



NATIONAL LABOUR COMMISSION

2026 - 2029

MEDIUM-TERM DEVELOPMENT PLAN (MTDP)

UNDER THE THEME:

***RESETTING GHANA AGENDA: CREATING JOBS, ENSURING
ACCOUNTABILITY, AND PROMOTING SHARED PROSPERITY***

OF THE

**MEDIUM-TERM NATIONAL DEVELOPMENT POLICY FRAMEWORK
(MTNDPF)**

October 2025

FOREWORD

The National Labour Commission in response to the Planning Guidelines issued by the National Development Planning Commission (NDPC) pursuant to the provisions of the 1992 Constitution developed this strategic plan under the 2026-2029 medium-term plan to guide its activities.

This plan was developed through a consultative approach in line with the guidelines. The goal of this Plan is to:

“Promote the establishment of judicious enterprise-based dispute settlement mechanisms that effectively addresses internal grievances and facilitates external dispute resolution to bring timely closure to industrial disputes in order to create and maintain a peaceful industrial relations ambiance for enhanced productivity, job creation and economic growth.”

The objectives of the plan are to:

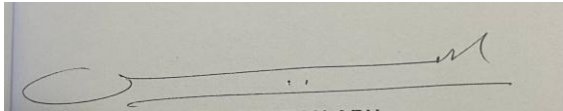
- 1) Promote internal mechanisms for dispute resolution
- 2) Ensure expeditious resolution of labour and industrial disputes
- 3) Improved access to the services of the Commission
- 4) Promote the use of ADR

The following development issues have been identified:

- 1) Poor office accommodation which affected the hearing sessions of the Commission – facilitation and hearings of the Commission. Inadequate office space for staff resulting in congestion in the offices.
- 2) Weak and poor internal mechanisms for conflict management at the enterprise level
- 3) Lack of education and/or information of the labour laws
- 4) Inadequate regional due to lack of decentralization of the Commission’s offices
- 5) Absence of a digitalized platform to reduce cost of processing of complaints and make it more accessible to clients – social partners.
- 6) Low staff strength compared to the volume of work.

- 7) Poor training of staff to meet the demands of the job and lack of development to aid career progression.
- 8) Low staff morale due to poor conditions of service, thus leading to high staff turnover.

It is hoped that once these issues identified are addressed Ghana have a peaceful industrial relations environment to promote investment, protect jobs to enhance economic development.

A rectangular box containing a handwritten signature in black ink. The signature is cursive and appears to be 'Kwabena Asuman-Adu'. Below the signature, there are two horizontal lines, likely representing a nameplate or official title.

**JUSTICE KWABENA ASUMAN-ADU (RTD)
CHAIRPERSON
NATIONAL LABOUR COMMISSION**

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LIST OF ACRONYMS

GBA	Ghana Bar Association
GHACMA	Ghana Association of Certified Mediators & Arbitrators
GNAAP	Ghana National Association of ADR Practitioners
GOG	Government of Ghana
ILO	International Labour Organisation
MLJE	Ministry of Labour, Jobs and Employment
MoF	Ministry of Finance
MTNDPF	Medium-Term National Development Policy Framework
NDPC	National Development Planning Commission
NLC	National Labour Commission
PA	Public Affairs
PM&E	Participatory Monitoring and Evaluation
SEA	Strategic Environmental Assessment
SWOT	Strength, Weakness, Opportunities and Threat
TUC	Trades Union Congress

EXECUTIVE SUMMARY

The National Labour Commission (NLC) was established under the Labour Act, 2003 (Act 651) with the mandate to facilitate the settlement of industrial disputes, promote labour peace, and ensure fairness and equity in employment relationships. The Commission serves as an independent body that enforces compliance with labour laws, facilitates collective bargaining, arbitrates disputes, and promotes good faith negotiations between employers, workers, and their representatives. Through these functions, the NLC contributes directly to sustaining industrial harmony and advancing Ghana's socio-economic development.

The plan preparation team comprised senior officials and technical staff of the NLC, working in close collaboration with the Ministry of Labour, Jobs and Employment and the National Development Planning Commission (NDPC), which provided technical expertise and guidance throughout the process.

The plan began with an Existing Situation Analysis, which identified the Commission's major operational challenges, including inadequate staffing, funding gaps, obsolete equipment, weak legal authority, and logistical constraints that limit the decentralisation of services such as dispute settlement, complaints handling, and public education. A SWOT analysis and medium-term needs assessment further highlighted the Commission's strengths and opportunities, while pinpointing areas requiring urgent intervention. These findings were consolidated into Key Development Priorities, which guided the formulation of goals, objectives, and strategies to strengthen institutional capacity, expand regional presence, enhance dispute resolution and compliance systems, and ensure financial and operational sustainability.

These priorities were translated into Composite Development Programmes, supported by clear assumptions, costing methodologies, and financial requirements to guide implementation. The plan also presents phased Annual Action Plans for 2026–2029, designed to ensure realistic delivery of programmes within resource constraints.

A comprehensive Monitoring and Evaluation (M&E) Framework was designed to ensure accountability, transparency, and learning. This includes monitoring matrixes, stakeholder analysis, evaluation arrangements, and participatory M&E approaches, complemented by a Knowledge Management and Learning Framework. A Communication Strategy was also

developed to enhance stakeholder engagement, strengthen public trust, and counter misinformation.

The development programmes outlined in this plan are anchored on NLC's mandate to promote peace, fairness, and justice in the world of work. The programmes focus on strengthening dispute resolution mechanisms, enhancing institutional capacity, deepening stakeholder engagement, and expanding decentralised access to NLC services. Collectively, these programmes are designed to improve industrial relations, safeguard workers' and employers' rights, and contribute to sustainable national development.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 INTRODUCTION

Chapter one presents the mission and vision statement of the National Labour Commission. It introduces the Commission, its establishment and functions.

1.1 BACKGROUND OF THE NATIONAL LABOUR COMMISSION

The National Labour Commission is established as a “Commission” under Section 135 of the Labour Act, 2003 (Act 651). The Labour Act, 2003 is an Act passed by the Parliament of Ghana to amend and consolidate the laws relating to labour, employers, trade unions and industrial relations and establishes an independent arbiter in labour dispute resolution known as the National Labour Commission. The Act applies to all workers and to all employers except the Armed Forces, the Police Service, the Prison Service and the Security and Intelligence Agencies Act, 1996 (Act 526). The Law became effective in 2004, and the Commission was formally inaugurated on 6th April 2005 and has since been in existence. The Commission is currently housed in the fifth floor of the Liberation Towers Building allocated by Government through the Ministry of Works and Housing.

1.1.1 Vision

The Vision of the Commission is to have a “harmonious industrial relations environment borne out of the firm understanding of and committed compliance with the Labour Laws by all stakeholders to make the Ghanaian economy competitive to attract investment”.

1.1.2 Mission

The Mission statement of the Commission is to “develop and sustain a peaceful and harmonious industrial relations environment through the use of effective dispute resolution practices within the

context of the law, promotion of co-operation among the labour market players and mutual respect for their rights and responsibilities”.

1.1.3 Functions

The functions of the Commission pursuant to Section 138 of Act 651 are:

- a) To facilitate the settlement of industrial disputes
- b) To settle industrial disputes
- c) To investigate labour-related complaints, in particular unfair labour practices and take such steps as it considers necessary to prevent labour disputes
- d) To maintain a database of mediators and arbitrators
- e) To promote effective labour co-operation between labour and management and
- f) To perform any other function conferred on it under the Act.

1.1.4 Mandate

The mandate of the Commission is ‘to effectively regulate the labour market through equitable delivery of justice, education and training on the rights and responsibilities of employers and workers’.

1.1.5 Core Values

The core values that guide the work of the Commission are:

Commitment	Committed to duty
Respect	Respect for individual and collective rights of all
Integrity	We do what is right and the right thing
Trust	We promote credibility
Effective Communication	We encourage exchange of ideas and encourage dialogue instead of adversity

1.1.6 Organizational Structure

The organisational structure of the Commission is presented in the diagram below.

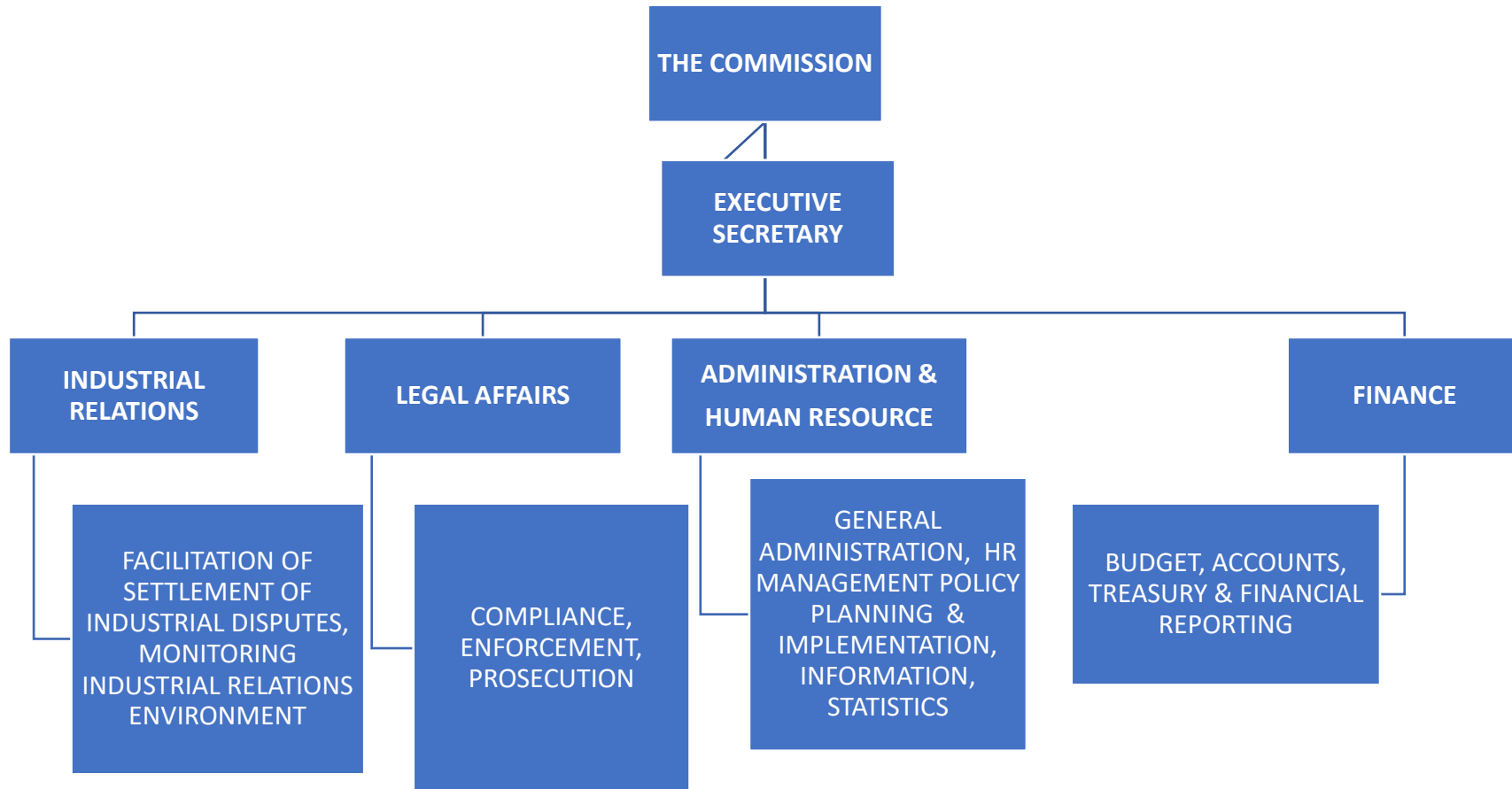


Figure 1: Organogram of NLC

1.1.8 Current Members of the Commission

The current Members of the Commission are the Sixth batch of Members to be appointed into office since the Commission was established on 6th April 2005. Pursuant to Section 136 of Act 651, the current tripartite composition of the Commission is as follows:

- 1) Justice Kwabena Asuman-Adu (Rtd.) - Chairperson
- 2) Mrs. Rose Karikari Anang - Deputy Chairperson
- 3) Mr. Kofi Davoh - Member
- 4) Dr. Fidelis Patrice Seddoh, Esq. - “
- 5) Mr. Isaac Sackey - “
- 6) Hon. Antwi-Bosiako Sekyere - “
- 7) Mrs. Rosemond Freeman Tettey - “

1.1.9 Secretariat of the Commission

The Commission’s Secretariat has an establishment list of 83, but currently it has 60 staff at post, but in addition, there are 4 staff on secondment and 2 contract staff. The Secretariat is headed by an Executive Secretary with four main Directorates and two Unit as follows:

Departments	Units
<ul style="list-style-type: none">▪ Administration and Human Resources▪ Industrial Relations▪ Legal Affairs▪ Finance	<ul style="list-style-type: none">▪ Public Affairs▪ Internal Audit

1.1.10 Establishment of Regional Offices

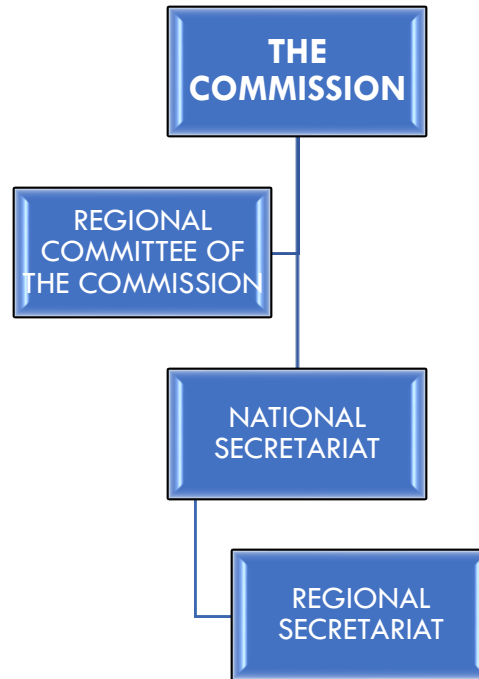
Section 144 of Act 651 provides for the establishment of Regional and District Labour Committees as the Commission may consider necessary. In pursuance of this, two Regional Offices were established in the Ashanti and Greater Accra Regions while an already established Regional Office in the Western Regional was revamped during the Plan period.

The offices were launched as follows:

- Western Regional Office was relaunched on 27th March 2019

- Ashanti Regional Office was launched on 21st October 2019
- Greater Accra Regional Office in Tema was launched in November 2020

1.1.11 Organogram of Regional Committee of the Commission



1.2 Structure of the Plan

The plan is structured into eight (8) chapters. The first chapter (chapter one) covers the general introduction which lays out the mandate and functions of the Commission. Chapter two entails the situational analysis, with chapter three detailing the prioritized development issues emanating from the analysis. Chapter four outlines the goals, objectives and strategies set-out to address the issues thereof, with the succeeding chapter (chapter five) covering the planned programmes developed to address the issues. The annual action plans are presented in chapter six, with chapter seven covering the monitoring and evaluation arrangements. The concluding chapter (chapter eight) presents the communication strategy for the plan for the plan period.

CHAPTER TWO

SITUATIONAL ANALYSIS OF NLC

2.0 INTRODUCTION

The Commission’s performance is pursuant to its objective under the 2022-2025 medium-term development plan, which is Improve human capital development and management.

2.1 PERFORMANCE REVIEW

The performance of the Commission in line with its mandate is captured in Table 1 below.

Table 1: Performance Review of NLC

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievement		Remarks
				Year	Data	
Social Development	Number of industrial disputes settled	-	600	2025	245	Data available for end of 3 rd Quarter
	Total number of cases handled	-	650	2025	445	Data available for end of 3 rd Quarter
	Successful resolution of industrial disputes through mediation	-	25/30	2025	0	No referral of cases
	Percentage Reduction in Industrial strikes and lockouts	92%	95%	2025	92%	Data available for end of 3 rd Quarter
	Successful resolution of industrial disputes through arbitration (%)	-	100%	2025	98%	Data available for end of 3 rd Quarter
	Time taken to enforce decisions, rulings and directives	4 months	4 months	2025	5-6 months	Data available for end of 3 rd Quarter

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievement		Remarks
				Year	Data	
	Number of cases prosecuted	-	30/45	2025	13/30	Data available for end of 3 rd Quarter

2.2 FINANCIAL PERFORMANCE (2022-2025) OF NLC

Table 2: Financial performance of NLC

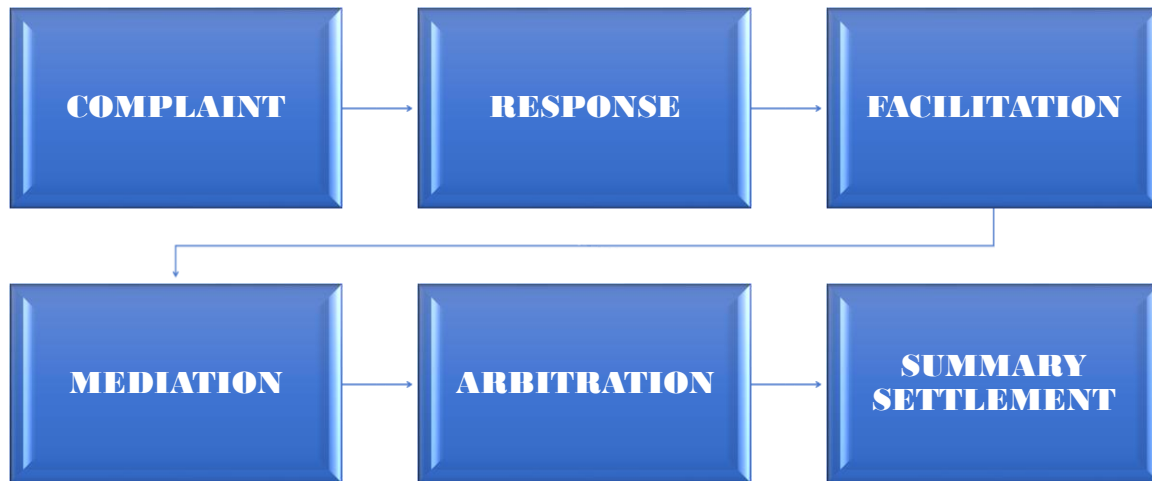
Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C) = (B-A)
GOG	34,517,573.59	23,417,836.00	11,099,737.59
IGF	-	-	-
DACF	-	-	-
DACF-RFG	-	-	-
DPs	-	-	-
ABFA	-	-	-
Others (specify)	-	-	-
TOTAL	34,517,573.59	23,417,836.00	11,099,737.59

2.3 EXISTING CONDITIONS AND DIAGNOSIS

The Commission has been consistent in its agenda to promote a peaceful industrial relations environment and to expeditiously resolved workplace disputes, the Commission's record over the period has been between 55%-65% labour dispute resolution and between 90%-95% in industrial dispute resolution.

2.3.1 The Commission's Adjudication Process

The Commission's adjudication process is shown in the diagram below. Upon receipt of a complaint and the response to the complaint, the process commences with Facilitation and ends with Summary Settlement.



2.4 INSTITUTIONAL CAPACITY AND GOVERNANCE

2.4.1 Head office

The Head Office of the Commission is located on the fifth floor of the Liberation Towers Building, allocated by the Government through the Ministry of Works and Housing. While this facility has been supportive, it is inadequate for the Commission’s operations, resulting in limited office space, staff overcrowding, and insufficient meeting rooms.

2.4.2 Regional offices

The NLC has three operational regional offices in three regional capitals of the country – Greater Accra, Ashanti and Western regions out of the sixteen regions of the country. An office has been established in Brong Ahafo in 2024 but is not yet functional due to lack of personnel to man the office as well as lack of logistics.

In view of this, disputants have to travel long distance to access the services of the Commission. This situation delays labour justice to aggrieved parties. The lack of regional offices as well as the poor resourcing of the three regional offices limit access to justice in labour relations.

2.4.3 General HR and Administrative issues including staff capacity

The day-to-day operations of the National Labour Commission (NLC) are constrained by significant human resource and administrative challenges. The Commission lacks adequate staff relative to its increasing workload, leading to delays in dispute settlements and facilitation hearings. High employee turnover, driven by poor conditions of service, undermines institutional memory and disrupts workflow, while limited financial resources have hindered the training and retraining of staff, leaving critical capacity gaps. In addition, poor office accommodation has negatively affected the quality and number of facilitation hearings, further constraining service delivery. These challenges are compounded by the absence of effective information technology (IT) systems, which weakens the receipt, processing, and tracking of complaints, and reduces the overall efficiency of administrative processes. These issues collectively reduce the Commission's effectiveness and credibility in delivering on its mandate.

2.4.3 Financial and budget issues

The Commission's financial management system is anchored within the national budgetary framework, relying primarily on government subventions approved through the Ministry of Finance. While this arrangement promotes accountability, it provides limited fiscal autonomy and is characterised by inadequate and delayed releases of funds. This persistent challenge impedes effective planning and timely implementation of programmes, restricting the Commission's ability to invest in critical areas of operation. In particular, insufficient budgetary allocations undermine staff training and skills development, as well as capacity building for Members of the Commission, leaving significant gaps in technical and institutional capacity.

The financial constraints also limit the Commission's ability to conduct training and sensitisation programmes tailored to the major areas of dispute within the labour market. These activities are essential for equipping staff with core skills, strengthening the capacity of Commissioners, and educating parties on the requirements of the law to minimise labour disputes. However, the absence of adequate funding has prevented the Commission from carrying out these functions, thereby weakening institutional effectiveness and reducing its ability to foster labour peace and justice. Without improved budgetary provision and timely disbursement of funds, the Commission risks continued inefficiencies, inadequate staff capacity, and growing public dissatisfaction with its role in dispute resolution.

2.4.4 Facilitation of Settlement of industrial disputes and Settlement of industrial disputes

The dispute settlement mechanism process involves the facilitation of settlement of labour disputes, settlement of industrial disputes and adjudication of disputes. Though the Commission has recorded some remarkable successes in these areas, there are some challenges which continue to confront the work of the Commission. These are:

- **Non-adherence to good faith negotiation**

The Commission's mandate to facilitate and settle industrial disputes is often undermined by the non-adherence of parties to the principle of good faith negotiation. In many cases, parties adopt entrenched positions, withhold relevant information, or deliberately prolong negotiations to serve strategic interests. These practices frustrate the conciliation process, delay settlements, and erode confidence in the dispute resolution mechanism. Ultimately, this weakens the Commission's capacity to ensure timely and amicable resolution of industrial conflicts.

- **Non-adherence to dispute settlement processes**

The effectiveness of the Commission in resolving labour disputes is weakened by the frequent disregard for established dispute settlement procedures. Many institutions either lack internal grievance-handling mechanisms or fail to comply with them, leading to the escalation of minor grievances into full-scale disputes. In addition, failure to adhere to the legal requirements for embarking on industrial action often results in illegal strikes, which disrupt productivity and strain labour relations. Such non-compliance undermines orderly dispute resolution and places an additional burden on the Commission's limited resources.

- **Non-adherence to signed agreements, rulings, decisions, directives and orders of the Commission**

The enforcement of labour justice is undermined by the persistent failure of some parties to comply with negotiated agreements, signed settlements, or the rulings and directives of the Commission. This challenge is compounded by the Commission's limited coercive powers as a quasi-judicial body and the absence of clear provisions in the law for imposing administrative sanctions. As a result, some parties refuse to comply with the Commission's rulings, decisions, directives, and orders until enforcement is pursued through the courts.

2.4.5 Increase in labour disputes from the Informal Sector

The growing number of labour disputes originating from the informal sector presents a significant challenge to the NLC. Informal workers and vulnerable groups often lack adequate legal protection and representation, which exposes them to exploitation, unfair treatment, and abuse of processes. This has contributed to a rise in reported cases from the sector, many of which involve allegations of exploitation and violations of basic labour rights. Unlike the formal sector, where regulations and oversight are clearer, the informal sector remains largely unregulated, making dispute resolution more complex and resource-intensive for the Commission.

2.4.6 Increase in industrial disputes from the Public Sector

The public sector has in recent years witnessed a high incidence of industrial disputes, with the tertiary education sub-sector recording the majority of these cases. Most of the disputes revolve around conditions of service, including remuneration, benefits, and other employment-related entitlements. The recurrence of such disputes highlights longstanding challenges in labour relations within the public sector, where negotiations on service conditions are often prolonged and contentious. These disputes not only disrupt institutional operations but also create broader social and economic implications, particularly in critical sectors such as education where prolonged strikes undermine academic calendars and service delivery.

2.4.7 Database of mediators and arbitrators

The Commission maintains a database of accredited mediators and arbitrators to support the resolution of industrial disputes, with services provided on a fee-paying basis. While this arrangement creates a pool of professionals for specialised dispute resolution, the associated costs often discourage parties from fully utilising the mechanism, particularly workers and unions with limited financial capacity. This reduces access to alternative dispute resolution services and prolongs settlement timelines, thereby limiting the effectiveness of the Commission's efforts to promote timely and equitable labour justice.

2.4.8 Labour co-operation

Labour co-operation within many institutions is weakened by the absence of effective internal grievance mechanisms, which are critical for addressing conflicts at the workplace before they

escalate. The lack of such structures undermines the promotion of sound labour relations practices, as workers often resort to external channels or collective action when their concerns remain unresolved. This situation has contributed to recurring labour-related agitations, reflecting both the inadequacy of internal dispute resolution systems and the limited emphasis placed on proactive dialogue between employers and employees.

2.5 SWOT ANALYSIS

Table 3 below presents the SWOT analysis of NLC.

Table 3: SWOT Analysis of NLC

Strengths	Weaknesses
Clear legal mandate under Labour Act, 2003 (Act 651)	Limited decentralised presence, overly centralised in Accra
Specialized expertise in labour dispute resolution, mediation, and arbitration	Inadequate funding and logistics to operationalize MTDP activities
Established institutional structures with recognition by labour unions, employers, and government	Delays in dispute resolution due to high caseloads and limited staff
Track record of preventing escalation of industrial disputes	Weak enforcement mechanisms, with rulings sometimes ignored
Strong stakeholder collaborations (MLJE, FWSC, MoF), Ghana Employers Association and Organised Labour	Limited public awareness of NLC's mandate and processes
	Inadequate monitoring and evaluation framework for tracking compliance
Opportunities	Threats
Integration into national planning and global frameworks (National Development Policy Frameworks, SDGs, AU Agenda 2063)	Increasing labour disputes due to poor conditions of service
Growing demand for effective labour dispute resolution as labour force expands	Interference in the mandate of the Commission
Digitalisation and e-justice systems for case management and online mediation	Non-compliance with NLC rulings by employers/unions
Partnerships with international organisation (ILO, GIZ, World Bank) for support	Budgetary constraints

Policy momentum on decent work, and social dialogue	Public mistrust if disputes are delayed or enforcement is weak
Potential for regional and district presence for easy resolution of labour disputes	

2.5 SUMMARY OF KEY ISSUES

1. Non-adherence to good faith negotiation
2. Non-adherence to dispute settlement processes
3. Non-adherence to signed agreements, rulings, decisions, directives and orders of the Commission
4. Inadequate Funding
5. Poor office accommodation
6. Lack of Legal Library
7. Weak and ineffective implementation of labour policies, laws and standards
8. Poor industrial relations among partners
9. High exploitation of labour
10. Poor knowledge on the labour laws
11. Inadequate staff strength
12. Inadequate regional offices

2.6 MEDIUM-TERM NEEDS ASSESSMENT

The NLC since its establishment has been successful in ensuring peace and harmony at the labour front. During 2022-2025 medium-term, the Commission effectively resolved 73% of all the cases handled and also resolved and brought to finality 95% of all the industrial disputes it handled, i.e. work stoppages, industrial actions/strikes.

The Commission is committed to working to ensure that the industrial relations environment is stable and the labour justice is brought to workers and employers through the application of ADR mechanisms and adjudication by the Members of the Commissioners. As a specialized institution dealing with workplace disputes, the Commission have proved that it has the capacity to deal with industrial disputes in a way that bring relief to disputing parties, if the parties are committed to the process.

The following are the needs of the Commission for the medium-term:

- Appropriate office accommodation to meet the nature of work of the Commission and to facilitate hearings sessions and reduce congestion in offices for staff.
- Establishment of regional offices – only three regional offices in Greater Accra, Ashanti Western and Western Regions. Brong Ahafo Region not operational due to lack of personnel and logistics for the office. Decentralization of the Commission’s services thus making access to justice expensive.
- Digitalize services to reduce cost of processing of complaints and make it more accessible to clients – social partners.
- Increase staff strength to commensurate with volume of work.
- Build personnel strength through training and develop staff capacity to assume higher responsibilities due to the evolving demands of the job and also aid career progression.

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.0 INTRODUCTION

This chapter presents the development issues and problems identified from the implementation of the previous Plan. The key issues identified, which need attention to respond to creating a peaceful industrial relations environment for protection of investment and jobs and the creation of more job opportunities for the growth of the Ghanaian economy are (i) poor management of the employment relationship (ii) absence of internal systems to address grievances (iii) non-adherence to the dispute settlement procedures provided in the law (iv) poor or weak internal communication systems (v) lack or weak co-operation between labour and management.

3.1 SUMMARY OF THE PROCESS FOR PRIORITISATION

The prioritisation process was undertaken using a voting approach, where identified issues were ranked based on their urgency, importance, and the availability of resources for implementation. In line with the Commission's mandate of promoting labour peace and justice, the criteria applied included the potential of an issue to reduce industrial disputes, its relevance to protecting the rights of workers and employers, its impact on strengthening institutional capacity for dispute resolution, and its contribution to improving public confidence in the Commission. This systematic approach ensured that the most pressing and mandate-aligned issues were given precedence for intervention.

3.2 KEY DEVELOPMENT PRIORITIES

1. Poor industrial relations among partners
2. Poor knowledge on the labour laws
3. Non-adherence to good faith negotiation
4. Non-adherence to dispute settlement processes
5. Non-adherence to signed agreements, rulings, decisions, directives and orders of the Commission

6. Weak and ineffective implementation of labour policies, laws and standards
7. Inadequate Funding
8. Poor office accommodation
9. Lack of Legal Library
10. High exploitation of labour
11. Inadequate staff strength
12. Inadequate regional offices

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.0 INTRODUCTION

Chapter four presents the development projections and development goal. The objectives and strategies are also defined here.

4.1 Goal

The NLC is mandated under Act 651 to among others, facilitate the settlement of industrial disputes and to also settle industrial disputes. In so doing, the Commission has the power through notification to direct employers and employers' organizations, workers or trade unions who contravene the Act and Regulations under it to rectify such anomalies. The Commission, mindful of the fact that "conflict is inevitable, but combat is optional" and in keeping with the requirements of the Law on good faith negotiations and good workplace practices that promote effective labour management co-operation at the workplace urges the timely reference of unresolved grievances to the Commission for effective dispute resolution. In keeping with these, it has adopted the following goal in line with the MTNDPF as its goal under the 2026-2029 medium-term strategy:

"Promote the establishment of judicious enterprise-based dispute settlement mechanisms that effectively addresses internal grievances and facilitates external dispute resolution to bring timely closure to industrial disputes in order to create and maintain a peaceful industrial relations ambience for enhanced productivity, job creation and economic growth."

4.1 DEVELOPMENT GOALS, OBJECTIVES, STRATEGIES AND PROGRAMMES

Table 4: Goals, Objectives and Strategies

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Social Dimension					
<ul style="list-style-type: none"> Weak and ineffective implementation of labour policies, laws and standards Poor industrial relations among partners High exploitation of labour 	Promote the establishment of judicious enterprise-based dispute settlement mechanisms that effectively addresses internal grievances and facilitates external dispute resolution to bring timely closure to industrial disputes in order to create and maintain a peaceful industrial relations ambiance for enhanced productivity, job creation and economic growth	<ul style="list-style-type: none"> To strengthen the implementation of labour policies, laws, and standards by ensuring at least 90% of workplaces inspected comply with national labour regulations and Commission directives by 2027. Reduce labour exploitation by raising workers' rights awareness and resolving at least 75% of reported cases within 90 days by 2028. 	Promote job creation and decent work	<ul style="list-style-type: none"> Strengthen enforcement of existing labour laws and regulations as well as the labour administration Promote workplace dialogue for good employment relations Promote harmonious industrial relations 	Labour disputes resolution programme
<ul style="list-style-type: none"> Inadequate funding Poor office accommodation Lack of legal library 		<ul style="list-style-type: none"> Recruit staff to fill at least 90% of approved positions by 2029 To secure adequate and timely budgetary 		<ul style="list-style-type: none"> Recruit and train additional staff. Advocate for increased and predictable budgetary allocations. 	Institutional Capacity

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<ul style="list-style-type: none"> • Inadequate staff strength • Inadequate regional offices 		<p>allocations to ensure 100% funding of the Commission's programmes and operational needs by 2027</p>		<ul style="list-style-type: none"> • Upgrade office accommodation and facilities. • Establish a legal library and improve access to knowledge resources • Expand regional offices to improve access 	Development Programme
<ul style="list-style-type: none"> • Poor knowledge on the labour laws • Non-adherence to good faith negotiation • Non-adherence to dispute settlement processes • Non-adherence to signed agreements, rulings, decisions, directives and orders of the Commission 		<ul style="list-style-type: none"> • To increase knowledge of labour laws among at least 80% of workers, employers, and unions through training and sensitisation programmes by 2028 • To ensure at least 90% of labour negotiations are conducted in good faith through regular dialogue platforms and mediation support by 2029. • To ensure 95% of labour disputes follow established dispute settlement processes and procedures, monitored and tracked 		<ul style="list-style-type: none"> • Conduct nationwide training and awareness programmes for workers, employers, and unions on labour laws and dispute resolution processes. • Develop and disseminate user-friendly guides, manuals, and information materials on labour laws and good faith negotiation practices • Establish monitoring mechanisms to track adherence to dispute settlement procedures and Commission directives. • Facilitate regular dialogue platforms between employers, employees, 	Labour Law Compliance Programme

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
		by the Commission by 2027		and unions to promote mutual understanding and cooperation.	

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMMES

5.0 INTRODUCTION

The Chapter highlights the composite development programmes of the National Labour Commission (NLC), alongside the associated costing for effective planning and implementation.

5.1 ASSUMPTIONS AND METHODOLOGIES FOR THE COSTING

The programmes and project costing for the National Labour Commission (NLC) Sector Medium-Term Development Plan (SMTDP 2026–2029) was projected in line with the National Development Planning Commission (NDPC) guidelines provided for the preparation of the medium-term plan. This ensures that the financial requirements for implementing the plan are realistic, evidence-based, and aligned with available and potential resource packets.

A set of assumptions and methodologies were designed to provide consistency, accuracy, and transparency. The methodologies combined both top-down and bottom-up approaches, ensuring that programme costs reflect realistic inputs while remaining consistent with projected resource availability as stipulated under the Medium-Term National Development Policy Framework (MTNDPF) 2026–2029

Key considerations:

- **Resource Envelope Assumptions:** Expected budgetary allocations from the consolidated fund, internally generated funds (IGFs), statutory funds, development partner support, and private sector contributions.

- **Costing Approach:** Application of unit-cost analysis for activities, historical expenditure trends of Commission, and benchmarking against similar national and sectoral interventions.
- **Methodological Tools:** Use of activity-based costing (ABC), medium-term expenditure frameworks (MTEF), and programme-based budgeting (PBB) criteria to estimate costs.
- **Adjustment Factors:** Consideration of inflationary effects, market prices and exchange rate fluctuations.

The plan thus, goes beyond an estimate of the resources required to implement the programmes but also a framework for resource mobilization, budgeting, and expenditure tracking. It forms the financial guide for prioritization, sequencing of interventions, and monitoring of plan implementation of the medium-term plan, SMTDP 2026–2029.

5.2 PROGRAMME OF ACTION

The Programme of Action of the National Labour Commission (NLC) outlines key interventions to strengthen labour dispute resolution, enhance compliance with labour laws, and build institutional capacity across Ghana. These interventions are captured in three main programmes: The Labour Disputes Resolution Programme, the Institutional Capacity Development Programme, and the Labour Law Compliance Programme. The total estimated cost for implementing these programmes over the medium-term period is **GHS 139,536,500.00**. See Table 5 for the Programme of Action for NLC.

Table 5: Programme of Action for NLC

Development Programme	Time Frame				Cost			Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
Labour disputes resolution programme	XX	XX	XX	XX	41,438,000.00				XX	Head Office	Administration, Industrial Relations
Institutional Capacity Development Programme	XX	XX	XX	XX	88,238,500.00				XX	HR departments	All departments and units, Regional offices
Labour Law Compliance Programme	XX	XX	XX	XX	9,860,000.00				XX	Industrial Relations	Legal
Total					139,536,500.00						

5.3 PROGRAMME FINANCING

The financing of the Programme of Action for the National Labour Commission (NLC) is expected to be fully supported by the Government of Ghana (GoG). The total projected cost of implementing the six key programmes is estimated at **GHS 139,536,500.00** over the medium-term period.

Table 6: Programme Financing

Development Programme	Programme cost (A)	Expected Revenue and Sources of Funding				Total (B)	Gap (C) =(B-A)
		GoG	IGF	DPs	Others (Specify)		
Labour disputes resolution programme	41,438,000.00	3,900,000.00				3,900,000.00	37,538,000.00
Institutional Capacity Development Programme	88,238,500.00	3,100,000.00				3,100,000.00	85,138,500.00
Labour Law Compliance Programme	9,860,000.00	5,000,000.00				5,000,000.00	4,860,000.00
Total	139,536,500.00					12,000,000.00	127,536,500.00

5.4 REVENUE MEASURES

The National Labour Commission (NLC) will adopt a diversified resource mobilization strategy to bridge the financing gap of GHS 127,536,500. A key measure will be to strengthen engagement with donor partners such as international labour organizations, development agencies, and bilateral partners, to secure technical and financial support for capacity building, dispute resolution, and digitalization initiatives. These partnerships can provide grants and project-based funding, especially in areas that align with global priorities like decent work, labour rights, and workplace justice. In addition, the Commission will intensify lobbying for additional budgetary allocations from Government, through evidence-based advocacy and closer collaboration with the Ministry of Finance and Parliament. This will ensure that the NLC's growing workload and critical role in safeguarding industrial harmony are matched with adequate resources.

5.5 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) OF FORMULATED PROGRAMMES

The Strategic Environmental Assessment (SEA) of the National Labour Commission's programmes indicates that all three programmes, namely Labour Disputes Resolution, Institutional Capacity Development, and Labour Law Compliance are likely to have predominantly positive impacts on the social, institutional, and economic environment. The programmes are expected to enhance dispute resolution efficiency, strengthen institutional capacity, improve adherence to labour laws, and promote industrial harmony, all of which contribute to sustainable labour practices and social stability.

Potential negative impacts, such as high operational costs, resistance from stakeholders, and implementation delays, are manageable through targeted mitigation measures including phased implementation, stakeholder sensitization, staff recruitment and training, and strengthened monitoring systems. These measures also present opportunities for modernizing administrative systems, expanding regional coverage, and fostering partnerships with social partners. Overall, the programmes demonstrate high sustainability potential, as they are designed to strengthen the Commission's capacity, ensure compliance with labour laws, and promote long-term industrial peace and worker protection across the country. See Table 7 for formulated programmes for SEA.

Table 7: SEA of formulated programmes

Programme	Potential Positive Impacts	Potential Negative Impacts	Mitigation Measures	Opportunities	Overall Sustainability Impact
Labour Disputes Resolution Programme	<ul style="list-style-type: none"> • Faster and more efficient resolution of labour disputes. • Reduced industrial conflicts. • Improved trust between employers and employees. • Protection of workers' rights. 	<ul style="list-style-type: none"> • High workload may strain staff. • Possible resistance from parties during implementation. • Increased operational costs for hearings and mediation. 	<ul style="list-style-type: none"> • Recruit and train additional staff. • Strengthen IT systems for case management. • Conduct stakeholder sensitization to encourage compliance. 	<ul style="list-style-type: none"> • Promote industrial harmony and economic stability. • Strengthen partnerships with unions and employer associations. • Potential for replication of best practices in other sectors. 	High – Improves social stability and institutional efficiency, with manageable resource requirements.
Institutional Capacity Development Programme	<ul style="list-style-type: none"> • Enhanced staff skills and competence. • Improved office infrastructure and resources. • Stronger regional presence for accessible services. 	<ul style="list-style-type: none"> • Initial high investment costs. • Potential delays in infrastructure development. • Risk of uneven distribution of resources across regions. 	<ul style="list-style-type: none"> • Phased implementation plan. • Prioritise critical infrastructure and recruitment needs. • Regular monitoring of regional deployment and 	<ul style="list-style-type: none"> • Attract and retain skilled staff. • Modernise administrative and IT systems. • Improved public confidence in the Commission. 	High – Strengthens institutional resilience and capacity, ensuring long-term sustainability of operations.

Programme	Potential Positive Impacts	Potential Negative Impacts	Mitigation Measures	Opportunities	Overall Sustainability Impact
	<ul style="list-style-type: none"> • More effective service delivery and case management. 		resource allocation.		
Labour Law Compliance Programme	<ul style="list-style-type: none"> • Increased awareness and knowledge of labour laws. • Improved adherence to agreements, rulings, and dispute processes. • Reduced exploitation of workers. • Enhanced industrial relations and social dialogue. 	<ul style="list-style-type: none"> • Resistance from parties to comply with new measures. • Costs of training and sensitization programmes. • Possible legal challenges in enforcing compliance. 	<ul style="list-style-type: none"> • Conduct regular sensitization workshops. • Implement phased enforcement strategies. • Establish monitoring and reporting systems. 	<ul style="list-style-type: none"> • Promote a culture of law compliance. • Strengthen trust in the Commission. • Reduce the frequency and intensity of disputes. 	High – Promotes sustainable labour practices, reduces conflicts, and ensures long-term industrial peace.

CHAPTER SIX

ANNUAL ACTION PLANS

6.0 INTRODUCTION

The Commission’s Annual Action Plans (AAPs) shall be effectively implemented based upon the availability of the required funds to meet the set objectives. The Sector Action Plans for 2026, 2027, 2028 and 2029 are outlined in Tables below

6.1 2026 ANNUAL ACTION PLAN

Table 8: Annual Action Plan

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Oth er	Ne w	Ongoi ng	Lead	Collaborating
Objectives:													
<ul style="list-style-type: none"> Recruit staff to fill at least 90% of approved positions by 2029 To secure adequate and timely budgetary allocations to ensure 100% funding of the Commission’s programmes and operational needs by 2027 													
Programme: Institutional Capacity Development Programme													
1. Institutional Strengthening and Operational Activities													
1.1 Organize 20 management, administrative and staff meetings	Nation-wide	X	X	X	X	100,000.00					XX	Administration	Depts. & Units

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
1.2 Organize 1 staff retreat	Nation-wide	X X	X X	X X	X X	120,000.00					XX	Administration	Depts. & Units
1.3 Provide books for Legal Library	Nation-wide	X X	X X	X X	X X	80,000.00					XX	Legal	Administration & Finance
1.4 Prepare procurement plan	Nation-wide	X X	X X	X X	X X	30,000.00					XX	Procurement Unit	Depts. & Units
1.5 Undertake tendering activities	Nation-wide	X X	X X	X X	X X	50,000.00					XX	Procurement	Depts. & Units
1.6 Operationalize 6 NLC Regional Offices	Selected Regions	X X	X X	X X	X X	1,500,000.00					XX	Procurement	Depts. & Units
1.7 Procure 7 motor vehicles and 2 motor bikes for the head office	Accra	X X	X X	X X	X X	2,627,000.00					XX	Procurement	Depts. & Units
1.8 Procure office furniture, equipments, fittings and office supplies for the head office	Accra	X X	X X	X X	X X	1,650,000.00					XX	Procurement	Depts. & Units
1.9 Operational expenses(utility, travel and transport, telecommunication, servicing of meetings, tenancy management fee etc.)	Nation-wide	X X	X X	X X	X X	4,264,000.00					XX	Administration	Depts. & Units

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
2. Effective and efficient financial administration of funds released to the Commission													
2.1 Prepare annual budgets	Nation-wide	X X	X X	X X	X X	250,000.00					XX	Finance and Administration	Depts. & Units
2.2 Prepare budget performance reports	Nation-wide	X X	X X	X X	X X	145,000.00					XX	Finance	Depts. & Units
2.3 Prepare Financial Reports	Nation-wide	X X	X X	X X	X X	60,500.00					XX	Finance	Audit
2.4 Accounting and Treasury Activities	Nation-wide	X X	X X	X X	X X	24,000.00					XX	Finance	Audit
3. Conduct organizational review and job rationalization study													
3.1 Hire Consultant to conduct organizational review study	Nation-wide	X X	X X	X X	X X	120,000.00					XX	Admin. & HR	Depts. & Units
3.2 Hire Consultant to Review Job Description, Job Evaluation & Grading Structure and Scheme of Service	Nation-wide	X X	X X	X X	X X	150,000.00					XX	Administration and HR	Depts. & Units

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
3.3 Conduct Staff placement and Alignment	Nation-wide	X	X	X	X	70,000.00					XX	Human Resources	Depts. & Units
3.4. Develop performance based career development plan	Nation-wide	X	X	X	X	70,000.00					XX	Human Resources	Depts. & Units
4. Develop leadership and technical skills to support the implementation of the Commission's mandate, functions and strategy													
4.1 Organize 20 Training and Development Programmes for staff	Nation-wide	X	X	X	X	160,000.00					XX	Human Resources	Depts. & Units, Training Institutions
4.2 Undertake 2 study tours for 7 Commissioners and 15 technical staff on international best practices	Nation-wide	X	X	X	X	700,000.00					XX	Human Resources	Members of the Commission, Administration and HR, Embassies/Mission
4.3 Conduct Governance and Leadership training programme for 7	Nation-wide	X	X	X	X	300,000.00					XX	Administration and Human Resources	Leadership Training Institutions

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
members and 6 management staff of the Commission													
4.4 Undertake recruitment, placement and promotions	Nation-wide	X X	X X	X X	X X	50,000.00					XX	Human Resources	Administration, PSC
5. Develop and implement policies and manuals for human resources management, finance, administration, internal control, etc.													
5.1 Hire consultant to prepare Risk Based Auditing and Internal Control Manual (including Risk Register)	Nation-wide	X X	X X	X X	X X	120,000.00					XX	Administration	Internal Audit
5.2 Hire consultant to prepare Financial, Accounting and Procurement Manual	Nation-wide	X X	X X	X X	X X	130,000.00					XX	Administration	Finance, Internal Audit
5.3 Finalize the Draft Commission's Administrative	Nation-wide	X X	X X	X X	X X	80,000.00					XX	Administration	Members of the Commission

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Manual for implementation													
5.4 Prepare Corporate Fraud Policy Manual	Nation-wide	X X	X X	X X	X X	150,000.00					XX	Administration	Finance, Internal Audit
6. Develop proposals and source for other funding to support the efficient delivery of the Commission's services													
6.1 Develop concept papers and proposals for financial assistance	Nation-wide	X X	X X	X X	X X	150,000.00					XX	Administration	Finance, Consultant
7. Develop and implement an electronic case management system including IT Infrastructure to increase reliability and access.													
7.1 Review and streamline workflow system for case management	Nation-wide	X X	X X	X X	X X	150,000.00					XX	Administration	Members of the Commission

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
7.2 Procure and implement an electronic case management information system	Nation-wide	X X	X X	X X	X X	500,000.00					XX	Finance	Administration, Procurement
7.3 Procure ICT Equipment and accessories	Nation-wide	X X	X X	X X	X X	250,000.00					XX	Finance	Procurement, Administration
8. Conduct risk based compliance monitoring and evaluation													
8.1 Organize 5 audit committee meetings	Nation-wide	X X	X X	X X	X X	150,000.00					XX	Internal Audit	Administration, Finance
8.2 Organize 4 meeting with management to review audit findings	Nation-wide	X X	X X	X X	X X	120,000.00					XX	Internal Audit	Administration, Finance
8.3 Organize review meetings on Policy Planning, Monitoring and Evaluation for 3 days	Nation-wide	X X	X X	X X	X X	180,000.00					XX	Administration	Depts. & Units
Sub-Total						14,500,500.00							
Objectives:													

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Oth er	Ne w	Ongoi ng	Lead	Collaborating
<ul style="list-style-type: none"> To strengthen the implementation of labour policies, laws, and standards by ensuring at least 90% of workplaces inspected comply with national labour regulations and Commission directives by 2027. Reduce labour exploitation by raising workers' rights awareness and resolving at least 75% of reported cases within 90 days by 2028. 													
Programme: Labour disputes resolution programme													
9. Facilitation, Mediation and Arbitration													
9.1 License and classify Mediators and Arbitrators at a fee	Nation-wide	X X	X X	X X	X X	180,000.00					XX	Head office	Media, GBA, GHACMA, GNAAP, GAC, CENCOR
9.2 Advertise and select new mediators and arbitrators	Nation-wide	X X	X X	X X	X X	90,000.00					XX	Head office	GHACMA, GNAAP, CENCOR
9.3 Train, test and license mediators and arbitrators	Nation-wide	X X	X X	X X	X X	172,000.00					XX	Head Office	GHACMA, GNAAP, CENCOR
10. Educate and sensitize Social Partners and other key stakeholders on Labour Law													
10.1 Organize Nationwide tripartite stakeholder engagement to address outstanding labour issues	Nation-wide	X X	X X	X X	X X	5,000,000.00					XX	Head Office	Employer Organizations, Labour Unions

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
10.2 Organize 2 day sensitization programme for 30 selected restaurants and hotel operations on the provisions of the labour law	Nation-wide	X X	X X	X X	X X	265,000.00					XX	Head Office	Employer Organizations, Labour Unions
10.3 Organize 2 day sensitization programme for 30 selected private schools on the provisions of the labour law	Nation-wide	X X	X X	X X	X X	265,000.00					XX	Head Office	Employer Organizations, Labour Unions
10.4 Engagement with public sector unions on the multiplication and the collective bargaining process	Nation-wide	X X	X X	X X	X X	600,000.00					XX	Head Office	Employer Organizations, Labour Unions, Public Sector Union, Labour Department
10.5 Organize 2 day sensitization programme for 30 selected private security firms on the provisions of the labour law	Nation-wide	X X	X X	X X	X X	270,000.00					XX	Head Office	Private Security, Employer Organizations, Labour Unions

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
10.6 Build capacity of members of parliament on the labour act, structure and functioning of the NLC and related matters	Nation-wide	X	X	X	X	3,000,000.00					XX	Head Office	Parliamentary Service Board
10.7 Train 300 persons for 2 days on the labour act for public sector unions on managing the employment relationship	Nation-wide	X	X	X	X	2,000,000.00					XX	Head Office	Public Sector Unions, TUC
Sub-Total						11,842,000.00							
Objectives: <ul style="list-style-type: none"> To increase knowledge of labour laws among at least 80% of workers, employers, and unions through training and sensitisation programmes by 2028 To ensure at least 90% of labour negotiations are conducted in good faith through regular dialogue platforms and mediation support by 2029. To ensure 95% of labour disputes follow established dispute settlement processes and procedures, monitored and tracked by the Commission by 2027. 													
Programme: Labour Law Compliance Programme													

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
11. Prosecution, enforcement and compliance													
11.1 Review of the Labour Law and associated regulations to realign with dynamic change in industrial/employment relations environment locally and internationally	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Legal Affairs	Administration, Industrial Relations
11.2 Monitor and catalogue relevant decisions of the courts locally and internationally	Nation-wide	X X	X X	X X	X X	100,000.00					XX	Head Office	Judiciary Service, ILO
11.3 Organize two-day sensitization workshop for District and Circuit Court Judges and Registrars on labour-related issues	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Head Office	Judiciary Service
11.4 Organize two-day sensitization workshop for 80 members of the Bench	Nation-wide	X X	X X	X X	X X	160,000.00					XX	Head Office	Judiciary Service

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
and Court Registrars on labour laws													
11.5 Organize two-day sensitization workshop for 200 members of the Bar	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Head Office	GBA, Private Legal Firms
11.6 Organize two-day Sensitization workshop for 100 District and Circuit Court Judges and Registrars on labour-related issues	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Head office	Judiciary Service
12. Undertake enforcement of the decisions, directives and orders of the Commission													
12.1 Gazette compulsory arbitration award	Nation-wide	X X	X X	X X	X X	80,000.00					XX	Head Office	Legal Affairs, Courts
12.2 Publish and disseminate decisions, directive, rulings and orders of the Commission	Nation-wide	X X	X X	X X	X X	80,000.00					XX	Head Office	Legal Affairs, Courts

Projects/ Activities	Location	Time Frame (2026)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
14.3 Enforce decisions, directives and orders of the Commission to ensure compliance as well as manage litigations	Nation-wide	X	X	X	X	150,000.00					XX	Head Office	Legal Affairs, Courts
Sub-Total						1,370,000.00							
TOTAL COSTS (GH¢)						27,712,500.00							

6.2 2027 ANNUAL ACTION PLAN

Table 9: 2027 Annual Action Plan

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
Objectives:													
<ul style="list-style-type: none"> Recruit staff to fill at least 90% of approved positions by 2029 To secure adequate and timely budgetary allocations to ensure 100% funding of the Commission’s programmes and operational needs by 2027 													
Programme: Institutional Capacity Development Programme													
1. Institutional Strengthening and Operational Activities													
1.1 Organize 20 management, administrative and staff meetings	Nation-wide	X	X	X	X	100,000.00					XX	Administration	Depts. & Units
1.2 Organize 1 staff retreat	Nation-wide	X	X	X	X	120,000.00					XX	Administration	Depts. & Units
1.3 Provide books for Legal Library	Nation-wide	X	X	X	X	80,000.00					XX	Legal	Administration & Finance
1.4 Prepare procurement plan	Nation-wide	X	X	X	X	30,000.00					XX	Procurement Unit	Depts. & Units
1.5 Undertake tendering activities	Nation-wide	X	X	X	X	50,000.00					XX	Procurement	All Depts. & Units

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
1.6 Operationalize 2 NLC Regional Offices	Selecte d Region s		X X		X X	1,500,000.00					XX	Procurement	All Depts. & Units
1.7 Undertake feasibility study for the construction of NLC HQ	Accra	X X	X X	X X	X X	500,000.00				X X		Administration	Procurement
1.7 Procure 7 motor vehicles and 2 motor bikes for the head office	Accra	X X	X X	X X	X X	2,627,000.00					XX	Procurement	All Depts. & Units
1.8 Procure office furniture, equipments, fittings and office supplies for the head office	Accra	X X	X X	X X	X X	1,650,000.00					XX	Procurement	All Depts. & Units
1.9 Operational expenses (utility, travel and transport, telecommunication, servicing of meetings, tenancy management fee etc.)	Nation -wide	X X	X X	X X	X X	4,264,000.00					XX	Administration	All Depts. & Units
2. Effective and efficient financial administration of funds released to the Commission													

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
2.1 Prepare annual budgets	Nation-wide	X X	X X	X X	X X	255,000.00					XX	Finance and Administration	Depts. & Units
2.2 Prepare budget performance reports	Nation-wide	X X	X X	X X	X X	145,000.00					XX	Finance	Depts. & Units
2.3 Prepare Financial Reports	Nation-wide	X X	X X	X X	X X	60,500.00					XX	Finance	Audit
2.4 Accounting and Treasury Activities	Nation-wide	X X	X X	X X	X X	24,000.00					XX	Finance	Audit
3. Develop leadership and technical skills to support the implementation of the Commission's mandate, functions and strategy													
3.1 Organize 20 Training and Development Programmes for staff	Nation-wide	X X	X X	X X	X X	160,000.00					XX	Human Resources	Depts. & Units, Training Institutions
3.2 Undertake 2 study tours for 7 Commissioners and 20 technical staff on international best practices	Nation-wide	X X	X X	X X	X X	600,000.00					XX	Human Resources	Members of the Commission, Administration and HR,

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
													Embassies/Mission
3.3 Conduct Governance and Leadership training programme for 7 members and 10 management staff of the Commission	Nation-wide	X X	X X	X X	X X	300,000.00					XX	Administration and Human Resources	Leadership Training Institutions
3.4 Undertake recruitment, placement and promotions	Nation-wide	X X	X X	X X	X X	50,000.00					XX	Human Resources	Administration, PSC
4. Implement policies and manuals for human resources management, finance, administration, internal control, etc.													
4.1 Implement Risk Based Auditing and Internal Control Manual (including Risk Register)	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Administration	Internal Audit

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
4.2 Implement Financial, Accounting and Procurement Manual	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Administration	Finance, Internal Audit
4.3 Implement the Commission's Administrative Manual	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Administration	Members of the Commission
4.4 Prepare Corporate Fraud Policy Manual	Nation-wide	X X	X X	X X	X X	150,000.00					XX	Administration	Finance, Internal Audit
5. Develop proposals and source for other funding to support the efficient delivery of the Commission's services													
5.1 Develop concept papers and proposals for financial assistance	Nation-wide	X X	X X	X X	X X	150,000.00					XX	Administration	Finance, Consultant
6. Develop and implement an electronic case management system including IT Infrastructure to	Nation-wide	X X	X X	X X	X X						XX	Administration	Members of the Commission

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
increase reliability and access.													
6.1 Review and streamline workflow system for case management	Nation-wide	X X	X X	X X	X X	150,000.00					XX	Administration	Members of the Commission
7.2 Implement an electronic case management information system	Nation-wide	X X	X X	X X	X X	100,000.00					XX	Finance	Administration, Procurement
7.3 Procure and maintain ICT Equipment and accessories	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Finance	Procurement, Administration
8. Develop and implement an effective, consistent and sustainable communication strategy for public awareness creation and stakeholder sensitization on the operations of the Commission													

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
8.1 Develop communication strategy document	Nation-wide	X X	X X	X X	X X	120,000.00					XX	Public Affairs	Administration
8.2 Engage the media for sensitization on the operations of the Commission	Nation-wide	X X	X X	X X	X X	180,000.00					XX	Public Affairs	Administration, Industrial Relations, Members of the Commission
8.3 Disseminate 2,000 copies of extracts of the labour Act in the form of handouts, brochures and postures for distribution	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Public Affairs	Administration, Legal, Industrial Relations
8.4 Participate in TV and Radio Talks Shows on public awareness creation and sensitization on the operations of the Commission	Nation-wide	X X	X X	X X	X X	240,000.00					XX	Public Affairs, Industrial Relations	Administration
8.5 Develop and implement responsive NLC customer service charter	Nation-wide	X X	X X	X X	X X	140,000.00					XX	Public Affairs	Administration

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
Sub-Total						14,745,500.00							
Objectives:													
<ul style="list-style-type: none"> To strengthen the implementation of labour policies, laws, and standards by ensuring at least 90% of workplaces inspected comply with national labour regulations and Commission directives by 2027. Reduce labour exploitation by raising workers' rights awareness and resolving at least 75% of reported cases within 90 days by 2028. 													
Programme: Labour disputes resolution programme													
9. Conduct risk based compliance monitoring and evaluation													
9.1 Organize 5 audit committee meetings	Nation-wide	X	X	X	X	150,000.00					XX	Internal Audit	Administration, Finance
9.2 Organize review meetings on Policy Planning, Monitoring and Evaluation for 3 days	Nation-wide	X	X	X	X	180,000.00					XX	Administration	Depts. & Units
10. Facilitation, Mediation and Arbitration													
10.1 License and classified Mediators and Arbitrators at a fee	Nation-wide	X	X	X	X	180,000.00					XX	Head office	Media, GBA, GHACMA, GNAAP,

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
10.2 Advertise and select new mediators and arbitrators	Nation-wide	X X	X X	X X	X X	90,000.00					XX	Head office	GHACMA, GNAAP, CENCOR
10.3 Train, test and license mediators and arbitrators	Nation-wide	X X	X X	X X	X X	172,000.00					XX	Head Office	GHACMA, GNAAP, CENCOR
11. Educate and sensitize Social Partners and other key stakeholders on Labour Law													
11.1 Organize Nation-wide tripartite stakeholder engagement to address outstanding labour issues	Nation-wide	X X	X X	X X	X X	5,000,000.00					XX	Head Office	Employer Organizations, Labour Unions
11.2 Organize 2 day sensitization programme for 30 selected restaurants and hotel operations on the provisions of the labour law	Nation-wide	X X	X X	X X	X X	265,000.00					XX	Head Office	Employer Organizations, Labour Unions
11.3 Organize 2 day sensitization programme for 30 selected private schools on the	Nation-wide	X X	X X	X X	X X	265,000.00					XX	Head Office	Employer Organizations, Labour Unions

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
provisions of the labour law													
11.4 Engagement with public sector unions on the multiplicity and the collective bargaining process	Nation-wide	X X	X X	X X	X X	600,000.00					XX	Head Office	Employer Organizations, Labour Unions, Public Sector Union, Labour Department
11.5 Organize 2 day sensitization programme for 30 selected private security firms on the provisions of the labour law	Nation-wide	X X	X X	X X	X X	270,000.00					XX	Head Office	Private Security, Employer Organizations, Labour Unions
11.7 Train 300 persons for 2 days on the labour act for public sector unions on managing the employment relationship	Nation-wide	X X	X X	X X	X X	2,000,000.00					XX	Head Office	Public Sector Unions, TUC
Sub- Total						9,172,000.00							
Objectives:													

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
<ul style="list-style-type: none"> To increase knowledge of labour laws among at least 80% of workers, employers, and unions through training and sensitisation programmes by 2028 To ensure at least 90% of labour negotiations are conducted in good faith through regular dialogue platforms and mediation support by 2029. <p>To ensure 95% of labour disputes follow established dispute settlement processes and procedures, monitored and tracked by the Commission by 2027.</p>													
Programme: Labour Law Compliance Programme													
12. Prosecution, enforcement and compliance													
12. 1 Review of the Labour Law and associated regulations to realign with dynamic change in industrial/employment relations environment locally and internationally	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Legal Affairs	Administration, Industrial Relations
12.2 Monitor and catalogue relevant decisions of the courts locally and internationally	Nation-wide	X X	X X	X X	X X	100,000.00					XX	Legal Affairs	Administration, Industrial Relations

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
12.3 Organize two-day sensitization workshop for District and Circuit Court Judges and Registrars on labour-related issues	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Head Office	Judiciary Service, ILO
12.4 Organize two-day sensitization workshop for 80 members of the Bench and Court Registrars on labour laws	Nation-wide	X X	X X	X X	X X	160,000.00					XX	Head Office	Judiciary Service
12.5 Organize two-day sensitization workshop for 200 members of the Bar	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Head Office	Judiciary Service
12.6 Organize two-day Sensitization workshop for 100 District and Circuit Court Judges and Registrars on labour-related issues	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Head Office	GBA, Private Legal Firms
13. Develop guidelines / regulations for the effective discharge													

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
of the Commission's functions													
13.1 Hire Consultant to prepare Commission's Procedures Guideline to regulate its proceedings	Nation-wide	X X	X X	X X	X X	150,000.0 0					XX	Head Office	Legal Affairs, Procurement
13.2 Prepare Case Management / Dispute Settlement Guideline / Regulation	Nation-wide	X X	X X	X X	X X	320,000.0 0					XX	Head Office	Legal Affairs
13.3 Prepare Negotiation, Mediation and Arbitration Procedures Guideline / Regulation	Nation-wide	X X	X X	X X	X X	450,000.0 0					XX	Legal Affairs	The Courts
13.4 Prepare Enforcement and Prosecution Guideline / Regulation	Nation-wide	X X	X X	X X	X X	410,000.0 0					XX	Head Office	Ghana Publishing Corporation
14. Undertake enforcement of the decisions, directives	Nation-wide	X X	X X	X X	X X						XX	Head Office	Administration , Public Affairs

Projects/ Activities	Location	Time Frame (2027)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
and orders of the Commission													
14.1 Gazette compulsory arbitration award	Nation-wide	X X	X X	X X	X X	80,000.00					XX	Head Office	Legal Affairs, Courts
14.2 Publish and disseminate decisions, directive, rulings and orders of the Commission	Nation-wide	X X	X X	X X	X X	80,000.00					XX	Head Office	Legal Affairs, Courts
14.3 Enforce decisions, directives and orders of the Commission to ensure compliance as well as manage litigations	Nation-wide	X X	X X	X X	X X	150,000.00					XX	Head Office	Legal Affairs, Courts
Sub-Total						2,700,000.00							
TOTAL COSTS (GH¢)						26,617,500.00							

6.3 2028 ANNUAL ACTION PLAN

Table 10: 2028 Annual Action Plan

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
Objectives:													
<ul style="list-style-type: none"> Recruit staff to fill at least 90% of approved positions by 2029 To secure adequate and timely budgetary allocations to ensure 100% funding of the Commission’s programmes and operational needs by 2027 													
Programme: Institutional Capacity Development Programme													
1. Institutional Strengthening and Operational Activities													
1.1 Organize 20 management, administrative and staff meetings	Nation-wide	X	X	X	X	100,000.00					XX	Administration	Depts. & Units
1.2 Organize 1 staff retreat	Nation-wide	X	X	X	X	120,000.00					XX	Administration	Depts. & Units
1.3 Provide books for Legal Library	Nation-wide	X	X	X	X	80,000.00					XX	Legal	Administration & Finance
1.4 Prepare procurement plan	Nation-wide	X	X	X	X	30,000.00					XX	Procurement Unit	Depts. & Units
1.5 Undertake tendering activities	Nation-wide	X	X	X	X	50,000.00					XX	Procurement	Depts. & Units

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
1.6 Operationalize 2 NLC Regional Offices	Selecte d Region s		X X		X X	2,000,000.00					XX	Procurement	Depts. & Units
1.7 Commence construction of ultra-modern NLC HQ	Accra	X X	X X	X X	X X	10,000,000.00					XX	Administration	Procurement
1.7 Procure 7 motor vehicles and 2 motor bikes for the head office	Accra	X X	X X	X X	X X	2,627,000.00					XX	Procurement	Depts. & Units
1.8 Procure office furniture, equipments, fittings and office supplies for the head office	Accra	X X	X X	X X	X X	1,650,000.00					XX	Procurement	Depts. & Units
1.9 Operational expenses(utility, travel and transport, telecommunication, servicing of meetings, tenancy management fee etc.)	Nation -wide	X X	X X	X X	X X	4,264,000.00					XX	Administration	Depts. & Units
2. Effective and efficient financial administration of funds released to the Commission													

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
2.1 Prepare annual budgets	Nation-wide	X X	X X	X X	X X	300,000.00					XX	Finance and Administration	Depts. & Units
2.2 Prepare budget performance reports	Nation-wide	X X	X X	X X	X X	145,000.00					XX	Finance	Depts. & Units
2.3 Prepare Financial Reports	Nation-wide	X X	X X	X X	X X	80,000.00					XX	Finance	Audit
2.4 Accounting and Treasury Activities	Nation-wide	X X	X X	X X	X X	40,000.00					XX	Finance	Audit
3. Develop leadership and technical skills to support the implementation of the Commission's mandate, functions and strategy													
3.1 Organize 20 Training and Development Programmes for staff	Nation-wide	X X	X X	X X	X X	500,000.00					XX	Human Resources	Depts. & Units, Training Institutions
3.2 Undertake 2 study tours for 7 Commissioners and 20 technical staff on international best practices	Nation-wide	X X	X X	X X	X X	700,000.00					XX	Human Resources	Members of the Commission, Administration and HR,

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
													Embassies/Mission
3.3 Conduct Governance and Leadership training programme for 7 members and 10 management staff of the Commission	Nation-wide	X X	X X	X X	X X	400,000.00					XX	Administration and Human Resources	Leadership Training Institutions
3.4 Undertake recruitment, placement and promotions	Nation-wide	X X	X X	X X	X X	100,000.00					XX	Human Resources	Administration, PSC
4. Develop proposals and source for other funding to support the efficient delivery of the Commission's services													
4.1 Develop concept papers and proposals for financial assistance	Nation-wide	X X	X X	X X	X X	150,000.00					XX	Administration	Finance, Consultant

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
5. Develop and implement an electronic case management system including IT Infrastructure to increase reliability and access.	Nation-wide	X X	X X	X X	X X						XX	Administration	Members of the Commission
5.1 Review and streamline workflow system for case management	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Administration	Members of the Commission
5.2 Implement an electronic case management information system	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Finance	Administration, Procurement
5.3 Procure and maintain ICT Equipment and accessories	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Finance	Procurement, Administration
6. Implement an effective, consistent and sustainable communication strategy for public awareness creation and stakeholder sensitization on the													

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
operations of the Commission													
6.1 Train staff and Members on the usage of the NLC communication strategy	Nation-wide	X X	X X	X X	X X	320,000.00					XX	Public Affairs	Administration
6.2 Engage the media for sensitization on the operations of the Commission	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Public Affairs	Administration, Industrial Relations, Members of the Commission
6.3 Disseminate 2,000 copies of extracts of the labour Act in the form of handouts, brochures and postures for distribution	Nation-wide	X X	X X	X X	X X	300,000.00					XX	Public Affairs	Administration, Legal, Industrial Relations
6.4 Participate in TV and Radio Talks Shows on public awareness creation and sensitization on the operations of the Commission	Nation-wide	X X	X X	X X	X X	280,000.00					XX	Public Affairs, Industrial Relations	Administration

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
6.5 Implement responsive NLC customer service charter	Nation-wide	X	X	X	X	240,000.00					XX	Public Affairs	Administration
Sub-Total						25,276,000.00							
Objectives:													
<ul style="list-style-type: none"> To strengthen the implementation of labour policies, laws, and standards by ensuring at least 90% of workplaces inspected comply with national labour regulations and Commission directives by 2027. Reduce labour exploitation by raising workers' rights awareness and resolving at least 75% of reported cases within 90 days by 2028. 													
Programme: Labour disputes resolution programme													
7. Conduct risk based compliance monitoring and evaluation													
7.1 Organize 5 audit committee meetings	Nation-wide	X	X	X	X	350,000.00					XX	Internal Audit	Administration, Finance
7.2 Organize review meetings on Policy Planning, Monitoring and Evaluation for 3 days	Nation-wide	X	X	X	X	580,000.00					XX	Administration	Depts. & Units
8. Facilitation, Mediation and Arbitration													

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
8.1 License and classify Mediators and Arbitrators at a fee	Nation-wide	X X	X X	X X	X X	180,000.00					XX	Head office	Media, GBA, GHACMA, GNAAP, GAC, CENCOR
8.2 Advertise and select new mediators and arbitrators	Nation-wide	X X	X X	X X	X X	90,000.00					XX	Head office	GHACMA, GNAAP, CENCOR
9.3 Train, test and license mediators and arbitrators	Nation-wide	X X	X X	X X	X X	172,000.00					XX	Head Office	GHACMA, GNAAP, CENCOR
10. Educate and sensitize Social Partners and other key stakeholders on Labour Law													
10.1 Organize Nation-wide tripartite stakeholder engagement to address outstanding labour issues	Nation-wide	X X	X X	X X	X X	5,000,000.00					XX	Head Office	Employer Organizations, Labour Unions
10.2 Organize 2 day sensitization programme for 30 selected restaurants and hotel operations on the provisions of the labour law	Nation-wide	X X	X X	X X	X X	365,000.00					XX	Head Office	Employer Organizations, Labour Unions

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
10.3 Organize 2 day sensitization programme for 30 selected private schools on the provisions of the labour law	Nation-wide	X X	X X	X X	X X	365,000.00					XX	Head Office	Employer Organizations, Labour Unions
10.4 Engagement with public sector unions on the multiplicity and the collective bargaining process	Nation-wide	X X	X X	X X	X X	500,000.00					XX	Head Office	Employer Organizations, Labour Unions, Public Sector Union, Labour Department
10.5 Organize 2 day sensitization programme for 30 selected private security firms on the provisions of the labour law	Nation-wide	X X	X X	X X	X X	370,000.00					XX	Head Office	Private Security, Employer Organizations, Labour Unions
10.7 Train 300 persons for 2 days on the labour act for public sector unions on managing the employment relationship	Nation-wide	X X	X X	X X	X X	2,000,000.00					XX	Head Office	Public Sector Unit, TUC
Sub-Total						9,972,000.00							

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
Objectives:													
<ul style="list-style-type: none"> To increase knowledge of labour laws among at least 80% of workers, employers, and unions through training and sensitisation programmes by 2028 To ensure at least 90% of labour negotiations are conducted in good faith through regular dialogue platforms and mediation support by 2029. To ensure 95% of labour disputes follow established dispute settlement processes and procedures, monitored and tracked by the Commission by 2027. 													
Programme: Labour Law Compliance Programme													
11. Prosecution, enforcement and compliance													
11. 1 Sensitize the Public and labour unions on the provisions in the Revised Labour Act and associated legislative instruments for the implementation in line with dynamic change in industrial/employment relations environment locally and internationally	Nation-wide	X X	X X	X X	X X	500,000.00					XX	Legal Affairs	Administration, Industrial Relations

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q1	Q2	Q3	Q4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
11.2 Monitor and catalogue relevant decisions of the courts locally and internationally	Nation-wide	X	X	X	X	100,000.00					XX	Legal Affairs	Administration, Industrial Relations
11.3 Organize two-day sensitization workshop for District and Circuit Court Judges and Registrars on labour-related issues	Nation-wide	X	X	X	X	200,000.00					XX	Head Office	Judiciary Service, ILO
11.4 Organize two-day sensitization workshop for 80 members of the Bench and Court Registrars on labour laws	Nation-wide	X	X	X	X	160,000.00					XX	Head Office	Judiciary Service
11.5 Organize two-day sensitization workshop for 200 members of the Bar	Nation-wide	X	X	X	X	200,000.00					XX	Head Office	Judiciary Service
11.6 Organize two-day Sensitization workshop for 100 District and Circuit Court Judges and	Nation-wide	X	X	X	X	200,000.00					XX	Head Office	GBA, Private Legal Firms

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
Registrars on labour-related issues													
12. Implement guidelines / regulations for the effective discharge of the Commission's functions													
12.1 Implement Board Procedures Guideline	Nation-wide	X X	X X	X X	X X	450,000.0 0					XX	Head Office	Legal Affairs
12.2 Implement Case Management / Dispute Settlement Guideline / Regulation	Nation-wide	X X	X X	X X	X X	420,000.0 0					XX	Head Office	Legal Affairs
12.3 Implement Negotiation, Mediation and Arbitration Procedures Guideline / Regulation	Nation-wide	X X	X X	X X	X X	600,000.0 0					XX	Legal Affairs	The Courts
12.4 Implement Enforcement and Prosecution	Nation-wide	X X	X X	X X	X X	600,000.0 0					XX	Head Office	Ghana Publishing Corporation

Projects/ Activities	Location	Time Frame (2028)				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
Guideline / Regulation													
13. Undertake enforcement of the decisions, directives and orders of the Commission	Nation-wide	X X	X X	X X	X X						XX	Head Office	Administration, Public Affairs
13.1 Gazette compulsory arbitration award	Nation-wide	X X	X X	X X	X X	100,000.00					XX	Head Office	Legal Affairs, Courts
13.2 Publish and disseminate decisions, directive, rulings and orders of the Commission	Nation-wide	X X	X X	X X	X X	100,000.00					XX	Head Office	Legal Affairs, Courts
13.3 Enforce decisions, directives and orders of the Commission to ensure compliance as well as manage litigations	Nation-wide	X X	X X	X X	X X	300,000.00					XX	Head Office	Legal Affairs, Courts
Sub-Total						3,930,000.00							
TOTAL COSTS (GH¢)						39,178,000.00							

6.4 2029 ANNUAL ACTION PLAN

Table 11: 2029 Annual Action Plan

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
Objectives:													
<ul style="list-style-type: none"> Recruit staff to fill at least 90% of approved positions by 2029 To secure adequate and timely budgetary allocations to ensure 100% funding of the Commission's programmes and operational needs by 2027 													
Programme: Institutional Capacity Development Programme													
1. Institutional Strengthening and Operational Activities													
1.1 Organize 20 management, administrative and staff meetings	Nation-wide	X X	X X	X X	X X	100,000.00					XX	Administration	Depts. & Units
1.2 Organize 1 staff retreat	Nation-wide	X X	X X	X X	X X	120,000.00					XX	Administration	Depts. & Units
1.3 Provide books for Legal Library	Nation-wide	X X	X X	X X	X X	80,000.00					XX	Legal	Administration & Finance
1.4 Prepare procurement plan	Nation-wide	X X	X X	X X	X X	30,000.00					XX	Procurement Unit	Depts. & Units
1.5 Undertake tendering activities	Nation-wide	X X	X X	X X	X X	50,000.00					XX	Procurement	Depts. & Units

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
1.6 Operationalize 2 NLC Regional Offices	Selecte d Regions		X X		X X	2,000,000.00					XX	Procurement	Depts. & Units
1.7 Complete construction of ultra-modern NLC HQ	Accra	X X	X X	X X	X X	20,000,000.00					XX	Administration	Procurement
1.7 Procure 7 motor vehicles and 2 motor bikes for the head office	Accra	X X	X X	X X	X X	2,627,000.00					XX	Procurement	Depts. & Units
1.8 Procure office furniture, equipments, fittings and office supplies for the head office	Accra	X X	X X	X X	X X	1,650,000.00					XX	Procurement	Depts. & Units
1.9 Operational expenses(utility, travel and transport, telecommunication, servicing of meetings, tenancy management fee etc.)	Nation -wide	X X	X X	X X	X X	4,264,000.00					XX	Administration	Depts. & Units
2. Effective and efficient financial administration of funds released to the Commission													

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
2.1 Prepare annual budgets	Nation-wide	X X	X X	X X	X X	100,000.00					XX	Finance and Administration	Depts. & Units
2.2 Prepare budget performance reports	Nation-wide	X X	X X	X X	X X	145,000.00					XX	Finance	Depts. & Units
2.3 Prepare Financial Reports	Nation-wide	X X	X X	X X	X X	60,500.00					XX	Finance	Audit
2.4 Accounting and Treasury Activities	Nation-wide	X X	X X	X X	X X	40,000.00					XX	Finance	Audit
3. Develop leadership and technical skills to support the implementation of the Commission's mandate, functions and strategy													
3.1 Organize 20 Training and Development Programmes for staff	Nation-wide	X X	X X	X X	X X	500,000.00					XX	Human Resources	Depts. & Units, Training Institutions
3.2 Undertake 2 study tours for 7 Commissioners and 20 technical staff on international best practices	Nation-wide	X X	X X	X X	X X	700,000.00					XX	Human Resources	Members of the Commission, Administration and HR, Embassies/Mission

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
3.3 Conduct Governance and Leadership training programme for 7 members and 10 management staff of the Commission	Nation-wide	X	X	X	X	400,000.00					XX	Administration and Human Resources	Leadership Training Institutions
3.4 Undertake recruitment, placement and promotions	Nation-wide	X	X	X	X	100,000.00					XX	Human Resources	Administration, PSC
4. Develop proposals and source for other funding to support the efficient delivery of the Commission's services													
4.1 Develop concept papers and proposals for financial assistance	Nation-wide	X	X	X	X	150,000.00					XX	Administration	Finance, Consultant
5. Develop and implement an electronic case management system including IT Infrastructure to													

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
increase reliability and access.													
5.1 Review and streamline workflow system for case management	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Administration	Members of the Commission
5.2 Implement an electronic case management information system	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Finance	Administration, Procurement
5.3 Procure and maintain ICT Equipment and accessories	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Finance	Procurement, Administration
Sub-Total						33,716,500.00							
Objectives:													
<ul style="list-style-type: none"> To strengthen the implementation of labour policies, laws, and standards by ensuring at least 90% of workplaces inspected comply with national labour regulations and Commission directives by 2027. Reduce labour exploitation by raising workers' rights awareness and resolving at least 75% of reported cases within 90 days by 2028. 													
Programme: Labour disputes resolution programme													
6. Create awareness and sensitize													

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
stakeholder on the operations of the Commission													
6.2 Engage the media for sensitization on the operations of the Commission	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Public Affairs	Administration, Industrial Relations, Members of the Commission
6.4 Participate in TV and Radio Talks Shows on public awareness creation and sensitization on the operations of the Commission	Nation-wide	X X	X X	X X	X X	280,000.00					XX	Public Affairs, Industrial Relations	Administration
7. Conduct risk based compliance monitoring and evaluation													
7.1 Organize 5 audit committee meetings	Nation-wide	X X	X X	X X	X X	350,000.00					XX	Internal Audit	Administration, Finance
7.2 Organize review meetings on Policy Planning, Monitoring and Evaluation for 3 days	Nation-wide	X X	X X	X X	X X	580,000.00					XX	Administration	Depts. & Units

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
8. Facilitation, Mediation and Arbitration													
8.1 License and classify Mediators and Arbitrators at a fee	Nation-wide	X X	X X	X X	X X	180,000.00					XX	Head office	Media, GBA, GHACMA, GNAAP, GAC, CENCOR
8.2 Advertise and select new mediators and arbitrators	Nation-wide	X X	X X	X X	X X	90,000.00					XX	Head office	GHACMA, GNAAP, CENCOR
8.3 Train, test and license mediators and arbitrators	Nation-wide	X X	X X	X X	X X	172,000.00					XX	Head Office	GHACMA, GNAAP, CENCOR
9. Educate and sensitize Social Partners and other key stakeholders on Labour Law													
9.1 Organize Nation-wide tripartite stakeholder engagement to address outstanding labour issues	Nation-wide	X X	X X	X X	X X	5,000,000.00					XX	Head Office	Employer Organizations, Labour Unions
9.2 Organize 2 day sensitization programme for 30 selected restaurants	Nation-wide	X X	X X	X X	X X	365,000.00					XX	Head Office	Employer Organizations, Labour Unions

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
and hotel operations on the provisions of the labour law													
9.3 Organize 2 day sensitization programme for 30 selected private schools on the provisions of the labour law	Nation-wide	X X	X X	X X	X X	365,000.00					XX	Head Office	Employer Organizations, Labour Unions
9.4 Engagement with public sector unions on the multiplicity and the collective bargaining process	Nation-wide	X X	X X	X X	X X	500,000.00					XX	Head Office	Employer Organizations, Labour Unions, Public Sector Union, Labour Department
9.5 Organize 2 day sensitization programme for 30 selected private security firms on the provisions of the labour law	Nation-wide	X X	X X	X X	X X	370,000.00					XX	Head Office	Private Security, Employer Organizations, Labour Unions
9.6 Train 300 persons for 2 days on the labour act for public sector unions	Nation-wide	X X	X X	X X	X X	2,000,000.00					XX	Head Office	Public Sector Unit, TUC

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
on managing the employment relationship													
Sub-Total						10,452,000.00							
<p>Objectives:</p> <ul style="list-style-type: none"> To increase knowledge of labour laws among at least 80% of workers, employers, and unions through training and sensitisation programmes by 2028 To ensure at least 90% of labour negotiations are conducted in good faith through regular dialogue platforms and mediation support by 2029. <p>To ensure 95% of labour disputes follow established dispute settlement processes and procedures, monitored and tracked by the Commission by 2027.</p> <p>Programme: Labour Law Compliance Programme</p>													
10. Prosecution, enforcement and compliance													
10. 1 Sensitize the Public and labour unions on the provisions in the Revised Labour Act and associated legislative instruments for the implementation in line with dynamic	Nation-wide	X	X	X	X	500,000.00					XX	Legal Affairs	Administration, Industrial Relations

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
change in industrial/employment relations environment locally and internationally													
10.2 Monitor and catalogue relevant decisions of the courts locally and internationally	Nation-wide	X X	X X	X X	X X	100,000.00					XX	Legal Affairs	Administration, Industrial Relations
10.3 Organize two-day sensitization workshop for District and Circuit Court Judges and Registrars on labour-related issues	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Head Office	Judiciary Service, ILO
10.4 Organize two-day sensitization workshop for 80 members of the Bench and Court Registrars on labour laws	Nation-wide	X X	X X	X X	X X	160,000.00					XX	Head Office	Judiciary Service
10.5 Organize two-day sensitization workshop for 200 members of the Bar	Nation-wide	X X	X X	X X	X X	200,000.00					XX	Head Office	Judiciary Service

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
10.6 Organize two-day Sensitization workshop for 100 District and Circuit Court Judges and Registrars on labour-related issues	Nation-wide	X	X	X	X	200,000.00					XX	Head Office	GBA, Private Legal Firms
11. Undertake enforcement of the decisions, directives and orders of the Commission	Nation-wide	X	X	X	X						XX	Head Office	Administration, Public Affairs
11.1 Gazette compulsory arbitration award	Nation-wide	X	X	X	X	100,000.00					XX	Head Office	Legal Affairs, Courts
11.2 Publish and disseminate decisions, directive, rulings and orders of the Commission	Nation-wide	X	X	X	X	100,000.00					XX	Head Office	Legal Affairs, Courts
11.3 Enforce decisions, directives and orders of the Commission to ensure compliance as well as manage litigations	Nation-wide	X	X	X	X	300,000.00					XX	Head Office	Legal Affairs, Courts
Sub-Total						1,860,000.00							

Projects/ Activities	Location	Time Frame				Cost				Project Status		Implementing Institution / Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IG F	Other	New	Ongoing	Lead	Collaborating
TOTAL COSTS (GH¢)						46,028,500.00							

CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENTS

7.1 INTRODUCTION

The National Labour Commission will undertake monitoring and evaluation of all the activities and programmes outlined in the Strategy to monitor their effectiveness and impact towards reaching the goal. The Plan will be subjected to Stakeholder Analysis.

The Monitoring and Evaluation Plan will be used as a tool to measure the Commission's performance under the two main programmes of Management and Administration and Labour Dispute Resolutions, the sub programmes, activities, the progress of the stated objectives and goals of the Commission.

The Plan will also be used to measure the facilitation of industrial disputes and the successful resolution of industrial disputes; adjudication of strikes and lockouts disputes recorded by the Commission's past data and in order to make projection into the future. It would be used to determine the general performance of the Commission.

Essentially, the Plan will serve as a tool to measure the effectiveness of the performance of the Commission.

7.2 STAKEHOLDER ANALYSIS

The Commission has diverse stakeholder interest in its operations. These stakeholders contribute to effective resolution of labour disputes. The stakeholders include: organized labour, employers' association, government, corporate, international labour organizations and academia. These stakeholders bring worth of expertise and experiences from diverse backgrounds in reaching equitable resolution for disputing parties.

Table 12: Stakeholder Analysis

Stakeholder	Role in Monitoring	Interest/Expectation	Influence/Power	Monitoring Responsibility/Focus
National Labour Commission (NLC) – Management & Secretariat	Lead institution for monitoring and evaluation (M&E) of its programmes.	Effective implementation of mandate, improved dispute resolution, strengthened institutional credibility.	Very High	Oversee programme delivery, track performance indicators, and compile monitoring reports.
Ministry of Labour, Jobs and Employment (MLJE)	Policy oversight and alignment of NLC activities with the national labour policy.	Ensure NLC interventions contribute to broader labour and employment policy goals.	High	Monitor policy compliance, ensure programmes support national priorities, and provide policy guidance.
Ministry of Finance (MoF)	Provide funding and monitor financial accountability.	Efficient use of funds, value-for-money, and alignment with budgetary priorities.	High	Track budget utilization, fund releases, and cost-effectiveness of NLC interventions.
Organised Labour (e.g., TUC, Union leaders)	Provide feedback on effectiveness of dispute settlement and compliance with labour laws.	Fair representation, timely settlement of disputes, protection of workers’ rights.	Medium–High	Monitor dispute resolution timelines, compliance with agreements, and impact on workers.
Employers’ Associations (e.g., Ghana Employers’ Association)	Monitor adherence to fair labour practices and dispute settlement processes.	Industrial harmony, reduced disputes, predictable labour relations environment.	Medium–High	Track implementation of rulings, good faith negotiations, and dispute settlement processes.

Stakeholder	Role in Monitoring	Interest/Expectation	Influence/Power	Monitoring Responsibility/Focus
Judiciary	Collaborate with NLC in enforcing rulings and monitoring compliance with legal processes.	Strengthened rule of law in labour relations.	Medium	Monitor adherence to legal frameworks and follow-up on enforcement of rulings.
Civil Society Organisations (CSOs) & NGOs (Labour Rights, Human Rights Groups)	Independent monitoring and advocacy on labour rights issues.	Protection of vulnerable groups, promotion of decent work and fair labour standards.	Medium	Monitor cases of exploitation, law compliance, and awareness creation activities.
Workers (Formal and Informal Sector)	Provide direct feedback on workplace conditions, dispute outcomes, and compliance with labour laws.	Protection from exploitation, timely dispute resolution, fair working conditions.	Medium	Report non-compliance, participate in surveys, and provide feedback on awareness and sensitization.
Development Partners (e.g., ILO, GIZ, World Bank)	Provide technical and financial support while monitoring programme effectiveness.	Ensure accountability, effectiveness, and alignment with international labour standards.	Medium	Monitor capacity-building, awareness programmes, and institutional strengthening initiatives.
Regional and District Labour Offices	Serve as the local monitoring arms of the NLC.	Effective decentralised service delivery and dispute resolution.	Medium	Collect and report data on disputes, compliance, and awareness creation at the regional level.

Stakeholder	Role in Monitoring	Interest/Expectation	Influence/Power	Monitoring Responsibility/Focus
Media	Disseminate information and provide watchdog role in monitoring labour issues.	Transparent dispute resolution, accountability, and public awareness.	Low–Medium	Monitor public education efforts and provide independent reporting on NLC activities.

7.3 MONITORING MATRIX

Table 13: Monitoring Matrix

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<p>Goal: Promote the establishment of judicious enterprise-based dispute settlement mechanisms that effectively addresses internal grievances and facilitates external dispute resolution to bring timely closure to industrial disputes in order to create and maintain a peaceful industrial relations ambience for enhanced productivity, job creation and economic growth.</p>										
<p>Objectives:</p> <ul style="list-style-type: none"> Recruit staff to fill at least 90% of approved positions by 2029 To secure adequate and timely budgetary allocations to ensure 100% funding of the Commission’s programmes and operational needs by 2027 										
<p>Programme: Institutional Capacity Development Programme</p>										
Number of training programmes conducted	Number of training sessions organized for staff within the period	Output	1	10	12	15	15	By sex, staff category (senior/junior), department	Annually	Administration and HR department

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of new staff recruited	Total number of new staff employed	Output	4	8	7	9	9	By sex, department	Annually	HR department
Number of ICT equipment procured and functional	Total ICT equipment (computers, scanners, printers, UPS, photocopy machines etc.) purchased and functional	Output	0	90	60	60	60	By region/office, equipment type	Annually	Administration and HR department

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of regional offices established and functional	Total Number of additional regional offices set up and fully operational with staff, office space, and resources	Output	4	2	2	2	2	By region	Annually	Administration and HR department
Percentage of cases handled at the regional level	Proportion of labour disputes handled at the regional level compared to the total disputes received	Outcome	20%	30%	40%	50%	60%	By type of case, sex of complainant/respondent	Annually	Administration and HR department

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Objectives:										
<ul style="list-style-type: none"> To strengthen the implementation of labour policies, laws, and standards by ensuring at least 90% of workplaces inspected comply with national labour regulations and Commission directives by 2027. Reduce labour exploitation by raising workers' rights awareness and resolving at least 75% of reported cases within 90 days by 2028. 										
Programme: Labour disputes resolution programme										
Number of new mediators and arbitrators selected	Total number of mediators and arbitrators selected through the process	Output	5	3	4	6	10	By sex	Annually	Industrial Relations
Percentage of mediators/ arbitrators licensed after assessment	Proportion of trained mediators/ arbitrators who passed tests and were licensed	Outcome	100%	100%	100%	100%	100%	By sex	Annually	Industrial Relations

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of persons trained on the Labour Act	Total number of participants who completed the training on Labour Act	Output	50	80	100	120	200	By sex	Quarterly	Industrial Relations, Legal
<p>Objectives:</p> <ul style="list-style-type: none"> To increase knowledge of labour laws among at least 80% of workers, employers, and unions through training and sensitisation programmes by 2028 To ensure at least 90% of labour negotiations are conducted in good faith through regular dialogue platforms and mediation support by 2029. To ensure 95% of labour disputes follow established dispute settlement processes and procedures, monitored and tracked by the Commission by 2027. 										
<p>Programme: Labour Law Compliance Programme</p>										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of judges and registrars trained on labour-related issues	Total number of judges and registrars sensitized through workshops on labour-related issues to enhance adjudication capacity	Output	50	100	150	200	250	By gender, by court level (District/Circuit), by region	Quarterly	Industrial Relations, Legal

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of arbitration awards gazetted	Number of compulsory arbitration awards officially gazetted to make them legally binding and enforceable	Output	5	10	15	15	15	By sector of dispute (public/private), by region	Annually	Industrial Relations

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of NLC decisions and directives published and disseminated	The extent to which the Commission makes its rulings and directives available to stakeholders for transparency and accountability	Output	150	200	300	400	500	By type (decision, directive, ruling, order), by mode of dissemination (print/online)	Quarterly	Public Affairs

7.4 Evaluation Arrangements

The Commission will undertake systematic evaluations to complement routine monitoring and provide deeper insights into the performance of its medium-term programmes. A mid-term evaluation will be conducted in 2027 to assess progress, identify gaps, and recommend corrective actions, while a terminal evaluation in 2029 will measure the overall achievements of the Commission against its goals, objectives, and targets.

In addition, thematic evaluations will be carried out on specific areas such as dispute settlement, enforcement of arbitration awards, compliance with labour laws, and institutional capacity development

7.5 Participatory Monitoring & Evaluation

The NLC will adopt a participatory approach to Monitoring and Evaluation (PM&E) to promote inclusiveness, transparency, and shared ownership of results. PM&E will actively engage key stakeholders such as organized labour unions, employers' associations, public sector institutions, civil society organizations, the judiciary, development partners, and the general public in assessing the progress and outcomes of the Commission's programmes.

The PM&E process will employ a variety of approaches to strengthen participation and learning. These will include stakeholder consultations through periodic forums and workshops to validate monitoring findings; joint monitoring visits with relevant institutions to gather first-hand evidence from the field; scorecards and surveys to capture feedback from workers, employers, and the public on the effectiveness of labour dispute resolution processes; and participatory reviews where stakeholders collectively analyze progress, identify challenges, and recommend solutions to strengthen the Commission's interventions.

7.5 KNOWLEDGE MANAGEMENT AND LEARNING

Table 14: Knowledge Management and Learning

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
Labour Laws and Regulations	Legal team, Labour Officers, Arbitrators, Mediators	Labour Act, Employment Act, Regulations, Legal commentaries, Previous Commission rulings	Limited understanding among new staff; inconsistent interpretation of complex labour laws; lack of easily accessible reference materials
Dispute Resolution Processes	Senior mediators, Arbitrators, Case Managers, HR Managers	Case records, Past dispute reports, Training manuals, International best practices	Inadequate documentation of lessons learned; limited tracking of recurring dispute patterns; low awareness among regional offices
Institutional Policies and Procedures	NLC Management, HR Officers, Administrative Staff	Organisational manuals, Internal memos, Annual reports	limited dissemination of updated policies; knowledge loss due to staff turnover
ICT Systems and Data Management	IT Unit, Case Management Staff	Digital case management systems, Databases, IT manuals	Low IT literacy among staff; underutilization of digital tools; incomplete digitisation of case records
Training and Capacity Development	HR and Training Officers, Senior Staff	Training reports, Evaluation forms, Workshops, E-learning materials	Limited documentation of training outcomes; gaps in continuous professional development plans; Inadequate tailored training for regional offices

CHAPTER EIGHT

COMMUNICATION STRATEGY

8.1 INTRODUCTION

Effective communication is central to the successful implementation of the National Labour Commission's (NLC) programmes and initiatives. This chapter presents the Commission's communication strategy, which is designed to ensure that information on policies, programmes, and outcomes is disseminated in a timely, transparent, and targeted manner to all relevant stakeholders.

8.2 COMMUNICATION STRATEGY

The Communication Strategy will focus on the following key issues:

- Disseminate the Commission's policies, programmes, projects and progress.
- Be used to inform and create awareness
- Create awareness on the Commission's expectations from the social partners in the implementation of the planned programmes.
- Promote dialogue and generate feedback on the performance of the Commission.
- Promote access and manage expectations of the public concerning the services of the Commission.
- Produce events bulletins
- Develop strong and more controlled image of the Commission

The following identified channels will be used:

- 1) Print and Electronic Media
- 2) Social Media Handles
- 3) Pamphlets and Posters
- 4) Forums
- 5) Dramatization and Production of the key sections of Act 651 on effective management of the Employment Relationship and the Dispute Settlement Procedures
- 6) Production of Newsletters and Posters on the work of the NLC.

- A communication strategy for the MTDP

8.3 COMMUNICATION STRATEGY FOR THE MTDP

Table 15: Communication Strategy for NLC

Target Audience	Key Messages	Channels/Tools	Responsible Unit	Frequency
Workers (formal & informal), employers, unions	Workers' and employers' rights and responsibilities; Key labour laws and regulations	Workshops, seminars, brochures, policy briefs, social media, website	Public Affairs Unit, HR/Training Officers	Quarterly / As needed
Unions, employers' associations, government agencies, civil society	Opportunities for collaboration; Participation in NLC programmes	Stakeholder forums, consultation meetings, joint monitoring visits, emails, newsletters	Public Affairs Unit, Regional Officers	Bi-annually / Quarterly
General public, Parliament, development partners	NLC decisions, rulings, directives, and outcomes; Progress on MTDP programmes	Annual reports, press releases, media briefings, social media updates	Public Affairs Unit, Management Team	Annually / Quarterly updates
Workers, employers, mediators/arbitrators, judiciary	Updates on arbitration awards, dispute settlement decisions, and Commission directives	Website, gazette, newsletters, press releases, workshops	Public Affairs Unit, Legal Unit	Quarterly / As decisions are made
Workers, employers, unions, social partners	How to submit complaints and provide feedback; Participation in	Surveys, suggestion boxes, online feedback forms,	Public Affairs Unit, M&E Unit	Quarterly / As needed

Target Audience	Key Messages	Channels/Tools	Responsible Unit	Frequency
	evaluations and consultations	focus group discussions		
Mediators, arbitrators, public sector unions	Roles and responsibilities of mediators/arbitrators; Dispute resolution procedures; Importance of good-faith negotiations	Training sessions, manuals, workshops, e-learning, webinars	HR/Training Officers, Public Affairs Unit	Semi-annual / Annually
General public, media, civil society	NLC mandate, programmes, outcomes, and institutional achievements	Press briefings, media interviews, website updates, newsletters	Public Affairs Unit, Management Team	Quarterly / Annually

