrants.							10000	PPME	IOM, NDPC, MOFA, RI, MOI, LD
			6. Revamp Community Child Labour Monitoring Systems.	CCLMS operational							350	PPME	LD, CSO, NGOs,
Regulate the job market and encourage the formal and informal economy to create decent employment.	Management and Admin.	Policy Planning, Budgeting Monitoring & Eval. (PPBME)	1. Revamp labour administration institutions	60 PECs revamped.							56000	PPME	LD, DFI, PEC, EIB
			2. Establish Informal Economy Unit at MELR					70				PPME	NDPC, MOF, OoP, MDAs, MMDAs, Pr. Sec.

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies		
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col	
Strengthen capacity of informal labour unions to engage in social dialogue.	Management and Admin.	Policy Planning, Budgeting Monitg & Eval. (PPBME)	1. Conduct needs assessment of the informal sector operators	Gaps in the labour market identified.							100	PPME	LD, YEA, NDPC MoGC SP, Pr. Sec.	
			2. Develop business support services for the informal sectors.	Catalogue of business support services developed.									PPME	TUC
			3. Form Informal cooperatives societies and associations.	Labour mobility enhanced.					30		450		PPME	LD, YEA, NDPC MoGC SP, Pr. Sec.
			4. Advocate for macroeconomic policies favorable to the informal economy.	Informal operators supported.					80		350		PPME	NDPC LD, TUC, NPRA GEA, YEA, MoGC SP, Pr. Sec.

Thematic Area: Social Development													
Adopted Objectives: Improve human capital development													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen employment coordination, in all sectors of the economy.	Management and Admin.	Research, Statistics, Information Management and Public Affairs	1.Procure data collection and analysis equipment	Data collection and analysis enhanced					55		325	RSIM	F&A
			2.Prepare research and data collection plan for the sector	Well planned research activities					75			RSIM	PPME
			3.Maintain MELR website	MELR Website updated.							450	RSIM	F&A
			4.Institute outlook service to enhance communication among staff	Communication among staff improved.					78			RSIM	F&A
			5.Prepare performance reports	Regular reporting.					125			RSIM	PPME

Thematic Area: Social Development													
Adopted Objectives: Improve human capital development													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen employment coordination, in all sectors of the economy.	Management and Admin.	Research, Statistics, Information Management and Public Affairs	6. Train staff on research and data collection.	Research capacities of staff enhanced.					125			RSIM	HR, MOF, PPME, Heads of Depts. & Agencies
			7. Incorporate informal economy indicators into the GLMIS framework.	Information on the informal economy available on GLMIS on quarterly basis					65			RSIM	NDPC, LD, GSS, DFI, MOTI, NBSSI
			8. Build a database on the informal operators at the MELR	Informal operators database accessible					75			RSIM	GSS, Informal Unit, TUC

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen employment coordination, in all sectors of the economy.	Management and Admin.	Research, Statistics, Information Management and Public Affairs	9. Finalise and launch Ghana Labour Market Information System (GLMIS)	GLMIS operational					45		2500	RSIM	GSS, LD, TUC, DFI, NVTI, MOE, Pr. Sec.
			10. Conduct public sensitization campaign on the use of GLIMS	Users of GLMIS sensitized					150		202	RSIM	GSS, LD, NVTI, OIC, ICSS Pr. Sec.
			11. Train staff of HR Depts. On the use of GLMIS	Depts. of HR staff well-versed with GLMIS					187		350	RSIM	GSS, LD, NVTI, OIC, ICSS Pr. Sec.
			Research into topical employment issues to inform policy decisions.	Credible information on topical issues available.							1,050	RSIM	PPME F&A MDAs WB ILO GEA TUC

Thematic Area: Social Development													
Adopted Objectives: Promote the creation of decent jobs.													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Donor 000	Lead	Col
Strengthen the Cooperative System for the development of business-oriented ventures.	Job Creation and Cooperatives Development	Cooperatives Development	Build capacity of cooperative societies to access financial credit.	Cooperatives Societies with enhanced capacities to access financial credit					189		4568	DOC	TUC GEA MDAs MMD As Pr. Sec
			Organise registered informal SMEs into cooperatives	Increased informal SMEs in cooperatives					852		2653	DOC	TUC GEA MDAs MMD As Pr. Sec
			Link registered informal SMEs to training opportunities.	Increased informal SMEs trained in business dev't.					125		253	DOC	TUC GEA MDAs MMD As Pr. Sec

Thematic Area: Social Development													
Adopted Objectives: Promote the creation of decent jobs.													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen the Cooperative System for the development of business-oriented ventures.	Job Creation and Cooperatives Development	Cooperatives Development	Organise productive ventures into cooperative societies.	Growth of business ventures improved.					452		869	DOC	TUC Trade Associations GEA Pr. Sec
			Organise women artisans and other tradesmen into cooperative societies.	Participation of women in cooperative societies enhanced.					258		724	DOC	Trade Associations TUC NVTI OIC ICCES Training Insts.
			Train members and executives of cooperative societies.	Performance of cooperative societies improved.									

Thematic Area: Social Development													
Adopted Objective: Promote effective participation of youth in socio-economic development.													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Develop and implement additional initiatives for youth employment, including promotion of entrepreneurial skills Provide sustainable employment opportunities and decent living conditions for PWDs.	Job Creation and Cooperatives Development	Youth Employment and Entrepreneurial Development	Engage youth in sustainable employment modules.	Experience of youth in the world of work enhanced.					3,940,000		236000	YEA	PPME, RSIM, MDAs, MMDAs, NDPC
			Develop other youth employment modules	Increased enrolled on youth on employment programs					56			YEA	PPME, RSIM, MDAs, MMDAs, NDPC
			Provide PWDs equal opportunities to participate in all youth employment modules, including LiPW interventions	Employability of PWDs enhanced.									

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Develop and implement additional initiatives for youth employment, including promotion of entrepreneurial skills	Job Creation and Cooperatives Development	Youth Employment and Entrepreneurial Development	1. Review YEA modules to reflect modern trends.	YEA modules improved.					225			YEA	PPME, RSIM, MDAs
			2. Develop exit strategy for all YEA modules.	Transition of YEA beneficiaries enhanced					123			YEA	PPME, RSIM, NDPC MOF MDAs, MMDAs
			3. Develop self-financing YEA module to reduce reliance on gov't funding	Reliance of gov't funding reduced.					56			YEA	PPME, RSIM, NDPC MOF MDAs MMDAs
			4. Develop cooperative-based modules.	YEA beneficiaries in cooperative ventures.					352			YEA	DOC, NVTI, ICCES, OIC, MASL OC

Thematic Area: Social Development													
Adopted objective: Promote the creation of decent jobs.													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Develop and promote schemes that support skills training, internship and modern apprenticeship.	Skills Development	Vocational Skills Training & Testing	1.Determine skills in high demand	Improved Curricula						89	257	NVTI, OIC, ICCES	MOE, NDPC, GSS, Pr. Sec
			2.Provide MELR vocational skills training centres with requisite modern tools and equipment	Equipment and tools of vocational skills training centres modernised.						78000	NVTI, OIC, ICCES	MOF, NDPC, WB, Pr. Sec	
			3.Train instructors on the use of modern tools and equipment	Instructors well-versed with modern tools and equipment					125		NVTI, OIC, ICCES	MOF, MELR, MOE	

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Develop and promote schemes that support skills training, internship and modern apprenticeship.	Skills Development	Vocational Skills Training & Testing	4.Design training modules to support self-employment, internship and modern apprenticeship.	Opportunities for self-employment, internship and modern apprenticeship improved.					25	76		NVTI, OIC, ICCES	MOE, NDPC, LD, MoTI, AGI, Pr. Sec.
			5.Design training modules to meet demand.	Skills training responsive to development needs.						35		NVTI, OIC, ICCES	MOE, NDPC, LD, MoTI, AGI, Pr. Sec.
			6.Retool MELR skills development centres.	Skills aligned to modern trends								NVTI OIC ICCES	MOE, DPs MELR

Thematic Area: Economic Development													
Adopted Objectives: Ensure improved skills development for industry.													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Donor 000	Lead	Col
Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors.	Skills Development	Vocational Skills Training & Testing	7.Restructure existing skills development centres to industrial demand for skills						12			NVTI, OIC, ICCES	MOG CSP, LD, MoTI, AGI, Pr. Sec.
			8.Provide skills training programs and modules to reflect the needs of vulnerable groups.	Skills training for vulnerable groups enhanced.						465		NVTI, OIC, ICCES	MoTI, MEST I, NDPC , LD, AGI, Pr. Sec.
			9.Intensify industrial apprenticeship and monitoring to incorporate needs of industry.	Link between educational institutions and employers improved.					130			NVTI, OIC, ICCES	MoTI, MEST I, NDPC , LD, AGI, Pr. Sec.

Thematic Area: Economic Development

Adopted Objectives: Ensure improved skills development for industry.

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Develop in collaboration with Trade Unions a database of trained apprentices and artisans, and establish a National Apprentice Recruitment Agency.	Skills Development	Vocational Skills Training & Testing	10.Hold consultation with trades associations and unions	Training towards labour market policies improved.					3253	2500		NVTI, OIC, ICCES	MOG CSP, MEST I, NDPC , LD, MoTI AGI, Pr.Sec.
			11.Develop common skills standards.	Skills Standard available.					523	354		NVTI, OIC, ICCES	MOG CSP, MEST I, LD, MoTI, AGI, Pr.Sec.
			12.Establish a National Apprenticeship Recruitment Agency.	National Apprenticeship Recruitment Agency functional					42			NVTI, OIC, ICCES	NDPC MJAG D, MoTI, AGI, Pr. Sec.

Thematic Area: Social Development													
Adopted objective: Promote effective participation of the youth in socio-economic development.													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Improve quality of and access to post-basic education skills training.	Skills Development	Management Skills Training & Productivity	1. Develop national and sector productivity indicators.						235		425	MDPI	NDPC, GSS, MOF, FWSC, AGI, Univ., TUC, GEA
			2. Develop methods and systems of measuring productivity					256		952	MDPI	GSS, MOF, FWSC, Univ., TUC, GEA	
			3. Train workers in management skills					4562	5785		MDPI	OoP, MJAGD, PPME, MOF, Parliament,	
			4. Revamp MDPI with new structures							78562	MDPI	MOF, PPME, Parliament	

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Improve quality of and access to post-basic education skills training.	Skills Development	Management Skills Training & Productivity	5. Train Ghanaians in Oil and Gas job opportunities	Employability in the Oil & Gas sector enhanced					258	2562	3569	MDPI	MEST I, NVTI, NCA, NPA,
			6. Implement ILO-MDPI SCORE in the public and private sectors e.g One D, One F and NEIP	Training programs responsive to the market					45			MDPI	NDPC, GSS, LD, PPME, Pr. Sec
			8. Integrate ICT in all MDPI training programs	MDPI student equipped with basic ICT skills					56	1253		MDPI	NDPC PPME D, RSIM D,

Thematic Area: Social Development													
Adopted Objectives: Improve human capital development and management													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen enforcement of existing labour laws and regulations as well as the labour administration.	Labour Administration	Establishment Inspection Employment and Labour Relations	1. Provide logistics, equipment and human resource to the Child Labour Unit	Capacity of Child Labour Unit improved.					85		1580	Labour Dept.	NDPC MOG CSP, MGLR D, MMD As, NGOs
			2. Implement sector specific child labour programs	Incidence of child labour reduced in economic sectors.					580		25265	Labour Dept.	NDPC MOG CSP, MGLR D, MMD As, NGOs
			3. Target highly endemic communities for action.	Incidence of child labour reduced in endemic community					25		126	Labour Dept.	NDPC MOG CSP, MGLR D, MMD As, NGOs

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen enforcement of existing labour laws and regulations as well as the labour administration.	Labour Administration	Establishment Inspection Employment and Labour Relations	5. Implement remediation programs for children in child labour and their guardians	Social protection services enhance for children & parents in child labour.					1256		10005	Labour Dept.	NDPC MOG CSP, MGLRD, MMDAs, NGOs
			6. Sensitize employers and workers on existing labour laws and regulations.	Awareness of existing labour laws and regulations improved.					725		1058	Labour Dept.	NDPC MOG CSP, MGLRD, MMDAs, NGOs
			7. Organise quarterly National Tripartite meetings	Labour relations improved.					893			Labour Dept.	MOF, FWSC TUC, GEA
			8. Conduct regular labour inspections	Decent work deficits reduced.					805		4569	Labour Dept.	AGI, PPME, TUC, GEA

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Regulate the job market and encourage the formal and informal economy to create decent employment.	Labour Administration	Establishment Inspection Employ't and Labour Relations	1. operationalise GLMIS	Quarterly labour market reports available					62			Labour Dept.	AGI, GSS, PEAs, Pr. Sec.
			2. Develop youth career guidance and counselling manuals.	Youth career guidance manuals available					98			Labour Dept.	AGI, GSS, PEAs, Pr. Sec.
			3. Train labour depart. staff in career counselling	Capacity of lab. Dept staff improved.					53		352	Labour Dept.	AGI, GSS, PEAs, Pr. Sec.
			4. Organise youth counselling sessions	Youth well informed on careers					26		250	Labour Dept.	Univ. AGI, GSS, PEAs Pr. Sec.
			5. Place jobseekers in existing job vacancies	Jobseekers employed.					6502			Labour Dept.	PECsP EAsG SS

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies		
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col	
Create an effective system for management of labour migration issues	Labour Administration	Establishment Inspection Employ't and Labour Relations	1.Sensitize youth on the negatives of irregular migration	Youth well-informed on irregular migration					184			Lab. Dept.	MDAs GP MOI MOFA RI PEAs	
			2. Operate reintegration centres for labour migrants.	Reintegration of returnees enhanced.					142		96360	Lab. Dept.	GIZ MOF IOM MOI MOFA RI	
			3. Implement employment promotion programs for potential migrants.											
			4.Support Labour Dept to effectively manage labour migration issues.											

Thematic Area: Social Development													
Adopted objective: Improve human capital development and management													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen enforcement of existing labour laws and regulations as well as labour administration Promote harmonious industrial relations.	Labour Administration	Occupational Safety and Health	1. Provide technical inputs for finalisation of National OSH Policy and Bill.	OSH Policy framework improved.					256			DFI	MOH, Parliament, OoP, MI, AEC, Pr. Sec.
			2. Hold technical consultation with other OSH related agencies for buy-in.	Other OSH agencies supportive of the new OSH Policy					253			DFI	MOH, Parliament, OoP, MI, AEC, Pr. Sec.
			3. Provide office accommodation for DFI	NOSHA physically located					5636			DFI	MLNR Lands Com. MMD As.

Thematic Area: Social Development													
Adopted Objectives: Promote the creation of decent jobs.													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Regulate the job market and encourage to create decent employment.	Labour Administration	Occupational Safety and Health	1.Sensitize informal economy operators on occupational health and safety	OSH education enhanced in the informal economy.					538			DFI	NPDC GSS, MELR TUC, GEA Pr. Sec
			2. Conduct workplace inspection for informal business units.	Workplace accidents reduced in the informal economy					1238		4365	DFI	NDPC , GSS, MELR , TUC, GEA, Pr. Sec.
			3. Train staff on safety issues in the informal economy.	Capacity of staff improved.					186		789	DFI	NDPC , GSS, MELR , TUC, GEA, Pr. Sec
			4. Identify high risk informal sub-sectors and activities	Information on risk activities enhanced.					457		632	DFI	NDPC , GSS, MELR , TUC, GEA, Pr. Sec

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Regulate the job market and encourage to create decent employment.	Labour Administration	Occupational Safety and Health	5. Provide DFI with requisite logistics and equipment	Capacity of DFI improved.					556		4562	DFI	NDPC, GSS, MELR, TUC, GEA, Pr. Sec
			6. Link the reporting system of DFI with GLMIS	OSH reporting systems improved.					326			DFI	NDPC, GSS, MELR, TUC, GEA, Pr. Sec
			7. Enforce OSH policy and Bill	OSH standards improved.					400			DFI	MELR, TUC, GEA, Pr. Sec
			8. Link OSH abiding firms to markets	OSH incentives enhanced.					308			DFI	MELR, TUC, GEA, Pr. Sec
			9. Close down recalcitrant firms	OSH enforcement enhanced					189			DFI	MJAG D, Gh. Police, Media

Thematic Area: Social Development													
Adopted Objective: Promote the creation of decent jobs													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen the linkages among social protection and employment.	Labour Administration	1. Public Services Wages and Salaries Admin.	Determine productivity indicators and indices in the public service.	Productivity measurement in the public services enhanced.					1453		3523	FWSC	MDPI, GSS, TUC, GEA, Pr. Sec, Unv., Media
		2. Public Services Wages and Salaries Admin.	Use public sector productivity results as basis of public services salary negotiation	Public Services Salary negotiation improved.					55			FWSC	MDPI, GSS, TUC, GEA, Pr. Sec, Unv., Media
		3. Public Services Wages and Salaries Admin.	Collaborate with MOF and the Services to develop reward systems	Reward systems in the public services framework enhanced.					2253		4521	FWSC	MDPI, GSS, PSC, OHCS LGSS Unv., Media

Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen the linkages among social protection and employment.	Labour Administration	Public Services Wages and Salaries Admin.	1. Facilitate the development and enactment of the Independent Emolument Commission Act.	Public Services Wages and Salaries legal regime enhanced					162			FWSC	MDPI, GSS, PSC, OHCS LGSS Unv., Media
			2. Set up an Independent Emolument Commission	PS Salary Administration enhanced					10236			FWSC	OoP, Parliament, Organised Labour Media
			3. Review public services allowances based on productivity results	PS allocates streamlined					856			FWSC	MDPI, GSS, PSC, OHCS LGSS, Organised Labour Unv.,

Thematic Area: Social Development													
Adopted Objective: Improve human capital development and management													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Develop a National Productivity Index	Labour Administration	Public Services Wages and Salaries Admin.	1.Collaborate with MOF and the Services to incorporate the public services performance management system into the annual budget guidelines	Public Services Performance Management System effective.					123			FWSC	NDPC MOF, PSC, OHCS Parliament, OoP, Media
			2.Undertake GOG payroll monitoring	Control of GOG Wage Bill improved.					86			FWSC	NDPC MOF, PSC, OHCS Parliament, OoP, Media

Thematic Area: Social Development													
Adopted Objective: Improve human capital development and management													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Develop a National Productivity Index	Labour Administration	Public Services Wages and Salaries Admin.	3.Sensitize public service workers on the PSWPMS	Public Service Rewards systems enhanced.					135			FWSC	NDPC MDAs MMDAs, OoP, Parliament, MOF,
			4.Set targets for public service institutions	Performance targeting of public service institutions improved.					282			FWSC	NDPC MDAs MMDAs, OoP, Parliament, MOF,
			5.Assist public service institutions to develop Service Charter	Clients of MDA & MMDAs informed on Operational Standards					513			FWSC	NDPC MDAs MMDAs, OoP, Parliament, MOF,

Thematic Area: Social Development													
Adopted Objective: Improve human capital development and management													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Don 000	Lead	Col
Strengthen the linkages among social protection and employment.	Labour Administration	Pensions Reform	1.Develop pension funds investment policy emphasizing on profitable sectors of investment	Pension funds investment policy framework improved.						1256		NPRA	OoP, NDPC MOF, AGI, SSNIT GSS, MELR Media SP
			2.Develop guidelines for the use of pension funds as investment in development projects	Returns on pension funds improved.						252		NPRA	OoP, NDPC MOF, AGI, SSNIT GSS, MELR Media SP
			3.Modernise pension payment systems.	Pension payment systems improved						2532		NPRA	SSNIT Pr. Sec NCA, NIA SP

Thematic Area: Social Development													
Adopted Objective: Improve human capital development and management													
Adopted Strategies	Programs	Sub-programs	Projects/activities	Expected Outcomes/impact	Timeframe				Indicative Budget			Implementing Agencies	
					2018	2019	2020	2021	GOG 000	IGF 000	Donor 000	Lead	Col
Strengthen the linkages among social protection and employment.	Labour Administration	Pensions Reform	Unify all pension schemes as per the National Pensions Act, 2008 (Act, 766)	Pensions schemes harmonised						891		NPRA	OoP Parliament, NDPC MOF MELR BOG

CHAPTER FIVE

MONITORING AND EVALUATION

5.1 INTRODUCTION

This chapter outlines the mechanisms, tools and methods adopted for the measuring progress towards achieving the desired state of affairs. It elaborates on the indicators adopted by the sector for data collection and analysis of results. The indicators are aligned to the adopted policy objectives and the expected outcomes and impacts. In cases where appropriate the indicators are disaggregated by age, sex, location etc. Table 12 is the monitoring/result framework for the 2018-2021 AGENDA FOR JOBS as it relates to the sector as per the National Result Framework.

5.2 ADOPTED NATIONAL POLICY OBJECTIVES

Based on the Program of Action prepared for the medium-term, the following policy objectives would be the basis of the M&E Results Framework:

1. Improve human capital development and management.
2. Promote the creation of decent jobs.
3. Promote effective participation of the youth in socio-economic development.
4. Ensure improved skills development for industry.

The adopted policy objectives form the basis of tracking inputs, outputs, outcomes and impacts. The core and national indicators of the sector are selected from the National Results Framework and the sector M&E Framework where appropriate.

5.3 SECTOR M&E INDICATORS

In order to track progress towards achieving the national policy objectives, NDPC in collaboration with the relevant MDAs has developed the National Results Framework. The results framework contains performance indicators, time lines, responsibilities and cost estimated for the collection and analysis of data to inform policy decisions. The following are the relevant national employment sector performance indicators:

- Youth unemployment rate
- Total number of new jobs created
- Size of the informal sector
- Annual labour productivity growth
- Proportion of industrial labour disputes settled.
- Wage and salaries workers as a percentage of total employment
- Number of youth provided with employable skills
- Number of jobs created under YES, NEIP and NBC

Table 17: MELR Results Framework

SOCIAL DEVELOPMENT (Goal: Create Equal Opportunity For All)							
FOCUS AREA 10: SOCIAL PROTECTION							
FOCUS AREA 12: EMPLOYMENT AND DECENT WORK							
	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
Improve human capital development and management	Annual labour productivity growth (%)	Computed as the real change in value of goods and services, expressed as percentage of the change in the total number of people employed (i.e. It is estimated as the output per worker)	2013	4.0%	4.8%	6.0%	MELR, GSS, MDPI
	Proportion of industrial labour disputes settled	The number of industrial conflicts/disputes settled expressed as a percentage of total conflicts/disputed recorded	2016	53.01%	≥70	≥80	MELR, NLC
	Size of the informal sector	Ratio of the set of economic activities, enterprises, jobs, and workers that are not regulated or protected, to all economic activities, expressed as a percentage	2016	90.5%	≤90.5	≤80.0	GSS, MELR

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
Promote the creation of decent jobs	Wage and salaried workers (% of total employment)	The number of persons who take salary or perform paid job under contract (written or not) to another person, organization or enterprise in both the formal and informal economy (used as a proxy for decent work deficit)	2016	24.3%	30%	≥38%	MELR, GSS
FOCUS AREA 13: YOUTH DEVELOPMENT							
Promote effective participation of the youth in socio-economic development	Number of youth provided with employable skills	Count of youth provided with employable skills by key government agencies including National Vocational and Technical Institute (NVTI), Council for Technical and Vocational Education and Training (COTVET), Youth Enterprises Support and the Youth Employment Authority, etc.	2016	53,171	≥100,000	≥100,000	Ministry of Youths and Sports, NYA, YEA, YES, NVTI
	Youth unemployment rate	Number of unemployed youth between the ages of 15years and 35 years divided by youth labour force.	2015	12.1%	10%	≤5%	Ministry of Youths and Sports, GSS
	Number of jobs created under the Youth Enterprise Scheme (YES), National Entrepreneurship and Innovation Plan (NEIP) and the Nation Builders Corps	Number of youth employed under NEIP, YES and the Nation Builders Corps.	2016	62,635	150,000	180,000	Ministry of Youths and Sports, NYA, YEA, YES

	INDICATORS	Indicator Definition	BASELINE		PROJECTIONS		Data Source
			Year	Data	2018	2021	
ECONOMIC DEVELOPMENT							
FOCUS AREA 1: STRONG AND RESILIENT ECONOMY							
Economic Growth and Employment	Total number of new jobs created ¹	The count of formal sector jobs created per annum	2014	207,492	≥750,000	≥1,000,000	MELR (Labour Market Information)
	Sectoral Share of Employment (%)	Total number of people employed in a given year, divided by each sector's contribution, expressed in percentage	2013				GSS, MELR (Labour Force Survey)
	Agriculture			44.70	39.5	35.1	
	Industry			14.40	14.1	14.5	
	Manufacturing			9.30	10.10	11.10	
Services	40.90	46.4	50.4				
FOCUS AREA 2: INDUSTRIAL TRANSFORMATION							
FOCUS AREA 3: PRIVATE SECTOR DEVELOPMENT							
Formalise the informal economy	Proportion of population and properties covered by digital address system: Properties(%)	The ratio of the population and properties registered under digital address system to total population and properties, expressed as a percentage	2016	0	50%	100%	Office of the Vice President, MOC, Ghana Post
	Population (%)			0	50%	100%	

1 NB: *= Estimate based on the various editions of GLSS Reports indicate that an average annual new entrants to the labour market is 340,000, excluding discouraged workers. Accounting for discouraged workers will put the estimate at, at least 425,000. This implies a minimum of 500,000 is required annually to at least cater for new entrants and some of the backlog

Data collection and Analysis

Appropriate data collection tools and instruments, and data analysis methodologies will be developed to facilitate data collection and analysis. Primary and secondary data will be used to measure performance and results. Under appropriate circumstances and conditions *questionnaires, observations, interviews and focus group discussions* will be used to collect data. Other data collection methods such as literature and desk review will also be used. Specific performance analysis tools and monitoring tools will be developed and adopted as they become appropriate.

The Policy Planning, Budgeting, Monitoring and Evaluation Directorate (PPMED) will work closely with other Directorates, Departments and Agencies to develop the appropriate tools. The Research, Statistics and Information Management Directorate will lead data collection per the core and national indicators, particularly towards the Annual Progress Report and the OHCS Annual Performance Report.

Reporting Arrangement

The Directorates, Departments and Agencies responsible for the implementation of specific sub-programs under the sector programs are expected to prepare quarterly, semi-annual and annual reports to the PPMED and the RSIMD as may be required. The PPMED in collaboration with the RSIMD will prepare and circulate reporting templates for the collection of performance data for collation and analysis.

The collated reports will be sent to the Ministry of Finance, the National Development Planning Commission or the Office of the Head of Civil Service as may be required.

5.4 EVALUATION

As part of tracking progress and assessing results, the Ministry in partnership with the appropriate research institutions will conduct surveys and other data collection activities to verify results. The assessments will be done in line with the National Results Framework and the sector core indicators as outlined in the M&E results framework shown in Table 12.

As the need may demand, workshops, seminars and information sharing forums will be organized to disseminate the results to the relevant agencies for policy decision making. The PPMED and the RSIMD will prepare TOR in collaboration with stakeholders for the recruitment of consultants and research teams.

The technical and administrative aspects of the evaluation exercises will be supervised by the M&E Desk of the PPMED.

5.5 PARTICIPATORY MONITORING AND EVALUATION ARRANGEMENTS

In line with the principles of Monitoring and Evaluation and good practice, participatory forums will be organized to facilitate knowledge sharing among all constituents. The Sector Monitoring

and Evaluation (M&E) Team will be put in place to enhance capacity building, data collection and demonstration of results.

CHAPTER SIX

DISSEMINATION AND COMMUNICATION STRATEGY

6.1 INTRODUCTION

The chapter sets out the communication issues that needs to be addressed and also how the sector intends to disseminate its M&E results to the relevant institutions. Table 14 is a communication plan of the Ministry for the medium-term, setting out the various communication activities to be organized.

6.2 COMMUNICATION PLAN

Table 18: Communication Plan Matrix

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Public sensitization and awareness creation	To increase public awareness of MELR mandate and services	The General Public	Workshops, seminars, radio & TV discussions, articles, flyers	2018-2021	MELR, NVTI, LD, DFI, ICCES, OIC, FWSC, DOC, NPRA, Media
Awareness creation on labour laws & regulations	To enhance understanding of existing labour laws & regulations	Employers & Workers	Workshops, seminars, radio & TV discussions, articles, flyers	2018-2021	MELR, LD, DFI, FWSC, TUC, GEA, NPRA, Public Affairs Unit, Media
OSH education & Sensitization	To promote safety and health at the formal and informal workplace	Employers & Workers in the formal and informal sectors	Workshops, seminars, radio & TV discussions, articles, flyers	2018-2021	MELR, LD, MMDAs, TUC, GEA, Media
Awareness creation on Tier 3 pension	To Expand tier 3 coverage in the informal economy	Informal economy workers/ employers	Workshops, seminars, radio & TV discussions, articles, flyers	2018-2021	MELR, LD, TUC, GEA NPRA, Public Affairs Unit, Media
Awareness creation on GLMIS	To publicize the use of GLMIS	Jobseekers, employers & training inst.	seminars, radio & TV discussions	2018-2021	MELR, LD, GSS Media.

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Community sensitization	To increase awareness on the negative impact of child labour	Chiefs, community members, opinion leaders, children, teachers,	Durbar, drama, information service, radio & TV discussions	2018-2021	MELR, MDAs, MMDAs, Community Leaders, Media
Public sensitization and awareness creation	To educate the general public on the negative effects of irregular migration.	The general public	Seminar, Durbar, drama, information service, radio & TV discussions	2018-2021	MELR, MDAs, Media, Social Partners, EU, GIZ

Annualized communication plans will be drawn by the Public Affairs Units of the Ministry in collaboration with the relevant institutions to implement the broad activities. The Annualized plans will be incorporated into the annual budgets for funding.