

The page features a decorative design with three large, overlapping blue circles of varying shades (dark blue, medium blue, and light blue) and thin blue lines that intersect to form a triangular shape. The text is centered within this design.

NATIONAL DEVELOPMENT PLANNING COMMISSION

DRAFT

MEDIUM-TERM NATIONAL DEVELOPMENT POLICY FRAMEWORK

2010-2013

AUGUST 2009 (VERSION 3.0)

APPENDIX II: DRAFT MEDIUM TERM PRIORITY POLICIES, 2010 – 2013

I. IMPROVEMENT AND SUSTENANCE OF MACROECONOMIC STABILITY

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
1. Monetary Policy Management	<ul style="list-style-type: none"> • High inflation, interest rate, and exchange rate depreciation • Increasing levels of speculative capital and capital flight 	1. Ensure Price Exchange Stability	1.1 Promote competition in the financial system to reduce high interest rate spread and ensure competitive rates 1.2 Improve liquidity management 1.3 Strengthen the inter-bank foreign exchange market 1.4 Conduct regular supervision of banks 1.5 Introduce measures to guard against speculative capital and capital flight, including the establishment of Financial Intelligence Centre	Bank of Ghana (BOG), MOFEP, Office of the President, Parliament, Financial Institutions, SEC, NIC, GSE & SSNIT.
		2. Deepen the capital market	2.1 Implement schemes to increase long-term savings/funds 2.2 Encourage the further development of the market for bonds and other long-term securities 2.3 Deepen the stock market 2.4 Mobilize savings for investment and restructure the financial institutions to enable them make credit more available to the productive sector.	
		3. Create a more diversified financial sector and improve access to financial services	3.1 Introduce discounted tax rate to financial institutions that lend to priority sectors of business such as Agriculture, Industry, Services, Micro, Small and Medium Enterprises (MSME's) 3.2 Improve the administrative framework for micro finance 3.3 Develop micro finance product designed to address the needs of agriculture 3.4 Strengthen the central securities depository system 3.5 Enact long-term savings law for private housing schemes. 3.6 Implement the law that will establish a regulatory framework for a three-tier pension system	

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			<p>3.7 Encourage and provide incentives to financial institutions to mobilize resources for priority sectors (i.e. social infrastructure and economic development)</p> <p>3.8 Introduce measures to that position Ghana as a major financial hub and centre of excellence in financial transactions in West Africa</p> <p>3.9 Support universal banking to enable financial institutions to go into mortgage banking, term and start-up financing, and other activities and tailor their services to grow the economy</p> <p>3.10 Promote continued dialogue and consultations with the Central Bank and the Association of Bankers on government policies and programmes which impact on the financial sector and businesses</p>	
2. Fiscal Policy Management	<ul style="list-style-type: none"> • High unsustainable fiscal and trade deficit • Low foreign exchange cover • Poor revenue administration • Poor expenditure management 	1. Improve fiscal resource mobilization	<p>1.1 Minimise revenue leakages in all collecting agencies</p> <p>1.2 Institute Tax Reforms with emphasis on indirect taxes and enhancing tax incentives</p> <p>1.3 Organize publicity programs to enhance tax consciousness and mobilization</p> <p>1.4 Computerise direct and indirect tax systems</p> <p>1.5 Appoint a Commissioner-General to the National Revenue Authority and Provide adequate and reliable funding to the revenue agencies</p>	MOFEP, Office of the President, Parliament, BOG, IRS, CEPS, Audit Service, Accountant-General Dept.
		2. Improve public expenditure management	<p>1.1 Institute legislation on fiscal responsibility</p> <p>1.2 Ensure transparency in the use of public funds</p> <p>1.3 Develop more effective data collection mechanisms for monitoring public expenditure</p> <p>1.4 Ensure budget controls on state owned enterprises</p> <p>1.5 Introduce cost recovery management in key sectors of the economy including energy</p> <p>1.6 Introduce single treasury account, payroll management system, hiring controls and payroll audits</p> <p>1.7 Institute legislations on the use of the expected oil revenue</p> <p>1.8 Adopt a comprehensive integrated financial</p>	

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			management information system (IFMIS) for affective budget management.	
		3. Promote effective debt management	3.1 Maintain debts at sustainable levels 3.2 Explore all possible areas with the view to obtaining minimal cost of borrowing to meet financing needs 3.3 Employ other debt instruments including derivatives to reduce the market and refinancing risks associated with debt portfolio 3.4 Develop a well functioning domestic debt market as a vibrant and alternative source of financing for public investment projects	
		4. Institute mechanisms to manage external shock	4.1 Maintain stable reserves	
3. International Trade Management	<ul style="list-style-type: none"> Persistently high negative trade balance 	1. Improve import competitiveness	1.1 Maintain competitive real exchange rates 1.2 Improve the import/export regime 1.3 Minimize the incidence of dumping	MOFEP, Ministry of Foreign Affairs, Office of the President, Parliament, BOG, PEF, CEPS, MOTI, & MMDAs
		2. Diversify and increase export base	2.1 Promote new areas of competitive advantage 2.2 Continue to take full advantage of Preferential Access to markets such as AGOA, etc 2.4 Engage fully in Multi-lateral Trade Negotiations	
		3. Accelerate economic integration with other regional and/or sub-regional states	3.1 Implement the WAMZ programme 3.2 Ensure that National Trade Policy reflects ECOWAS protocols 3.3 Strengthen links between industrial and trade policies	
4. Macroeconomic Policy Reviews	Lack of periodic policy reviews to inform macro indicator achievements and its linkages with other policy areas	1. macroeconomic policy formulations are informed by periodic policy reviews	Conduct periodic macroeconomic policy reviews on selected relevant public policies	NDPC, MOFEP, GSS, BOG, Office of the President, Parliament, PEF, MOTI, & MDAs

II. EXPANDED DEVELOPMENT OF PRODUCTION INFRASTRUCTURE

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<i>1. Energy Supply to Support Industries and Households</i>	<ul style="list-style-type: none"> • Inadequate energy infrastructure to support the delivery of modern energy services • Inadequate grid electricity network • Low adoption of energy efficiency technology among domestic users • Low involvement of private capital in the energy sector • Obsolete energy infrastructure • Relatively high transmission and distribution losses • High cost of operating thermal plants • Limited exploration of oil and gas potential • Lack of petrochemical industry to support the new oil and gas industry • Untapped potential of the Voltain basin 	1. Ensure increased access of households and industries to reliable and adequate energy supply	1.1 Rehabilitate and expand energy infrastructure to ensure adequate and reliable supply 1.2 Facilitate the upgrading of the Transmission and Distribution System 1.3 Open up the electricity sub-sector to independent power producers (IPP's) and private sector participants in distribution 1.4 Develop long term source of fuel for the thermal plants 1.5 Ensure the reduction in the cost of electricity production 1.6 Pursue the expansion of the capacity of the national oil refinery with private sector involvement 1.7 Ensure the establishment of a minimum of ninety days strategic stocks of oil 1.8 Integrate gas pipeline from Tano Basin into West African Gas Pipeline and guarantee gas supply for thermal plants 1.9 Intensify oil and gas exploration including onshore Voltaian basin 1.10 Develop petrochemical industry utilizing local oil and imported natural gas and Ghana's salt resources 1.11 Increase access to the modern forms of energy to the poor and vulnerable through the extension of national electricity grid 1.12 Promote energy efficient technologies that safeguard the health of domestic users especially women and children	Ministry of Energy, VRA, GRID, ECG, AGI EPA, MLGRD, TOR, BOST
	<ul style="list-style-type: none"> • Over-dependence on few sources of energy and the neglect of potential indigenous sources • Deforestation and environmental degradation due to indiscriminate felling of trees for wood fuels • Under utilization of 	2. Diversify the national energy mix including the use of indigenous sources of energy (including natural gas, renewable energy)	2.1 Promote the development and use of renewable energy resources in Ghana, including smaller hydro projects, solar energy, wind energy, tidal wave energy, biomass and biogas 2.2 Facilitate the preparation of a renewable energy bill, which will set the legal framework and financial incentives for private sector investment in renewable	Ministry of Energy, VRA, GRID, ECG, AGI EPA, MLGRD, Forestry Commission

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	<p>alternative sources of energy</p> <ul style="list-style-type: none"> • Low involvement of private sector in the pursuit of energy conservation 		<p>energy</p> <p>2.3 Provide incentives for real estate developers and other construction designers to incorporate energy conservation and renewable energy sources in their designs.</p> <p>2.4 Promote the use of LPG or and other renewable sources of energy as the dominant energy source for cooking by households</p> <p>2.5 Promote and expand local cylinder manufacturing capacity in support of the LPG programme</p>	
	<ul style="list-style-type: none"> • Persistently high public debt incurred by key national energy generating institutions • Weak capacity of the energy regulatory institutions to enforce compliance • Intervention in the petroleum deregulation regime with the attendant high debt accumulation • Weak human resource capacity to support the energy sector 	3. Ensure efficient management of the energy sector	<p>3.1 Ensure transparency in the management of the energy sector in accordance with the principles of the extractive industries transparency initiative (EITI).</p> <p>3.2 Improve power sector financial performance in line with the comprehensive Financial Recovery Plan</p> <p>3.3 Strengthen the energy regulatory institutions and build confidence in their independent regulatory roles</p> <p>3.4 Pursue a non-disruptive petroleum deregulation regime</p> <p>3.5 Develop effective framework for managing and deriving the maximum benefit from the new oil and gas industry and other renewable energy sources</p> <p>3.6 Invest in technical training, scientific research and development to support the new oil industry.</p>	Ministry of Energy, VRA, GRID, ECG, AGI, EPA, MLGRD, Energy Commission, PURC, National Petroleum Authority, GNPC
2. Transport Infrastructure: Road, Rail, Water and Air Transport	<ul style="list-style-type: none"> • Poor quality of routes through land surface corridors. • Insufficient and poor transit facilities. • Inability to sustain safety and security standards within and beyond the sub-region • Over-stringent operating conditions hindering the 	1. Establish Ghana as a Transportation Hub for the West African Sub-Region	<p>1.1. Improve the physical infrastructure at KIA</p> <p>1.2. Improve the physical infrastructure at other regional airports</p> <p>1.3. Improve safety and security conditions at KIA and other airports, aiming for compliance with latest global standards to avoid exclusion from key international markets</p> <p>1.4. Develop maintenance and other aviation service facilities</p>	MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE

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	<ul style="list-style-type: none"> • development of new services • Poor co-ordination and delays among service providers due to poor information • Inadequate domestic aviation infrastructure • Inadequate human resources to meet the demands of the aviation sector • Limited and poor rail network • Inadequate funds to develop intermodal links 		<ul style="list-style-type: none"> 1.5. Promote general aviation as a catalyst for development and growth 1.6. Explore the feasibility of establishing other international airports in Ghana 1.7. Encourage open competition for airport and port handling services 1.8. Improve equipment and facilities in ports to reduce costs for users and make transport services through the port more competitive in the West Africa sub-region 1.9. Improve information management to make it available and accessible to users to aid predictability of ship movements. 1.10. To maximize access to international markets and transport networks, facilitate port owners, shippers and service providers to meet standards set by the Customs-Trade Partnership against Terrorism (C-TPAT) initiative, World Customs Organisation (WCO) framework, International Maritime Organisation (IMO) and International Civil Aviation Organization (ICAO) requirements by incorporating requirements in national law 1.11. Harmonize Transport and Traffic laws and standards with Ghana's neighbors to reduce non-physical barriers to trade 1.12. Introduce an integrated truck staging and management system including truck staging areas, cargo and truck tracking systems and axle loading stations to reduce congestion at the ports, ensure security, and prioritization of goods and minimize damage on major transport corridors. 	
	<ul style="list-style-type: none"> • Uneven access to transportation leading to post-harvest losses • Pre-mature deterioration due to extensive use of road network • Lack of effective 	<p>2. Create and sustain an accessible, affordable, reliable, effective and efficient transport system that meets user needs</p>	<ul style="list-style-type: none"> 2.1. Prioritise the maintenance of existing road infrastructure to reduce vehicle operating costs (VOC) and future rehabilitation costs 2.2. Improve accessibility by determining key centres of population, production and tourism, identifying strategic areas of development and necessary expansion 	<p>MRH, Ministry of Transport, MMTL, National Disability Council, MESW, MMDAs, GPRTU, MTTU, DVLA, National Road Safety Commission, MOJ, Judiciary, Law enforcement agencies,</p>

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	<p>regulation on Inland waterways leading to poor service and safety</p> <ul style="list-style-type: none"> The physically challenged are not adequately provided for in the current transport system. Insufficient facilities for inland, air and water transport development Unbearable congestion of roads in our urban areas <p>Inadequate facilities for Non Motorized Transport</p>		<p>including accessibility indicators</p> <ol style="list-style-type: none"> Develop and use decision making tools to ensure development investments satisfy strategic gaps in the transport network Reinstate labour-based methods of road construction and maintenance to improve rural roads and maximise employment opportunities Implement urban transport projects such as the Ghana Urban Transport Project (GUTP) including Bus Rapid Transit (BRT) and school busing schemes Develop rail-based mass transport system in: Accra-Tema, Kumasi-Ejisu, Accra-Nsawam, and Takoradi-Kojokrom as part of an integrated transport plan Develop, rehabilitate and modernize road access routes to ferry stations Improve safety on inland waterways to fully exploit potential Establish regular, scheduled services on Volta Lake 	<p>Private sector, Financial Institutions, BRRI, Local consultants, GHA, DFR, DUR, MOFEP, VLTC, GRC EPA, Maritime Academy, Parliament, Ghana Airports Company Limited (GACL), GCAA</p>
	<ul style="list-style-type: none"> Poor linkages between land use and transport planning Poor co-ordination and co-operation among relevant institutions 	<p>3. Integrate Land use, transport planning, development planning and service provision</p>	<p>Establish consultation mechanisms between Transport Sector MDAs, with MLGRD, MMDAs and other Sector Ministries to:</p> <ol style="list-style-type: none"> Implement Integrated Land use and spatial planning, Decentralised Management, Financing and Maintenance of local transport infrastructure and services; Urban Transport Policy 	<p>MRH, Ministry of Transport, MMDAs, GPRTU, MTU, DVLA, National Road Safety Commission, MOJ, Judiciary, Law enforcement agencies, Office of the President, Private sector, Financial Institutions, BRRI, Local consultants, MOTI, GHA, DFR, DUR, MOFEP, VLTC, GRC GHAPOHA, CEPS, Maritime Academy, Parliament, GIPC, Ghana GACL , GCAA</p>
	<ul style="list-style-type: none"> Over-reliance on public funding for road infrastructure Inadequate funding for maintenance, upgrading 	<p>4. Create a vibrant investment and performance-based management environment that maximise benefits for public and</p>	<ol style="list-style-type: none"> Explore PPP and Concession options for investment in transport infrastructure and services (single and multi-modal options) Apply the principles of market regulation to transport services by an independent 	

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	<p>and rehabilitation of existing infrastructure, and management for all modes of transport.</p> <ul style="list-style-type: none"> • Poor and inadequate development of intermodal facilities • Poor fiscal management caused by unplanned prioritization of investment, low construction capacity, weak financial and management practices • Poor and inadequate regulatory framework for developing PPP 	private sector investors	<p>body</p> <ol style="list-style-type: none"> 4.3. Promote foreign direct investment in the aviation industry 4.4. Increase fuel levy as one of the user charges to ensure adequate revenue is raised to cover all road maintenance and associated administrative costs 4.5. Increase charges and penalties on road users in line with the damage done and benefit derived by users 4.6. Build capacity of local contractors and consultants and ensure their proper classification and use 4.7. Develop a sustainable maintenance management system for transport infrastructure 4.8. Employ effective financial management to maximise utilisation of public funds 4.9. Develop indicators to monitor and evaluate sector performance in pursuit of strategic objectives 4.10. Ensure collection of transport statistical data to support planning, monitoring, evaluation, and reporting 	
	<ul style="list-style-type: none"> • Un-integrated approach to transport planning and development 	5. Develop and implement comprehensive and integrated Policy, Governance and Institutional Frameworks	<ol style="list-style-type: none"> 5.1. Enhance policy formulation and coordination capacity to embrace the wider policy framework 5.2. Implement existing recommendations for institutional reform and strengthening in the Transport Sector including, in the Aviation sub-Sector, the separation of safety, air traffic control and accident enquiry functions from Ghana Civil Aviation Authority 5.3. Implement existing recommendations for institutional reform in the Railways sub-Sector, like the creation of the Ghana Railway Development Authority as a separate regulatory body for the sub- 	

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			<p>Sector.</p> <p>5.4. Implement existing recommendations for institutional reform in the Maritime and Inland-Waterway sub-Sector, including the further development of GMA as the regulatory body for Maritime and Inland Water services.</p> <p>5.5. Develop the institutional and regulatory arrangements for ensuring the most effective and efficient movement of freight and passengers, to and within, Ghana.</p>	
	<ul style="list-style-type: none"> • Inadequate evidence-based analysis and comparison of social, environmental and economic impacts of modal solutions • Failure to apply EIA to all projects irrespective of funding agency • Inadequate attention to health and safety issues at construction sites • Increase in road traffic accidents. • Inadequate enforcement of road transport regulations • Inadequate response to traffic accidents and poor trauma care facilities • Inadequate maintenance of rail transport 	<p>6. Ensure Sustainable Development in the Transport Sector</p>	<p>6.1. Establish institutional capacity to carry out SEA of transport sector policies, plans and programmes</p> <p>6.2. Government (as client of infrastructure projects) will include the requirement for EIA and health and safety standards in contract documentation for infrastructure projects</p> <p>6.3. Provide STI, HIV/AIDS and Malaria awareness programmes for all operatives and on all infrastructure construction sites and adjoining communities</p> <p>6.4. Develop and enforce safety standards in constructing transportation services.</p> <p>6.5. Develop standards for boat construction and operations on inland waterways</p> <p>6.6. Apply navigational aids to improve safety on inland waterway</p> <p>6.7. Ensure mechanisms are implemented to improve safety standards in areas such as Construction site safety; Occupational health; standards of training and certification of seafarers; Ghanaian vessels and foreign vessels visiting Ghana; Personnel training manuals; and Search and Rescue at sea</p> <p>6.8. Ensure the requisite framework is in place for co-ordination and emergency response and ensure maritime MDAs are trained and</p>	<p>MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE</p>

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			<p>equipped to handle oil spills and other hazards to the public arising from maritime transport operations</p> <p>6.9 Develop a comprehensive educational programme on safety for road users.</p> <p>6.10 Incorporate safety auditing to all transport modes</p>	
	<ul style="list-style-type: none"> Limited technical skills needed for infrastructure construction and maintenance Inadequate personnel for the monitoring of policies and programmes Lack of requisite equipment and technology for operations Inadequate attention to research into transport operations 	7. Develop adequate Human Resources and apply New Technology	<p>7.1 Develop a multi-disciplinary transport-sector HRD strategy and implementation plan.</p> <p>7.2 Promote the role of women in the transport sector as providers of services, professionals and managers.</p> <p>7.3 Encourage improvements in existing driver training and testing schools and encourage the establishment of driver training for heavy goods and public service vehicles</p> <p>7.4 Invest in ICT and appropriate training for public sector personnel and private sector service providers to improve efficiency.</p> <p>7.5 Develop a comprehensive research strategy for the transport sector aiding policy formulation, infrastructure design and management and transport services management.</p>	MRH, Ministry of Transport, MMTL, National Disability Council, MESW, MMDAs, GPRTU, MTU, DVLA, National Road Safety Commission, MOJ, Judiciary, Law enforcement agencies, Private sector, Financial Institutions, BRRI, Local consultants, GHA, DFR, DUR, MOFEP, VLTC, GRC EPA, Maritime Academy, Parliament, Ghana Airports Company Limited (GACL), GCAA
3. Science, Technology and Innovation to Support Productivity and Development	<ul style="list-style-type: none"> Low level of science, technology and innovation culture in all aspect of the society Ineffective implementation of national policy to promote the development of appropriate technology to support agriculture and small to medium scale enterprises - Weak commercialization of scientific research 	1. Promote the application of Science, Technology and Innovation in all sectors of the economy	<p>1.1 Promote science, technology and innovation development at all levels of production</p> <p>1.2 Facilitate the development of appropriate technologies to support agriculture and rural small and medium scale enterprises</p> <p>1.3 Actively encourage the diffusion and transfer of technology development</p> <p>1.4 Promote the establishment of national Science and Technology Theme Parks to provide world-class facilities for electronics, precision engineering, ITC and bio-technology.</p>	MES, CSIR, Private Sector, MOTI, MOES, NBSSI, ITTU, GAEC, University institutions, MOFA
	<ul style="list-style-type: none"> Weak support for STI infrastructure (R&D institutions) 	2. Strengthen the appropriate institutional framework to promote the	2.1 Revamp of science and technology endowment fund to support Research activities in our Universities, Research	MES, CSIR, Private Sector, MOTI, MOES, NBSSI, RTTU, GAEC, academic institutions,

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	<ul style="list-style-type: none"> Inadequate funding for R&D activities Low recognition of STI 	development of science and technology research	Institutions, and Graduate Research Projects to cover innovation 2.2 Provide support for business to adopt Research and Development as critical component of production 2.3 Build appropriate linkages between research and production to ensure that research output are adequately utilized 2.4 Establish a National Award Scheme for STI activities 2.5 Institute an Annual “Ghana Science Congress” to focus attention on science and technology development.	MOFA, MOFEP, MOC
4. Human Settlements Development	<ul style="list-style-type: none"> Absence of a Human Settlements Policy to guide the comprehensive growth and development of human settlements in Ghana 	3. Promote a sustainable, spatially integrated and orderly development of human settlements to support socio-economic development	<u>Spatial/Land Use Planning and Management</u> 3.1 Formulate Human Settlements (including Urban and Land Development) Policy to guide settlements development (H)	<i>MDAs, (MLGR&D, MES, TCPD, NDPC, ML&NR, MFEP), MMDAs, academic and research institutions, private sector/NGOs, traditional authorities, the media</i>
			3.2 Ensure a balanced redistribution of population and a spatially integrated hierarchy of settlements in support of rapid transformation of the country. (H)	
	<ul style="list-style-type: none"> Ineffective and inefficient spatial/land use planning 	4. Revamp the spatial/land use planning system in Ghana	4.1 Facilitate the development of appropriate planning models, simplified operational procedures and planning standards for land use planning (H)	
			4.2 Integrate land use planning into the Medium Term Development plans at all levels.(H)	
			4.3 Ensure the use of Geographic Information System (GIS) in spatial/land use planning at all levels (H)	
	<ul style="list-style-type: none"> Poor plan implementation 	5. Facilitate ongoing	5.1 Ensure the drafting and passing of a	

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	and weak enforcement of planning and building regulations	institutional and legal reforms under the LAP/TCPD-LUPMP in support of land use planning	coherent and modernized legal framework for land use planning.(H)	
			5.2 Prepare essential settlement planning schemes and technical manuals for management of settlements	
			5.3 Promote planning advocacy and public awareness on land use planning and management (H)	
			5.4 Conduct regular research on and monitoring of land use planning activities (H)	
			5.5 Adopt new and innovative means of promoting development control and enforcement of planning and building regulations	
	<ul style="list-style-type: none"> Inadequate human and institutional capacities for land use planning 	6. Enhance the human and institutional capacities for effective land use planning and management	6.1 Ensure that critical staff vacancies are filled at all levels to enhance performance	
			6.2 Undertake a series of capacity building measures to upgrade human settlements and land use planning competencies across the country, e.g. training, recruitment, etc.(H)	
			6.3 Encourage tertiary institutions, professional bodies, etc. to train relevant middle-level personnel and professionals in land use planning. (H)	
			6.4 Create Regional Mobile Planning Teams as a stop-gap measure to address critical shortage of professional staff (H)	
			6.5 Equip human settlements/land use	

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			planning institutions adequately at all levels	
			6.6 Establish a National Human Settlements Commission/Authority (HSC/A) as a multi-sectoral and multi-disciplinary agency responsible for coordinating strategies of MDAs, the private sector, NGOs, etc. in spatial land use planning, and also oversee the planning system being implemented by the local planning authorities (H)	
			6.7 Strengthen the relationship between the HSC/A and the Spatial Planning Division of NDPC (H)	
			6.8 Ensure effective inter-agency cooperation, especially with infrastructure and social service delivery agencies	
			6.9 Improve the system of funding and level of financial resources for land use planning and management	
5. Urban Development and Management	<ul style="list-style-type: none"> Rapid urban growth/urbanisation 	1. Structured urban development	1.1 Provide a framework for a well coordinated and collaborative approach of MDAs towards urban development	
			1.2 Provide MMDAs with guidance on urban development issues	
			1.3 Guide relevant MDAs and the private sector in their endeavour to incorporate urban issues in their policies, strategies and work plans	
			1.4 Promote urbanisation as a catalyst for economic growth, social improvement, and environmental sustainability	
	<ul style="list-style-type: none"> Inadequate urban development policy 	2. Facilitate completion of ongoing preparation of a comprehensive urban development policy	2.1 Establish a consistent conceptual framework that guide MMDAs interventions to facilitate better urban development ***	<i>MLGRD, MMDAs, TCPD, MoFEP, private sector</i>

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			2.2 Ensure the establishment of a consistent conceptual framework that guide MMDAs intervention to facilitate better urban development ***	
	<ul style="list-style-type: none"> Haphazard, uncontrolled and uncoordinated urban development. 	3. Promote integrated urban planning development	3.1 Ensure that urban/ spatial planning plays a critical role in urban management (including institutional and infrastructure development, and solid waste management, especially in low income communities	
			3.2 Promote an integrated hierarchy of urban settlements throughout the country	
			3.3 Encourage mixed use development and densification in urban areas	
			3.4 Promote street naming and property addressing system in communities	
			3.5 Decongest and reverse decline in productivity of primate cities and selected fast growing settlements	
	<ul style="list-style-type: none"> Weak linkages between urban and rural areas 	4. Promote a generative support between town/city and its hinterlands	4.1 Ensure proper linkages between urban and rural areas	
			4.2 Ensure the protection of prime agricultural lands for farming purposes and against urban and industrial encroachments	
	<ul style="list-style-type: none"> Limited urban infrastructure to support towns and cities development 	5. Promote urban infrastructure development and provision of basic services	5.1 Institute a nationwide urban renewal programme (H)	
			5.2 Provide and implement strategic development plans for urban centres (H)	
			5.3 Ensure and enforce the implementation	

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			of the dictates of land use plans (H)	
			5.4 Facilitate public/private partnerships in the development of urban infrastructure and the provision of basic services (H)	
	<ul style="list-style-type: none"> Lack of role assignment to towns and cities in the national development framework 	6. Promote functional relationship between towns and cities	6.1 Unearth and ensure the development of special endowments of towns and cities	<i>MWRH, MLNR, TCPD, MEST, private sector, NGOs, Association of Building & Civil Contractors of Ghana, Ghana Institute of Engineers, Ghana Institute of Architects, financial institutions</i>
	<ul style="list-style-type: none"> Inefficient management of natural and man-made disasters (flood controls and drainage systems) 	7. Promote and facilitate private sector participation in disaster management (e.g, flood control systems and coastal protection) (H)	7.1 Implement efficient and effective disaster management plans and programmes including flood controls and drainage systems (H)	
6. Rural Development And Management	<ul style="list-style-type: none"> Dwindling or the decimation of rural communities stemming out of high rate of rural-urban migration and the lack of basic infrastructure and services in the majority of rural areas 	1. Create an enabling environment that would enhance the development of the potential of rural areas as a measure to check out migration	<p>1.1 Improve the qualitative supply of a critical mass of social services and infrastructure to meet the basic needs of the people, and also attract investment for the growth and development of the rural areas</p> <p>1.2 Promote alternative livelihood programmes to develop skills among rural dwellers</p>	
	<ul style="list-style-type: none"> Uncontrolled/haphazard rural and peri-urban development 	2. Facilitate the proper utilization of rural and peri-urban lands	2.1 Improve land use and land management techniques in rural areas	
	<ul style="list-style-type: none"> Unwanton exploitation of rural economic resources leaving the 	3. Facilitate the sustainable use and management of key	3.1 Establish rural service centres to promote agriculture and agro-based industries	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	populace in abject poverty	natural resources that support the development of rural areas		
			3.2 Increase mining output without compromising the environmental quality of mining communities	
			3.3 Promote community-based development adjacent to forest zones and wild life sanctuaries	
			3.4 Provide incentives to direct private investments especially in rural areas	
7. <i>Shelter</i>	<ul style="list-style-type: none"> High housing deficit particularly in the urban areas 	1. Increase access to safe and affordable shelter	<u>Urban Housing</u> 1.1 Create Land Banks which will ensure the availability of serviced lands for housing development at affordable prices. (M)	<i>MWRWH, MLGRD, MMDAs, TCPD, private sector, NGOs</i>
	<ul style="list-style-type: none"> Cumbersome land acquisition procedures 	2. Create an effective and efficient institutional framework to that effect	2.1 Streamline and improve land acquisition procedures (H)	
	<ul style="list-style-type: none"> Inadequate incentive for private sector involvement in housing provision 	3. Provide relevant opportunities for enhanced participation of the private sector	3.1 Support mortgage financing institutions to provide varied lending and savings services to house owners, would-be house owners and estate developers. (M)	
	<ul style="list-style-type: none"> Limited use of local building material for housing construction 	4. Sensitize the public about the qualities and/or advantages of local building materials	4.1 Promote the manufacture and use of local building materials and appropriate technologies in housing (H)	
			4.2 Facilitate private sector involvement in the provision of rental accommodation in urban centres. (H)	
	<ul style="list-style-type: none"> Weak enforcement of standards and codes in the design and construction of houses 	5. Improve institutional and legal frameworks	5.1 Ensure the enforcement of standards for architectural designs and building codes (H)	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	•		5.2 Set standards for engineering infrastructure, i.e. road designs, electricity, water, telephones, fire hydrants etc to suit various localities and income groups (H)	
	• Weak capacity in the housing development sector	6. Improve the human resource and logistical support base of institutions in the sector	6.1 Ensure the adequate staffing, training and/or upgrading of relevant skills and enhance the equipment base of institutions of the sector to render effective and efficient service	
			6.2 Support technical educational institutions and other professional bodies to train more human resources required for planning and the construction sector (H)	
	• Ineffective rural housing policy	7. Facilitate the operationalization of a workable rural housing policy	<u>Rural Housing</u> 7.1 Review and implement existing rural housing policy	<i>MWRWH, MLGRD, MMDAs, TCPD, private sector, NGOs</i>
	• Haphazard land development	8. Facilitate sustainable land development	8.1 Promote orderly growth of settlements through effective land use planning and management (H)	
			8.2 Foster the growth of settlements which can support the rural economy and transformation (H)	
	• Poor quality rural housing	9. Improve and accelerate housing delivery in the rural areas	9.1 Promote improvements in the housing standards, design, financing and construction	
			9.2 Promote self-help building schemes organized along communal themes, co-operative societies, and crop and trade associations (M)	
			9.3 Promote the establishment of public sponsored site and services schemes through which suitable tracks of land will be made available for housing in collaboration with traditional	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			landowners (M)	
			9.4 Provide technical assistance to communities to support basic house-building skill training programmes, technical information service and low cost house design and building competitions (M)	
8. Slum Upgrading And Prevention	<ul style="list-style-type: none"> Proliferation of slum development 	1. Upgrade existing slums and prevent the occurrence of new ones	1.1 Take quick action against squatters and encroachers in general thereby restricting the formation of new slums	<i>MWRWH, MLGRD, MES, TCPD, private sector, NGOs</i>
			1.2 Improve infrastructure facilities in slum areas (H)	
			1.3 Enforce planning regulations and mount extensive campaign through public education against slum creation	
			1.4 Introduce major slum renewal programmes (H)	
9. Water and Environmental Sanitation	<ul style="list-style-type: none"> Inadequate access to sanitation facilities and poor sanitation service delivery 	1. Accelerate the provision of adequate sanitation	1.1 Promote the construction and use of appropriate and low cost domestic latrines. 1.2 Improve the treatment and disposal of wastewater in major towns and cities. 1.3 Enforce laws on the provision of sanitation facilities by landlords. 1.4 Promote widespread use of simplified sewerage systems in poor areas. 1.5 Improve the state and management of urban sewerage systems. 1.6 Improve household and institutional sanitation. 1.7 Integrate hygiene education into water and sanitation delivery. 1.8 Review and Enforcement of byelaws for sanitation by District Assemblies.	MWRWH, MLGRD, MMDAs, Ghana Water Company, PURC, Community Water and Sanitation Agency, NGOs, Public Health Services, CSOs, Private Sector, Water Resources Commission

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Poor Environmental Sanitation 	1. Improve environmental Sanitation.	2.1. Acquire and develop land/sites for the treatment and disposal of solid waste in major towns and cities. 2.2. Support public-private partnership in solid waste management. 2.3. Build the capacity of district assemblies to better manage environmental sanitation. 2.4. Promote cost-effective and innovative technologies for waste management. 2.5. Develop M&E indicators for effective monitoring of environmental sanitation services.	MLGRD, MMDAs, NGOs, Public Health Services, CSOs, Private Sector, Water Resources Commission, EPA, Town & Country Planning Department
	<ul style="list-style-type: none"> Inadequate financing of Environmental sanitation services 	2. Ensure sustainable financing of environmental sanitation services	3.1 Promote Recycling and cost recovery principles in waste management. 3.2 Establish a Fund for Environmental Sanitation	MLGRD, Private sector, MoFEP, MMDAs, Parliament,

III. ACCELERATED AGRICULTURE MODERNIZATION AND AGRO-BASED INDUSTRIAL DEVELOPMENT

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
1. <i>Accelerated Modernization of Agriculture</i>	<ul style="list-style-type: none"> Seasonal variability in food supply and prices due to climatic changes and other natural occurrences make it difficult for Ghana to meet its food demands all year round, especially in the three northern regions Low agricultural productivity and output due to over-dependence on rainfall Generally low access of women to land including irrigated land Inadequate credit support facilities for agricultural production Lack of significant economies of scale in agricultural production systems 	1. Reduce risk associated with Agriculture production	<p><u>Promote Irrigation Development</u></p> <p>1.1 Develop appropriate irrigation schemes, dams, boreholes, and other water harvesting techniques for different categories of farmers and ecological zones</p> <p>1.2 Promote the efficient utilisation of existing irrigation facilities especially in drought prone areas</p> <p>1.3 Rehabilitate viable irrigation infrastructure</p> <p>1.4 Promote land reforms that ensures equal access to irrigated land for men, women and persons with disability</p> <p>1.5 Promote the use of early warning authoritative metrological information system in agric at the district levels by the metrological authority and other agencies</p> <p><u>Improve Agricultural Financing</u></p> <p>1.6 Provide a legal and regulatory framework for the Central Bank to ensure adequate flow of financial resources to the agricultural sector.</p> <p>1.7 Establish an Agricultural Development Fund to accelerate the provision of improved agricultural and fishing inputs and related infrastructure and services.</p> <p>1.8 Scale-up credit support facilities as well as improve the cost, delivery and recovery of credit and expand maturity to cover the whole agric value chain</p> <p>1.9 Advocate improved rural infrastructure (transport and communication), and appropriate regulatory environment to enhance private sector investments and participation in delivery of services, including extension.</p> <p>1.10 Provide selective subsidies for the agricultural sector for the procurement of improved seeds, grade breeders and stocks, pesticides and fertilizers</p>	MOFA, CSIR, Universities, GRATIS, Private sector NGOs, Metrological Department, MIDA, CERGISS

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Lack of national agricultural land use policy. • Sustainable land and water management are not adequately integrated as part of agricultural extension services. • High environmental degradation and abuse due to inadequate understanding of environmental issues related to agriculture. • Ineffective framework for collaboration with appropriate agencies to address environmental issues related to agriculture. 		<p>1.11 Initiate agric insurance scheme 1.12 Ensure credit recovery 1.13 Credit to farmers should be long term, perhaps through venture capital</p> <p><u>Promote Sustainable management of land and environment</u></p> <p>1.14 Promote the establishment of agri-business zones and land banks with special consideration for needs of women 1.15 Promote the development of community land use plans and enforce their use, particularly in urban and peri-urban agriculture 1.16 Improve access of operators in urban agriculture to sustainable land and environmental management practices 1.17 Support land tenure arrangement that yield win-win outcomes for both tenants and land holders 1.18 Mainstream sustainable land and environmental management practices in agricultural sector planning and implementation. 1.19 Create awareness about environmental issues among all stakeholders and develop an effective and efficient framework for collaboration with appropriate agencies to ensure environmental compliance. 1.20 Improve incentives and compulsion measures to encourage users of the environment to adopt less exploitative and non-degrading practices in agriculture. 1.21 Promote joint planning and implementation of programmes with relevant institutions to address environmental issues in food and agriculture 1.22 Integrate/mainstream climate change into sectoral and district plans 1.23 Mainstream climate change issues 1.24 Reduction of risk</p>	
	<ul style="list-style-type: none"> • Low level of mechanization 	2. Improve agriculture	<u>Promote Agricultural Mechanisation</u>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>due to limited availability and access to appropriate agricultural machinery, equipment and mechanized services</p> <ul style="list-style-type: none"> • High cost of agricultural machinery and equipment. • High rate of drudgery in farming activities • Inadequate technical know how in agricultural mechanization • Inadequate post-production infrastructure (i.e. storage, processing, transport etc). • Earnings in the agricultural sector are generally lower in comparison to other sectors. <ul style="list-style-type: none"> • Low uptake of research findings by stakeholders. • Duplication of research efforts. • Inadequate funding and commitment to agricultural research • Limited application of biotechnology and its benefits. • Limited agricultural policy research • Limited research on industrial uses of indigenous crops and livestock • Absence of up-to-date data /statistics on women farmers, 	<p>productivity</p>	<ol style="list-style-type: none"> 2.1 Collaborate with the private sector to build capacity of individuals and companies to produce and or assemble appropriate agricultural machinery, tools, and other equipment locally. 2.2 Promote the use of animal traction through establishment of Animal Traction centers. 2.3 Facilitate the establishment of mechanization services provision centers, and machinery hire purchase and lease schemes with backup spare parts for all machinery and equipment. 2.4 Develop human capacity in agricultural machinery management, operation and maintenance within the public and private sectors. 2.5 Promote the production and use of small-scale multi-purpose machinery along the value chain, including farm level storage facilities, appropriate agro-processing machinery/ equipment and Intermediate Means of Transport (IMTs). 2.6 Promote the adoption of GAP – Good Agricultural Practices – by farmers <p><u>Improve Science and Technology Application</u></p> <ol style="list-style-type: none"> 2.7 Apply appropriate agricultural research and technology to introduce economies of scale in food crop production. 2.8 Promote demand-driven research 2.9 Improve the effectiveness of Research-Extension-Farmer Linkages (RELCs) and integrate the concept into the agricultural research system to increase participation of end users in technology development 2.10 Promote coordination and collaboration between research institutions, locally and abroad, to improve cost-effectiveness of research. 2.11 Ensure sustained funding of research by partnering with the private sector (including farmer groups) and NGOs to identify and 	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>particularly poor women farmers, to inform policy making and programming.</p> <ul style="list-style-type: none"> • Most agricultural research is not designed from a gender perspective • Poor coordination of research efforts especially in the public sector <ul style="list-style-type: none"> • Limited availability of improved technological packages, especially planting materials and certified seeds <ul style="list-style-type: none"> • Limited participation of clients in extension programme planning and implementation. • Limited access to extension services, especially by female agricultural operators. • Under-funding of Research Extension Liaison Committees (RELCs). • Undeveloped capacity of FBOs to access or deliver services. • Limited funding of public sector extension. • Poor accessibility limits 		<p>adopt innovative approaches to agricultural research funding and commercialisation.</p> <p>2.12 Facilitate the passage of the bio-safety bill, to improve food safety and to pave the way for use of biotechnology tools in crop and livestock improvement research.</p> <p>2.13 Intensify agricultural policy research and advocate increased capacity for socioeconomic research in research organisations.</p> <p>2.14 Promote research in the development and industrial use of indigenous staples and livestock.</p> <p><u>Promote Seed Development</u></p> <p>2.15 Facilitate the development and introduction of climate resilient, high-yielding, disease and pest-resistant, short duration crop varieties taking into account consumer health and safety</p> <p>2.16 Support production of certified seeds and improved planting materials for both staple and industrial crops</p> <p>2.17 Intensify dissemination of updated crop production technological packages</p> <p><u>Increase Access to Extension Services and Agricultural Education</u></p> <p>2.18 In addition to the RELCs, identify other participatory methods of extension programming and delivery.</p> <p>2.19 Improve allocation of resources to districts for extension delivery backed by enhanced efficiency and cost-effectiveness.</p> <p>2.20 Build capacity of FBOs and Community-Based Organisations (CBOs) to facilitate delivery of extension services to its members.</p> <p>2.21 Emphasize the use of mass extension methods e.g. farmer field schools, nucleus-farmer out-growers, extension fields in districts, mass communication through radio, TV, communication vans, dissemination through</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>extension service delivery</p> <ul style="list-style-type: none"> • Lack of special programme for training agricultural manpower requirement • Farmers who are vulnerable to food and nutrition insecurity have limited capacity to respond to agricultural programmes • Poor rural road infrastructure limits the effective distribution of food and lowers producer prices • Weak systems for disaster prevention, preparedness and response (gaps in legal and policy frameworks) 		<p>farmer groups.</p> <p>2.22 Establish Junior Farm Field and Life School (JFFLS) in the districts to improve the lives of young people in deprived communities to undergo training programme in agricultural skills with modern focus to graduate into young agricultural entrepreneurs who will promote the Modernisation of agriculture</p> <p>2.23 Target the vulnerable in agriculture, with special programmes that will enhance their diversification opportunities, reduce risk and enhance their access to productive resources.</p> <p>2.24 Liaise with the Ministry of Roads and Highways and the Ministry of Transportations to improve farm roads and waterways.</p> <p>2.25 Promote the farmer usage of improved technological packages through intensification of education campaigns</p>	
	<ul style="list-style-type: none"> • Inadequate product cluster development • Low, poor quality and irregular supplies of raw materials to agro-processing enterprises • Low patronage of locally processed products • Inadequate institutional arrangement to support commercial scale agro-processing 	3 Increased competitiveness and enhanced integration into domestic and international markets	<p><i>Improve Post-production Management</i></p> <p>3.1 Improve supply chain management with emphasis on developing product clusters of small to medium-scale farmers and processors to enhance access to technical advice and logistics.</p> <p>3.2 Promote the utilisation of locally processed products and the production of quality and well packaged products to enhance demand</p> <p>3.3 Strengthen linkages between public and private sector institutions to support agro-processing.</p> <p>3.4 Provide tax incentives to the private sector to enable operators to provide efficient Agro-Processing and marketing services</p> <p>3.5 Promote cottage level agro-processing industries with interventions to enhance access to machinery and quality of products.</p> <p>3.6 Develop standards to be at par with those of competing imports, and advocate for their enforcement.</p> <p>3.7 Promote primary grading, processing and storage to increase value addition and stabilise</p>	MOFA, MOTI, MRH, Ministry of Transportation, GEPC, GIPC, AGI, NBSSI, MOFEP, CSIR, Universities, GRATIS, Private sector MMDAs, MIDA, NGOs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Poor nature of roads to production centres, inadequate market information, leading to weak market integration between local, district, and regional markets • Low standardisation and product differentiation in domestic markets (weights and measures; grades and standards) • Uncongenial environment for trading in local markets • Limited marketing extension for producers, traders and exporters 		<p>farm prices</p> <p>3.8 Develop institutional capacity to support commercial scale agro-processing and stock management</p> <p>3.9 Promote the development of post-harvest management infrastructure through direct private sector investment and partnerships</p> <p>3.10 Develop effective post-harvest management strategies, particularly storage facilities, at individual and community levels.</p> <p><i>Development of domestic market</i></p> <p>3.11 Encourage partnership between private sector and District Assemblies to develop trade in local and regional markets</p> <p>3.12 Improve market infrastructure and sanitary conditions</p> <p>3.13 Set up Ghana Commodities Exchange to minimise risks and provide post-harvest infrastructure, trading standards and standard contracts based on specifications</p> <p>3.14 Encourage the development of commodity brokerage services to support marketing of agricultural produce.</p> <p>3.15 Create awareness of processors on GAP/HACCP.</p> <p>3.16 Build capacity of Ministry of Food and Agriculture to provide marketing extension.</p> <p>3.17 Develop standards and promote good agricultural practices along the value chain (including hygiene, proper use of pesticides, grading, packaging, standardisation)</p> <p>3.18 Promote formation of viable farmer groups and Farmer-Based Organisations to enhance their knowledge, skills, and access to resources along the value chain, and for stronger bargaining power in marketing</p> <p>3.19 Intensify the use of ICT and media to disseminate agric information to farmer.</p> <p>3.20 Development of database at the district level</p> <p>3.21 The application of ICT in metrological</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Majority of agricultural operators do not have the skills and knowledge in the requirements of external markets, contributing to high rate of rejection of exports Inadequate access to market information and lack of capacity to access market intelligence Inadequate and poor management of logistics in commodity marketing Limited capacity of exporters to meet export volumes Weak legal environment does not encourage contract relationships in production and marketing 		<p>systems</p> <p><u>Development of agricultural exports</u></p> <p>3.22 Provide comprehensive support of improved access of operators to market information and intelligence</p> <p>3.23 Provide relevant technology, market infrastructure (cold chain), and financing to enable operators to respond to the changing needs of markets.</p> <p>3.24 Support operators to identify market niches for new products.</p> <p>3.25 Promote good agricultural practices, particularly for meeting sanitary and phytosanitary requirements of importing countries.</p> <p>3.26 Advocate a legal environment that supports agricultural production and trade contracts</p> <p>3.27 Collaborate with relevant MDAs to improve road access to link production centres to air and sea ports.</p> <p>3.28 Market and consumer driven production</p>	
	<ul style="list-style-type: none"> Low productivity in staples and horticultural crops Seasonal variability in food supply and prices due to climatic changes and other natural occurrences make it difficult for Ghana to meet its food demands all year round, especially in the three northern regions Ineffective cultural practices among small holder farmers leading to comparatively lower yields Inadequate research into the utilisation of cocoa and by-products Inadequate investment in processing and value addition 	4 Promote selected crop development for food security, export and to support industry	<p><u>Staple and Horticulture Crop Development</u></p> <p>4.1 Promote the development of selected staple crops in each ecological zone</p> <p>4.2 Promote the development of selected horticulture and Exotic vegetables for export</p> <p>4.3 Promote small-holder productivity in transition to large scale production.</p> <p>4.4 Extend the concept of nucleus-outgrower and block farming schemes and contract farming to cover staple and horticulture crops to bridge the gap between large and small scale producers</p> <p>4.5 Promote linkage of smallholder production (including indigenous and industrial crops, livestock, and fisheries) to industry</p> <p>4.6 Facilitate the training of out grower farmers on all the processors required under GAP with emphasis on the harvesting and handling of horticultural crops and exotic vegetables</p>	MOFA, Private Sector, Financial Institutions, MOTI, Ministry of Transportation, MRH, AGI, PEF, NGOs

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>to cocoa raw materials</p> <ul style="list-style-type: none"> • Inadequate raw materials to meet increasing demand by local industries • Inadequate development of, and investment into processing and value addition of the traditional cash crops including Shea nuts and Dawadawa 		<p><u>Cash Crop Development</u> <u>Cocoa</u></p> <p>4.7 Encourage the promotion of organic cocoa for strategic buyers</p> <p>4.8 Intensify and extend the mass spraying exercise to include brushing, pest and disease control, shade management, pollination and fertilization</p> <p>4.9 Promote the commercialization of research on the utilization of substandard cocoa and cocoa wastes</p> <p>4.10 Improve the internal and external marketing of cocoa through improved competition</p> <p>4.11 Provide equal access to warehousing facilities and crop financing facilities.</p> <p>4.12 Rehabilitate the road network in cocoa-growing areas to facilitate the evacuation of the crop.</p> <p>4.13 Maintain the quality control responsibility within the public institution.</p> <p>4.14 Introduce special incentives to stimulate investments in the processing of cocoa by local and foreign entrepreneurs</p> <p><u>Dawadawa</u></p> <p>4.15 Set up a Task Force to encourage large scale dawadawa tree development, processing and utilization</p> <p><u>Shea-nut</u></p> <p>4.16 Establish and operationalise Shea-nut Development Board to be responsible for the introduction of effective production and post-production and marketing initiatives</p> <p>4.17 Promote the development of the various shea nut markets locally and globally</p> <p>4.18 Consolidate and promote active research of the shea nut trade and processes in the shea nut industry</p> <p>4.19 Develop access roads</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p><u>Cotton</u></p> <p>4.20 Revive the existing processing infrastructure in the cotton industry to support poverty reduction and improvement in the economies of the three northern regions</p> <p>4.21 Promote cotton research in development for Ghana to be a market leader</p> <p>4.22 Increase support for cotton farmers to produce adequate volumes for the under utilised capacities existing in cotton ginneries</p>	
	<ul style="list-style-type: none"> • Low genetic material of livestock species. • Poor management practices (feeding and health care) and low productivity • Inadequate availability of quality feed • Inability of local livestock farmers to match the stiff competition from cheap import • Low application of good agricultural practices in the production, handling and transportation of livestock/livestock products • Low awareness of food safety leading to practices such as use of inappropriate handling and transportation of livestock/livestock products • Poor quality of data and monitoring system. 	5 Promote Livestock and poultry development for food security and income	<p>5.1 Enhance performance of indigenous breeds through a programme of selection.</p> <p>5.2 Initiate research into large scale breeding and production of guinea fowls, cattle, sheep, and goat especially in the Northern Regions</p> <p>5.3 improve animal health (using community animal health workers).</p> <p>5.4 Advocate an enabling environment for intensive urban and peri-urban livestock farming</p> <p>5.5 Improve access to quality feed and water</p> <p>5.6 Support large scale cultivation of maize and soyabeans for the formulation of animal feed</p> <p>5.7 Improve access of operators to technology and appropriate financial instruments to enhance their competitiveness with imports</p> <p>5.8 Develop commercial poultry as the priority for improving meat supply in the short term</p> <p>5.9 Introduce measures to transform smallholder production into profitable enterprises.</p> <p>5.10 Design interventions to address processing and marketing of livestock, and increase the awareness on food safety and public health.</p> <p>5.11 Facilitate the development of a livestock statistics and monitoring system.</p> <p>5.12 Promote linkage relationships between animals and crop farmers to enhance bi-product utilization</p>	MOFA, Private Sector, Financial Institutions, MOTI, Ministry of Transportation, MRH, AGI, PEF, NGOs, FBOs
	<ul style="list-style-type: none"> • High level of estimated annual fish deficit for local consumption 	6 Promote Fishery development for food security and income	<p><u>Marine</u></p> <p>6.1 Promote the gathering of adequate scientific data for fisheries management</p>	MOFA, Private Sector, CSIR Universities Institutions, and MOH

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Inadequate scientific data for fisheries management (inland and marine) • Insufficient monitoring and control to ensure compliance with laws and regulations on fisheries. • Weak collaboration with communities towards the management of fisheries resources • Over-exploitation of fisheries resources • Unsafe and unhygienic working conditions at landing beaches • Lack of alternative livelihood opportunities for coastal/ fishing communities • The application of inappropriate and unorthodox fishing methods and techniques • Inadequate fishing infrastructure including the use of over-aged fishing crafts 		<p>6.2 Establish a Fisheries College to train extension officers for marine and inland fishermen</p> <p>6.3 Prevent the degradation of the resources of the sea and the lagoons caused by inefficient and destructive fishing methods</p> <p>6.4 Promote compliance to maximum allowable fish catches that will enable the resources to renew themselves.</p> <p>6.5 Promote improved management of declining fish resources.</p> <p>6.6 Review all existing agreements on fishing within Ghana’s territorial waters to ensure sustained livelihoods and long-term interests of fishing communities</p> <p>6.7 Establish effective monitoring controls and surveillance systems and ensure compliance with laws and regulations on fishery resources</p> <p>6.8 Establish co-management mechanisms with local communities for fisheries resource management</p> <p>6.9 Promote an integrated development of artisanal fisheries</p> <p>6.10 Promote inter-sectoral cooperation</p> <p>6.11 Improve existing fish landing sites and develop related infrastructure both for storage, processing and exports</p> <p>6.12 Revamp the current fleet of fishing crafts with modern ones equipped with appropriate storage and processing facilities</p> <p>6.13 Improve the regulatory and legal framework and ensure the enforcement of the relevant provisions for the sustainable management of fisheries resources</p> <p>6.14 Develop credit lines for improvement in the livelihood of fishing communities</p> <p>6.15 Improve and diversify livelihood opportunities for men and women in postharvest fishing sector</p> <p><i><u>Inland and Aquaculture development</u></i></p> <p>6.16 Support the formation of “Fish Farmers</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>Associations” to train members to become service providers</p> <p>6.17 Develop of aquaculture infrastructure including fish hatcheries</p> <p>6.18 Promote private investment in aquaculture</p> <p>6.19 Utilize of irrigation systems and other impounded reservoirs for aquaculture</p> <p>6.20 Develop and multiply brood stock through research</p> <p>6.21 Develop lesser known potentially viable fish species</p> <p>6.22 Promote the improvement in fish husbandry practices and fish health management</p>	
	<ul style="list-style-type: none"> Weak framework for collaboration with other MDAs on agriculture development Limited public-private sector engagement in agricultural sector 	7 Improved Institutional Coordination for Agricultural Development	<p>7.1 Strengthen the intra-sectoral and inter-ministerial coordination through a platform for joint planning</p> <p>7.2 Develop and implement a communication strategy to improve institutional coordination</p> <p>7.3 Create framework for synergy among projects.</p> <p>7.4 Strengthen framework for coordinating activities among diverse stakeholders in the sector.</p> <p>7.5 Create District Agricultural Advisory Services (DAAS) to provide advice on productivity enhancing technologies for subsistent farmers in crop and aquaculture</p> <p>7.6 Establish a Buffer Stock Management Agency with responsibility for holding food security buffer stocks and price stabilisation</p>	MOFA, MDAs, MMDAs, Private Sector
2. Agro-based Industrial Development	<p>5. Weak linkage between industry and agriculture</p> <p>6. Unchanged structure of industrial sector with industrial sector contribution to export always coming from gold exports</p> <p>7. Poor performance of the manufacturing sector due to ineffective linkage to domestic raw materials and export markets</p>	1.Ensure rapid industrialization driven by strong relationship to agriculture development	<p>1.1 Mobilize domestic and international resources for production of value-added products</p> <p>1.2 Establish integrated shea-butter processing factories in the 3 northern regions</p> <p>1.3 Establish manufacturing enterprises to process agriculture produce especially, beans, fruits and sheanut</p> <p>1.4 Increase value added share of key export commodities including Cocoa, Gold and Timber</p> <p>1.5 facilitate the development of strong raw material base for industry</p>	MOFEP, MOFA, GEPC, MOTI , NBSSI, COCOBOD, ASSI, SBA, AGI, GHANA CHAMBER OF COMMERCE, BOG

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			1.6 Build the capacities of existing and potential operators in better managerial skills and standards 1.7 facilitate and promote the maintenance and upgrading of machinery and equipment through appropriate funding mechanisms to make factories efficient 1.8 Promote zero-waste policy for the industry to ensure the full utilisation of agricultural raw material sector 1.9 facilitate the rehabilitation abandoned but viable manufacturing enterprises 1.10 Strengthen EDIF and restructure the relevant national banks involved in investment banking to become key financiers of industry 1.11 Restructure other financial institutions to make access to credit easy to productive sectors 1.12 Promote competition in the financial system to reduce high interest rate spread and ensure competitive rates of lending to industry 1.13 Mobilise savings for investment	
	<ul style="list-style-type: none"> • High cost of production • Inadequate, expensive and unreliable supply of power • Inadequate industrial infrastructure • Unfair competition in the global market • Limited number of markets • Unavailability of appropriate financing mechanisms 	2.Ensure the creation of an enabling environment to enhance industrial growth and provide the momentum to achieve global competitiveness	2.1 Issue and widely disseminate a pre-budget discussion paper highlighting key macro-economic issues for industrial development 2.2 Engage stakeholders of relevant industries in the national budget preparation processes 2.3 Establish an industry support centre to make firms internationally competitive 2.4 Impose free duties/levies on the importation of selected production inputs on the same basis as free zones 2.5 Enhance accessibility to competitive productive infrastructures (i.e. road, water, telecommunication, electricity, etc) 2.6 Promote the use of local products and services in government procurement 2.7 Actively promote made in Ghana products within domestic and international markets 2.8 Promote industrial sub-contracting and partnership exchange	MOFEP, MOTI, MOFA, GEPC, NBSSI, ASSI, SBA, AGI, GHANA Chamber of Commerce, BOG, MRH, MOT, MWRWH, MOC, MOE, National Procurement Authority

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			2.9 Facilitating the development of commercially viable export oriented and domestic market oriented enterprises in rural communities	
	<ul style="list-style-type: none"> Low level of skills in the workforce Obsolete technology 	3. Develop and encourage international technology transfers to foster research and development	3.1 Strengthen the linkages between industry, research and development institutions 3.2 Develop business cluster or industrial Estates, Science Parks and Business Incubators as vehicles for international technology transfers and foster research and development 3.3 Promote the establishment of ICT Park as a public-private partnership (PPP)	MOFEP, MOTI, MOFA, MOES, MOC, CSIR, NBSSI, ASSI, SBA, AGI, Chamber of Commerce
		4. Decentralise industrial development to exploit the resource endowments of districts	4.1 Promote the dispersion of industries through tax holidays by targeting companies in urban and peri-urban locations and assist others to relocate to rural areas. 4.2 Facilitate the exploitation of limestone deposits in various parts of the country for the production of cement and bricks 4.3 Facilitate the processing of salt leading to the establishment of a petrochemical industry	MOFEP, MOTI, MOFA, MLGRD, NBSSI, ASSI, SBA, AGI, GHANA Chamber of Commerce
3. Effective Natural Resource Management and Environmental Governance	<ul style="list-style-type: none"> Degradation of the nation's forest Over reliance on major species like mahogany, odom, sapale, etc Fast depletion of the nation's biomass without replacement Inefficient use and management of natural resources Lack of awareness on climate change and its impact Destruction of the environment, pollution by illegal miners 	1. Ensure the restoration of degraded natural resources	<u>Lands and forestry</u> 1.1 Encourage reforestation of degraded forest and off-reserve areas, including adopting a medium to long term Plan for Plantations Development and Afforestation programmes, both public and private 1.2 Assist investors, under the Forestry Plantation Project, to go into industrial-scale tree farming in specific depleted Forest Reserves and degraded land 1.3 Encourage private investment in commercial forestry outside forest reserves and along dried-up and flowing streams and rivers 1.4 Encourage and promote the use of lesser used species (LUS), particularly for the construction industry on the domestic market. 1.5 Encourage utilization of non-traditional tree species such as rubber wood, coconut and bamboo to supplement raw material supply from natural forests 1.6 Promote plantation/woodlot development	MLNR, MES, MLGRD, District Assemblies, Environmental Protection Agency (EPA), CSIR, Forestry Commission and Environmental NGO's, NADMO, FIRE SERVICE, DISTRICT ASSEMBLIES, GMA

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>among communities to meet the needs of society</p> <p>1.7 Facilitate logs importation from exporting African countries to improve resource availability for the timber industry</p> <p>1.8 Manage and enhance Ghana's land and permanent estate of forest and wildlife protected areas</p> <p>1.9 Continue the planned development of inland and coastal wetland sites and the rehabilitation of degraded mangrove resources</p> <p><u>Environment</u></p> <p>1.10 Initiate measures to stem land degradation</p> <p>1.11 Initiate measures toward minimizing the impact of climate change/variability</p> <p><u>Mines</u></p> <p>1.12 Control the negative effects of mining (especially illegal mining)</p> <p>1.13 Vigorously pursue reclamation and plantation development in areas mined-out by illegal miners</p>	
	<ul style="list-style-type: none"> Inefficient industrial waste management Negative impact of some farm practices and mining technologies Depletion of some endangered species Lack of efficient ecosystem management <ul style="list-style-type: none"> Duplication of functions within the land sector agencies 	2. Promote sustainable natural resource management	<p><u>Environment</u></p> <p>2.1 Promote an efficient and accessible industrial and domestic waste management system including the management of the menace of plastic waste</p> <p>2.2 Promote the use of environmentally friendly technologies and practices.</p> <p>2.3 Promote human centred biodiversity conservation initiatives</p> <p>2.4 Promote integrated ecosystem management which is friendly towards men and women equally.</p> <p><u>Lands and forestry</u></p> <p>2.5 Introduce land management programmes to develop a comprehensive land ownership and land-use policy to facilitate the development</p>	MLFM, EPA, MES MLGRD, District Assemblies, CSIR, Wild Life Society and the relevant agencies, MOT MOFEP, MOWAC, MOTI, Private Sector, CSIR, Universities Institutions NBSSI, ASSI, Land Commission, GHANA CHAMBER OF MINES, NADMO, LAW ENFORCEMENT AGENCIES

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • Lack of compensation to land owners • Lack of viable and efficient industries which utilize primary products • Inadequate exploration of mineral resources within the country • Over-dependence on the few precious minerals • Degradation of land, pollution of water and air and high incidence of mining accidents 		<p>of land markets, efficient land-use including irrigation and serviced plots for proper management and to ensure sustainable agricultural development</p> <p>2.6 Ensure socio-economic activities are consistent with sound land administration practices</p> <p>2.7 Promote equitable benefit sharing from land, forest and wildlife resources</p> <p>2.8 Ensure prompt, fair and adequate compensation for government acquired lands</p> <p>2.9 Maximise community involvement, especially women, in sustainable land, forest and wildlife resources</p> <p>2.10 Promote the development of viable and efficient forest and wildlife-based industries, particularly in secondary and tertiary processing</p> <p>2.11 Ensure more effective controls and standards to guarantee compliance with the sustainable annual allowable cut.</p> <p>2.12 Promote downstream processing and investments in improved technology and the recycling of wood residues.</p> <p>2.13 Review and streamline the allocation of Timber Utilisation Contracts (TUC's) in order to ensure sustainable management of timber resources</p> <p>2.14 Reinforce the protection and management of National Parks and other wildlife-protected areas to sustain biodiversity, research, education, recreation and eco-tourism.</p> <p><u>Mines</u></p> <p>2.15 Diversify the mineral production base of the nation to reduce over-dependence on the few precious mineral</p> <p>2.16 Improve the environmental and natural resources management for health and safety, and increased sustainable production</p> <p>2.17 Promote actively the country's involvement in the Extractive Industries Transparency</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>Initiative (EITI), which seeks to ensure transparency in the payment, receipts, disbursement and utilization of extractive sector revenues</p> <p>2.18 Develop the salt industry with emphasis on petrochemical industry utilizing national salt reserves and petroleum products from the country's petroleum resources</p> <p>2.19 Provide fiscal and related incentives that would encourage value added downstream mining activities such as refining, smelting etc</p> <p>2.20 Strengthen the mining fiscal regime to ensure that the state and mining communities derive maximum benefit from the resource</p> <p>2.21 Enforce localization and integration such that more local benefits accrue to Ghanaian businesses.</p> <p>2.22 Improve the capacity and the operations of the small-scale mining sector, and reduce illegal artisanal mining (galamsey);</p> <p>2.23 Reduce social conflict issues in mining communities</p> <p>2.24 Improve information availability and mines sector promotion.</p> <p>2.25 Strengthen human and institutional capacity having the responsibility for regulating the mining sector</p> <p>2.26 Address social issues in the mining communities including equitable distribution of mining resources</p> <p>2.27 Improve support to small scale miners (especially legally registered)</p> <p>2.28 Enhance international and regional cooperation</p>	
	<ul style="list-style-type: none"> Weak institutional and regulatory framework for natural resource management and environmental governance Poor enforcement of 	<p>3. Build the requisite institutions and strengthen the regulatory framework to ensure sustainable natural resource management and effective environmental governance</p>	<p>3.1 Enhance policy and regulatory framework and effective co-ordination among key government agencies to improve the performance of the mining sector</p> <p>3.2 Strengthen and enforce existing environmental laws and regulations including passage of regulations under the current Minerals and</p>	

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	<p>regulations and laws governing the environment and for the management of natural resources</p> <ul style="list-style-type: none"> Legal framework of the Forestry Commission has weaknesses in ensuring that there is a proper balance between the long-term conservation and sustainable use of forest and wildlife resources and pressures to maximize profits 		<p>Mining Act 2006 (Act 703)</p> <p>3.3 Ensure Sustainable Forest Management (SFM) through enforcement of existing Forest Law</p> <p>3.4 Enforce the legality assurance scheme under the Validation of Legal Timber Programme (VLTP)</p> <p>3.5 Develop multi-agency approach to enhance resource management and the environment</p> <p>3.6 Co-ordinate and harmonize policies and programmes with regional and international bodies.</p> <p>3.7 Exchange information on the prospection, mapping, production and processing of mineral resources and exploration, and distribution of water resources among member countries</p> <p>3.8 Develop a system of transfer of expertise and exchange of scientific, technical and economic remote sensing data among member states of Ecowas</p> <p>3.9 Review the provisions of the Forestry Commission Act, 1999, Act 571, to re-align it with the other Commissions dealing with natural resources.</p> <p>3.10 Re-organize community tenure and rights of farmers to trees outside reserves.</p> <p>3.11 Build capacity of professional foresters and District Assemblies to support and network community level enterprises and develop processing and markets for wide range of forest products in external markets.</p> <p>3.12 Review the Timber Resources Management (Amendment) Regulations, 2003, L.I. 1721, to provide for forestation and reforestation and to remove the element of gambling from the competitive bidding process in the allocation of TUC's.</p> <p>3.13 Introduce and enforce economic instruments for mining environmental management.</p> <p>3.14 Accelerate the formulation of a National Mining Policy and ensure the review of the</p>	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>Minerals Development Fund to address concerns of communities, chiefs and District Assemblies on percentage of royalties allocations.</p> <p>3.15 Develop the mechanisms to encourage increased regularization of small-scale mining, including a review of procedures for obtaining small scale mining license.</p> <p>3.16 Promote the conduct of better economic, social and environmental assessments prior to designation of mining areas.</p> <p>3.17 Promote an increase in local content in mining sector procurement.</p> <p>3.18 Build capacity in application of Strategic Environmental Assessment (SEA) tool in the planning process</p> <p>3.19 Provide legislation in application of SEA in the planning process</p>	

IV. SUSTAINABLE PARTNERSHIPS BETWEEN GOVERNMENT AND THE PRIVATE SECTOR

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
1. <i>Private Sector Development</i>	<ul style="list-style-type: none"> Poor terms of trade Lack of export promotion support Limited identification of key markets Lack of Information Inadequate export promotion services 	1. Improve Ghana's position in global and regional markets	<ol style="list-style-type: none"> 1 Continue with the implementation of the National Trade Policy to promote the integration of Ghana into global and regional markets 2 Attract investment through measures at the national level to improve the investment climate 3 Explore the possibility of deriving maximum relief under all international trade arrangements such as WTO, ECOWAS to protect domestic industry 4 Strengthen state institutions including the Ghana Export Promotion Council to actively seek export markets for made in Ghana goods. 5 Actively and effectively utilize the EXIM Guarantee Company to support the export of Ghanaian produce to ECOWAS countries in particular and the rest of Africa 6 Provide tied aid to needy ECOWAS countries to facilitate the export of Ghanaian manufactured goods for example, cables, pharmaceutical, aluminum products etc 7 Amend the Public Procurement Act to provide a bias in favour of made in Ghana goods in all public procurement transactions. 	MOTI, GIPC, GEPC, EDIF, MOJ
	<ul style="list-style-type: none"> Inefficient and costly bureaucracy High taxes, levies and fees which are poorly administered Complexity and non-transparency of regulations Slow and costly business registration and approvals Limited application of scientific technology to the country's natural resource base 	2. Enhance efficiency and accessibility of national markets	<ol style="list-style-type: none"> 2.1 Regularly benchmark Ghana's macroeconomic policy environment, in terms of its impact on private sector development, against other successful developing countries, and incorporate lessons in Ghana's policies. 2.2 Implement , monitor and evaluate an updated Financial Sector Strategic Plan (FINSSP II) 2.3 Review infrastructure programmes to ensure adequate opportunities exist for private sector engagement in design, implementation and monitoring 2.4 Continue with the current commercial law reform initiative and develop proposals for 	MOTI, MOFEP, MOJ & A-G, BOG, PEF

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> • A weak commercial dispute resolution system • Non availability of good health and environmental standards • Ineffective incentive systems • Cumbersome procedure for property acquisition 		<p>focusing and prioritizing efforts.</p> <p>2.5 Improve access to justice for businesses – especially micro and small businesses, and consider the scope for enhancing alternative dispute resolution within the context of the developing Justice Sector Reform Programme</p> <p>2.5 Continue the initiative to remove the bottlenecks associated with registration of business in Ghana</p>	
	<ul style="list-style-type: none"> • Poor quality, dangerous content, and poor handling of products endanger the health of consumers, especially low income earners • Unfair pricing, and arbitrary application of weights and measures in selling of goods • Complete absence of, or limited consumer representation on issues affecting them 	3. Ensure the health, safety and economic interest of consumers	<p>3.1 Ensure the enforcement of legislation that prevents the sale of unsafe and poor quality goods on the local market.</p> <p>3.2 Strengthen the regulatory and enforcement framework for protection of economic rights of consumers</p> <p>3.3 Develop and implement national consumer awareness programmes</p> <p>3.4 Encourage formation of consumer association</p> <p>3.5 Ensure representation of consumers on relevant national bodies</p>	MOTI, MOFA, MOH, FDB, GSB, DISTRICT ASSEMBLIES, MOE, EPA, LAW ENFORCEMENT AGENCIES, ADVOCACY GROUPS, MEDIA, NCCE, MLGRD
	<ul style="list-style-type: none"> • Lack of access to finance • Informal nature of businesses • Limited managerial skills • Limited training 	4. Strengthen Firms Competency and capacity to operate effectively and efficiently	<p>4.1 Promote entrepreneurship through business development services. Provide skills and entrepreneurial development for the youth</p> <p>4.2 Improve linkages of informal sector with formal sector</p> <p>4.3 Develop a “best practice framework” with best practice criteria for assessing firm level initiatives</p> <p>4.4 Develop league tables for existing and new firm level initiatives, using the above best practice criteria.</p> <p>4.5 Develop and implement a strategy to ensure effective monitoring and evaluation of, and dissemination of information about firm level interventions</p> <p>4.6 Facilitate innovation and entrepreneurship through the promotion of innovation and entrepreneurship training as part of school curriculum</p>	MOTI, MOFEP, BOG, PEF, AGI, MDPI, GRATIS, Ghana Chamber of Commerce

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Weak capacity and failure of government to formulate, implement, monitor and evaluate private sector policies 	5. Enhance Government capacity for private sector policy formulation, implementation, and monitoring and evaluation	5.1 Develop and implement a training programme for key decision makers and policy formulators in major sector ministries on the role of the private sector in national economic development 5.2 Encourage private sector advocacy and effective dialogue between the private sector and Government to ensure that reforms address the key business constraints 5.3 Support the development of Business Sector Programme Support Challenge Fund 5.4 Support the development of the Business Sector Programme Service Improvement Responsiveness Challenge Fund	MOTI, MOFEP, BOG, PEF, AGI, MDPI, GRATIS, NBSSI
		6. Facilitate private sector access to capital	6.1 Improve access and increase volume of credit at affordable prices 6.2 Reduce bottlenecks to private sector development 6.3 Assist by means of a restructuring programme, potentially viable but distressed companies which are indebted to the banks to turn around.	MOTI, MOFEP, BOG, GSE
		7. Accelerated development of strategic sectors	7.1 Develop new pillars of growth by accelerating the development of selected products into lead export earners, particularly in the rural areas	MOTI, MOFEP, BOG, PEF, AGI, NBSSI
		8. Empowering Ghanaians and other investors to expand and create new businesses	8.1 Create the institutional framework for businesses growth 8.2 Encourage and facilitate the provision of public services by the private sector 8.3 Create a supportive mindset of the population towards the private sector	
2. Good Corporate Governance	<ul style="list-style-type: none"> Inadequate framework to regulate the activities of corporate entities in the area of protecting stakeholder rights and social responsibility Weak accountable mechanism among corporate entities 	1. Promote an enabling environment and effective regulatory framework for corporate management	1.1 Ensure that corporations act as good corporate citizens with regard to human rights, social responsibility and environmental sustainability 1.2 Promote the adoption of codes of good business ethics in achieving the objectives of the organization 1.3 Ensure that corporations treat all their stakeholders in a fair and just manner 1.4 Provide for accountability of corporations and directors	
3. Productive	<ul style="list-style-type: none"> Dwindling employment 	1. Promote and create	1.1 Support selected industrial products to be	MESW, GEA, Organised

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<p><i>Employment Generation, and Improvement and Expansion in Social Protection</i></p>	<p>opportunities, especially for the youth.</p> <ul style="list-style-type: none"> • Limited job opportunities for graduate employment in the country • Increasing vulnerability of the unemployed men and women aged between 15-24 years • Inadequacy of targeting for skills training and other supports services for men and women aged between 15-24 years • Apprenticeships: Lack of opportunities to gain and retain skills, through innovative means as wells as apprenticeships and employment 	<p>productive employment opportunities in all sectors</p>	<p>produced domestically in labour-intensive environment (e.g. construction and building materials, publishers, agricultural equipment, motor vehicles, etc).</p> <ol style="list-style-type: none"> 1.2 Establish Integrated Community Centres for Employable Skills (ICCES) to provide resources (inputs) and offer technical support for SMEs 1.3 Develop and implement a rural and urban entrepreneurship and artisan project (RUEAP) to provide capital and technical support to potential businesses 1.4 Develop and implement a housing and public works scheme to reduce unemployment 1.5 Institute constructional projects in urban roads, drainage and environmental sanitation systems 1.6 Review and Enhance the job creation capacities of previous and current employment strategies like the Youth in Agriculture Programme and the NYEP, to generate more productive jobs 1.7 Establish ICT trainers programme to train SHS graduates in ICT applications (e. g. repair of mobile phones and other related gadgets) 1.8 Promote Ghana as a major destination for ICT business outsourcing by establishing ICT Parks of international grade in selected locations 1.9 Encourage financial institutions to open up more branches nationwide to provide the opportunity for the employment of unemployed graduates 1.10 Encourage artisans and other professionals including fitters and mechanics, carpenters and electricians, hairdressers and beauticians to form strong district, regional and national associations to enable them qualify for government support 1.11 Encourage training of unemployed graduates 	<p>NVTI, Labour, MDAs, MMDAs, Financial Institutions, Private Sector, MOC, MOTI, Other Stakeholders</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>in sectors where their skills will be needed</p> <p>1.12 Provide training and funding for graduates in the agriculture sector and other SMEs sub-sectors</p> <p>1.13 Motivate graduates to take-up employment with the District Assemblies and other sectors like education, where their services will be useful</p> <p>1.14 Expand nursing and midwifery colleges and increase new students intake for medical jobs</p> <p>1.15 Provide protected work for young adult through the provision of after school vocational training for children aged 15-18years</p>	
	<ul style="list-style-type: none"> Inadequate labour productivity management system Improper pricing of labour leading to low labour productivity and income Low prospects for career advancement, training or skills enhancement 	2. Adopt a national policy for enhancing productivity and income in both formal and informal sectors	<p>2.1 Develop and implement productivity measurement and enhancement programmes for the formal and informal sectors of the economy</p> <p>2.2 Support the development and implementation of capacity enhancement programmes that take into consideration the specific needs of men and women, in both the formal and the informal sectors of the economy</p> <p>2.3 Support establishment of participatory and cooperative mechanisms to enhance income and job security in the informal economy</p> <p>2.4 Adopt measures to integrate formal and informal sectors</p>	MESW, GEA, Organised Labour, MDAs, Other Stakeholders
	<ul style="list-style-type: none"> Inadequate labour market information system for a coherent and improve labour and employment management Inadequate institutional capacity for Employment Policy Implementation Weak employment monitoring system 	3. Implement a functional labour market information and statistics system to support relevant decision making	<p>3.1 Continue the design and implementation of a labour market information system</p> <p>3.2 Support organisation and dissemination of labour market information for informed decision Making</p> <p>3.3 Strengthen research and gender analysis capacity of the Ministry of Employment and Social Welfare</p> <p>3.4 Promote collaboration among users of labour market information</p> <p>3.5 Restructure and develop Institutional Capacity of MESW and its departments and agencies for effective and efficient employment policy</p>	MESW, GEA, Organised Labour, MDAs, GSS, Other Stakeholders

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			management 3.6 Implement systems and processes for efficient policy development, monitoring and coordination	
	<ul style="list-style-type: none"> Inadequate capacity and systems for social dialogue and protection for improved labour and industrial relations Weak enforcement of the Labour law Workplace insecurity: lack of protection against accidents and illness at work, through safety and health regulations, limits on working time 	4. Implement policies and strategies to strengthen tripartism and social dialogue	4.1 Strengthen the institutional structures for providing social dialogue and social protection 4.2 Build capacity of the tripartite Partners 4.3 Ensure enforcement of the Labour Laws which protect the security, health and welfare of workers 4.4 Strengthen the capacity of public and private sector agencies, including the Factories Inspectorate Department of the MESW to facilitate workplace occupational safety and health standards	MESW, GEA, Organised Labour, NLC, Private Sector
	<ul style="list-style-type: none"> There are some members of society who by virtue of disability, age, health, disaster, etc may not be able to effectively participate in the growth process Inadequate social protection interventions for the vulnerable and excluded Increasing casualisation of labour among private sector enterprise 	5. Implement policies and strategies to offer social protection for the vulnerable and excluded	5.1 Increase budgetary allocation to and strengthen the capacity of the MESW, DSW and GNCC. 5.2 Implement the interventions under the social protection strategies. 5.3 Increase budgetary allocation to social protection interventions including LEAP, school feeding programme, Capitation grant, and free maternal care. 5.4 Implement fully the Disability Act 5.5 Institute framework for reforming and regulating apprenticeships in both the formal and informal sector. 5.6 Promote and protect the welfare of children in difficult circumstance including eliminating child labour 5.7 Develop and enforce policy on the payment of stipend for apprentices	MESW, MOWAC, GNCC, DSW, NGOs
4. Developing the Tourism Industry for Jobs and Revenue Generation	<ul style="list-style-type: none"> Limited exploitation of potentials in the tourism sector Over-dependence on traditional sources of revenue for the country. Lack of appreciation of the 	1. Diversify and Expand the tourism industry for revenue generation	1.1 Market Ghana as a competitive tourist destination 1.2 Develop new, high-value options in the leisure market, culture, heritage and eco-tourism components of the tourism sector while enhancing the attractiveness of the existing products	MOT, GTB, MOI, GIPC, Ministry of Foreign Affairs, GHATOF, MOFEP, FIRE SERVICE, MMDAs, HOTCATT, MESW, MOH, MCC, NCC, Council for Creative Industry

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<p>contribution of tourism to the national account</p> <ul style="list-style-type: none"> • Low resource mobilization for the development of tourism among communities. • Poor tourism services and low quality standards in the industry • Lack of professionalism to enhance the productivity of the industry 		<p>1.3 Enhance tourism services and standards through inspection, licensing and classification of formal and informal tourism establishments</p> <p>1.4 Enhance human resource capacity of skilled and unskilled personnel in the hospitality industry</p> <p>1.5 Design programmes to reduce the credit constraint of operators in the tourism sector with a particular focus on women entrepreneurs</p> <p>1.6 Attract health care entrepreneurs to establish medical facilities offering clinical and surgical services to promote wellness facilities, i.e. natural Spas, to ensure long-term stay convalescents at selected tourism attraction sites</p> <p>1.7 Accord export status to hotels by granting them the benefits and concessions enjoyed by export</p> <p>1.8 Promote the development of more high value accommodation and condominiums by the private investors</p> <p>1.9 Enhance capacity and strengthen the legal and institutional framework to support tourism industry</p> <p>1.10 Support the development of sensitive national parks and other high rated natural attractions</p>	
	<ul style="list-style-type: none"> • Inadequate promotion of domestic tourism 	2. Promote domestic tourism to foster national cohesion as well as redistribution of income	2.1 Vigorously promote domestic tourism to encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities.	MOT, GTB, GHATOF, MDAs, MMDAs, MOE, Ministry of Youth and Sports, Council for Creative Industry
	<ul style="list-style-type: none"> • Increasing adulteration of our culture and degradation of the environment. 	3. Promote sustainable and responsible tourism in such a way to preserve historical, cultural and natural heritage.	<p>3.1 Develop sustainable ecotourism, culture and historical sites.</p> <p>3.2 Ensure the reduction of sex abuse and spread of sexually transmitted diseases and HIV/Aids associated with tourism</p>	MOT, NCC, MMDAs, GHATOF, NCRC, GTB, MES, MWH, MDAs, MOH, PPAG, GAC, MOWAC, GHANA AIDS COMMISSION, MOI, MOE, NCCE, ISD, Council for Creative Industry

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
<p>5. Promoting the Creative Industry for Economic Development</p>	<ul style="list-style-type: none"> • Weak institutional framework for the development of the creative arts industry • Weak industry related laws which does not conform with the five column models which are copyright law, copyright contract, neighboring rights, collecting societies and enforcement, to conform to global standards • Lack of access to long term financing for the industry • Lack of appropriate collection society • Weak of enforcement of copy right laws • Weak coordination mechanism among the MDAs on issues related to the creative industry • Lack of designated unit within the relevant MDAs to facilitate the growth of the creative economy • None existence of a Council for the Creative industry to oversee the growth of the creative economy 	<p>1. Develop and strengthen Ghana’s creative economy in ways that would enable the nation to actively engage in the world trade in creative goods and services</p>	<ol style="list-style-type: none"> 1.1 Provide appropriate legal and regulatory framework for promoting the creative arts and for protecting intellectual property rights 1.2 Facilitate the establishment of appropriate and effective Collection Society for the industry 1.3 Facilitate the establishment of national commission on films 1.4 Develop and promote the implementation of programmes and activities that would increase awareness of intellectual property rights 1.5 Effectively enforce and supervised laws and regulations pertaining to intellectual property rights. 1.6 Support the use of multimedia technology in the creative industries, with the creation of opportunities for the development of the relevant human resources. 1.7 Promote coordination among key MDAs on the development of the creative industry. 1.8 Facilitate access to finance and the export market for products of Ghanaian creative industries 1.9 Promote the use of more local content on all relevant electronic networks 1.10 Promote the establishment of Cultural and Business desk in Ghanaian Missions Abroad 1.11 Promote regular policy dialogue and advocacy with actors in the industry 1.12 Facilitate the establishment of a designated unit within the relevant MDAs to facilitate the growth of the creative economy 1.13 Review and ratify all international conventions on culture and the creative industry 1.14 Promote the development of capacity of the actors in the industry. 1.15 Facilitate the establishment of a Council for the creative industry. 	<p>MOTI, MOJ&A-G, MCC, MOT, MFA, MOI, ISD, Copy Right Office, Financial Institutions, NBSSI, ASSI, National Commission on Culture, Development partners, Institutions representing the creative industries including Council for Creative Industry, MUSIGA, ATAG, FIPA, INTEPRA, National Music Council, IMD, GAPI, and PROMAG.</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Weak support mechanism for the chieftaincy institution 	2. Strengthen the National House of Chiefs and all regional Houses of Chiefs	2.1 Improve the incentive package paid to traditional authorities 2.2 Adequately resource Chieftaincy Secretariat, National House of Chiefs and Regional Houses of Chiefs 2.3 Ensure that constitutional provisions for chieftaincy institution are upheld.	MCC, National House of Chiefs, MOT, GTB, MOI, GIPC, MOFEP, GHATOF, NCC

V. DEVELOPING THE HUMAN RESOURCES FOR NATIONAL DEVELOPMENT

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
1. Education	<ul style="list-style-type: none"> Inadequate access to quality pre-school education Low school enrolment Need to achieve universal basic education Geographical disparity in access to education Poor condition of basic school educational infrastructure Inadequate access to quality second cycle education Poor placement procedures Weak infrastructure for TVET Poor public perception of TVET. 	1. Increase equitable access to and participation in quality education at all levels	<p><u>Pre-school education</u></p> <p>1.1 Accelerate integration of pre-school education into the FCUBE programme.</p> <p>1.2 Provide infrastructure facilities for Pre-school across the country particularly in deprived areas.</p> <p>1.3 Strengthen enrolment drives in communities.</p> <p>1.4 Collaborate with private sector to ensure Pre-school Education.</p> <p><u>Primary and JHS</u></p> <p>1.5 Provide uniforms in public schools in deprived Communities.</p> <p>1.6 Establish basic schools in all underserved communities.</p> <p>1.7 Collaborate in the implementation of the school feeding programme</p> <p>1.8 Accelerate the rehabilitation /development of basic school infrastructure especially schools under trees.</p> <p>1.9 Provide basic schools with water and sanitation infrastructure facilities.</p> <p>1.10 Periodically review the Capitation Grant policy to reflect current economic trends and costs of education.</p> <p>1.11 Support Complimentary Basic Education to target hard to reach children.</p> <p><u>Second Cycle Education</u></p> <p>1.12 Improve water and sanitation facilities in SHS community</p> <p>1.14 Improve academic facilities in community SHS.</p> <p>1.15 Progressively increase SHS facilities to accommodate more JHS graduates</p> <p><u>Technical and Vocational Education</u></p> <p>1.16 Rehabilitate and upgrade facilities in all public Technical and Vocational Institutions.</p> <p>1.17 Increase the number of Technical and Vocational Institutions by progressively building a TVET institution in each District.</p> <p>1.18 Introduce formal apprenticeship programs.</p>	<p>MOE, Ghana Education Service, MOFEP, MMDAs, CHASS, The Private Sector, GNAT, NABPTEX, NGOs, DSW, TCPD</p> <p>MOE, GES MOFEP, MMDAs, CHASS, The Private Sector, GNAT, NABPTEX, NGOs, DSW, TCPD, GWC, CWSA, MWRWH, MLGRD</p> <p>MOE, GES, MOFEP, MMDAs, CHASS, The Private Sector, GNAT, NABPTEX, NGOs, DSW, TCPD, Scholarship Secretariat</p> <p>MOE, GES, MOFEP, MMDAs, CHASS, NVTI, The Private Sector,</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Limited access to quality tertiary education High cost of tertiary education <p>Adult illiteracy</p>		<p><u>Tertiary Education</u></p> <p>1.19 Facilitate the establishment of University for Health and Allied Sciences and Energy and Natural Resources.</p> <p>1.20 Encourage more private sector participation in providing hostels for university students at reduced cost.</p> <p>1.21 Provide distance education and the use of modern technology for off-campus Tertiary Education.</p> <p>1.22 Expand post-graduate education through increased diversity of graduate programmes, especially in applied sciences.</p> <p>1.23 Institute scholarships and bursaries schemes for high performing but needy students from low-income and poor families</p> <p>1.24 Review Students Loans Scheme to meet the needs of students and their programmes.</p> <p>1.25 Improve academic facilities in Public Universities.</p> <p><u>Non Formal education</u></p> <p>Re-invigorate the Non-formal Education programme</p>	<p>GNAT, NABPTEX, NGOs, DSW, TCPD, MOFA, Scholarship Secretariat</p> <p>MOE, GES, MOFEP, MMDAs, CHASS, The Private Sector, GNAT, NABPTEX, NGOs, DSW, TCPD, OHCS, Academia</p>
	<ul style="list-style-type: none"> Inefficient delivery of education services Low supervision Limited ICT skills and knowledge at all levels Low motivation and remuneration of teachers Low quality of education 	2. Improve quality of teaching and learning	<p>2.1 Introduce the use of affordable locally produced learning aids to improve availability of learning materials</p> <p>2.2 Develop combined local language and English reading materials for kindergarten children.</p> <p>2.3 Introduce multi-grade teaching in small remote communities with limited facilities to ensure that children of pre-school and primary one age are exposed to learning opportunities</p> <p>2.4 Increase the proportion of trained teachers at JHS.</p> <p>2.5 Accelerate the deployment of ICT facilities at all levels of education especially in rural areas.</p> <p>2.6 Introduce programme of national education quality assessment</p> <p>2.7 Expand teacher retention schemes</p> <p>2.8 Offer on-going training through open and distance</p>	<p>MOE, GES, MOFEP, MMDAs, MOC, CHASS, The Private Sector, GNAT, NABPTEX, NGOs, DSW, TCPD National MOE, GES, MOFEP, MMDAs, CHASS, The Private Sector, GNAT, NABPTEX, NGOs, DSW, TCPD</p>

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>learning facilities'</p> <p>2.1 Provide access and support to teachers for training and professional development through open and distance learning facilities.</p> <p>2.9 Provide academic counselling services at the JHS and SHS level.</p> <p>2.10 Improve the teaching of Science, technology and mathematics in all basic schools</p> <p>2.11 Integrate Computer literacy and basic typing skills into the Basic Education curricula.</p> <p>2.12 Review the distribution of teaching and learning material in school at Basic level.</p> <p>2.13 Provide support to local publishers to develop text books and other teaching and learning materials for schools.</p> <p>2.14 Strengthen National Accreditation Board to improve accreditation of Tertiary Institutions.</p>	
	<ul style="list-style-type: none"> Persistent gender disparities in school enrolment and geographical disparity in access to quality education 	3 Bridge gender gap in access to education	<p>3.1 Expand incentive schemes to increase girls enrolment, retention and completion particularly in deprived areas</p> <p>3.2 Intensify community mobilization and sensitization to create awareness of the importance of girls' education</p> <p>3.3 Monitor boys participation and achievement in schools.</p> <p>3.4 Re-introduce science and technology workshops for girls in 2nd cycle institutions</p> <p>3.5 Expand vacation camp for girls from rural/deprived communities.</p>	MOE, GES, MOWAC, MESW, MMDAs, CHASS, Private Sector, GNAT, NABPTEX, NGOs, DSW, Ministry of Information, MOWAC
	<ul style="list-style-type: none"> Inadequate access to quality education for people with disability 	4 Improve access to quality education for people with disability	<p>4.1 Train more personnel to support special education</p> <p>4.2 Upgrade the skills of teachers of special education schools.</p> <p>4.3 Improve the supply of logistics for special education on a regular basis.</p> <p>4.4 Expand and equip existing special schools and establish new ones.</p> <p>4.5 Ensure that buildings and other physical infrastructure in schools and training institutions are made accessible to the physical disabled</p> <p>4.6 Strengthen the capacity of institutions responsible for PWDs e.g. specialist teachers, Resource</p>	MOE, GES, MOFEP, MESW, MMDAs, CHASS, The Private Sector, GNAT, NABPTEX, NGOs, DSW, TCPD, CSOs. DSW, NGOs, Ghana Federation of the Disabled, AESL, Town and Country Planning, MOYS, NYC, MOWAC

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>Assessment Centers, & Rehabilitation Centers</p> <p>4.7 Train more rehabilitation professionals</p> <p>4.8 Design action plan to implement education related provisions of the disability Act</p> <p>4.9 Support private institutions (Non profit) providing education to PWDs</p>	
	<ul style="list-style-type: none"> Inadequate access to science and technical education 	5 Promote science and technical education at all levels	<p>5.1 Provide incentive for science, mathematics and technical & vocational teachers.</p> <p>5.2 Support science and research development by increasing funding for research and technology development.</p> <p>5.3 Provide incentives to attract students to study science.</p> <p>5.4 Encourage private sector to support initiatives in science education</p>	MOES, Ghana Education Service, MOFEP, MMDAs, CHASS, The Private Sector, GNAT, NABPTEX, NGOs, MES.
	<ul style="list-style-type: none"> Weak linkage between tertiary education and industry 	6 Strengthen linkage between tertiary education and industry	<p>6.1 Establish industry/university collaboration programmes to facilitate increasing opportunities for practical training/internship and human resource planning</p> <p>6.2 Determine the skills and human resources requirements necessary to achieve middle income status</p> <p>6.3 Create opportunities for students to Study and work</p>	MOE, GES, MOFEP, MMDAs, CHASS, The Private Sector, Council for Tertiary Education, AGI, PEF, Ghana Chamber of Commerce, MESW, CSIR, MEST, Research Institutions, Academia, Professional bodies
	<ul style="list-style-type: none"> Inadequate attitudinal change relating population, Family life education, gender, health, HIV/AIDS/STI, conflicts, fire safety, road safety, Civic responsibility and human trafficking, environment, human rights etc 	7 Mainstream issues of population, Family life education, gender, health, HIV/AIDS/STI, conflicts fire safety, road safety, Civic responsibility and human trafficking, environment, human rights in the school curriculum,	<p>7.1 Promote the study of and integrate in the curricula of schools and institutions of higher learning attitudinal change regarding population, family life education, good health, gender, fire safety, road safety, civic responsibility and environment concerns</p> <p>7.2 Identify and promote programmes that will assist in the prevention and management of HIV/AIDS/STI.</p> <p>7.3 Introduce civic education and conflict prevention in basic schools</p> <p>7.4 Promote vigorous public education on human trafficking and adoption of healthy lifestyle and environmental practices</p> <p>7.5 Encourage the setting up of anti-trafficking clubs in schools in endemic areas</p> <p>7.6 Integrate religious and moral education in the curricular of Basic and second cycle schools.</p>	MOE, GES, MOFEP, MMDAs, CHASS, The Private Sector, GNAT, NABPTEX NGOs, NACP, MES, GAC, MOC, MOH, PPAG, NCCE, GNFS, Road Safety Commission, EPA, MLGRD, MOWAC, MOI, Ghana Fire Service,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Poor management for Education Delivery. Inadequate transparency and accountability in Education Management Systems. 	8 Improve Management of Education service delivery	8.1 Improve training contents of TVET 8.2 Strengthen and improve educational planning and management through improved quality and efficiency in delivery of education services 8.3 Strengthen monitoring and evaluation framework and reporting channels as a key priority 8.4 Ensure teacher development, deployment and supervision 8.5 Provide incentives to teachers in deprived areas 8.6 Improve remuneration and conditions of service of teachers at all levels 8.7 Provide access and support to teachers for training and professional development. 8.8 Strengthen institutional arrangement for the role of CBO, CSO in advocacy, monitoring and evaluation. 8.9 Introduce school and district report cards in all public basic schools and districts.	MMDAs MOE, GES, MLGRD. NGOs, GNATs, NAGRAT
2. Youth And Sports Development	<ul style="list-style-type: none"> Uncoordinated policy and institutional framework for youth development 	1. Ensure a coherent institutional framework for youth development	1.1 Finalise and implement national youth policy to guide and direct mobilization and development of the youth 1.2 Focus efforts on strategic areas for youth training and employment 1.3 Coordinate youth training, recruitment and placement. 1.4 Establish a National Youth Training and Placement Board 1.5 Involve the youth in national development planning process.	Ministry of Youth and Sports, MMDAs, NDPC, MOWAC, MDAs, MESW, Ministry of Education, MOWAC
	<ul style="list-style-type: none"> Disparity in sports development especially lesser known sport 	2. Promote sports development	2.1 Strengthen the legislation that regulate and guide sports development in Ghana 2.2 Review and implement a comprehensive sports policy 2.3 Provide adequate and appropriate sports and recreational facilities at local, district, regional and national levels 2.4 Ensure availability and affordability of sports equipment 2.5 Promote local production of sports equipment 2.6 Build the capacity of community sports, amateur, professional and fitness club	MOES, Ghana Education Service, MOFEP, MMDAs, CHASS, The Private Sector, NGOs, MMYE, NSC, GFA, GAAA, NDPC, MWRWH, GFS, MOWAC

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			2.7 Promote establishment of sports academies across the country 2.8 Strengthen the capacities of the National Sports Council, National Sports Associations, National Sports institutions and colleges and sports oriented NGOs 2.9 Enhance the involvement of corporate bodies and individuals in sports promotion and development 2.10 Promote national integration and unity through sports 2.11 Promote international friendship, solidarity and cooperation	
3. Manpower Development	<ul style="list-style-type: none"> Lack of coherent National Human Resource Development Policy 	4. Develop and retain Human Resource capacity at National, Regional and District levels	4.1 Develop a Manpower Development Plan at all levels. 4.2 Provide adequate incentive to retain skilled labour 4.3 Provide adequate resources for human resource capacity development 4.4 Undertake Human Resource capacity survey 4.5 Improve labour market and engendered manpower statistics including the care economy	MOES, Ghana Education Service, MOFEP, MMDAs, CHASS, The Private Sector, GNAT, NABPTEX, NGOs, MMYE, NVTI, PEF, NAFTI, MDAs, NALVET
4 Health	<ul style="list-style-type: none"> Large gaps in access to health Care between urban and rural as well as rich and poor. 	1. Bridge equity gaps in access to health care and nutrition services	1.1 Improve rural access to health care through the provision of incentives for rural public and private medical practice 1.2 Provide qualified specialists to Regional and District Hospitals 1.3 Eliminate and control common illnesses and diseases 1.4 Intensify public education on better sanitation, nutrition and lifestyles 1.5 Strengthen District Health Management Teams (DHMT's) 1.6 Upgrade and implement contingency plans for emergency preparedness and response 1.7 Improve the Community based Health Planning and Services (CHPS) 1.8 Expand training and education of health providers including core nurse auxiliaries 1.9 Develop at least one fully functioning and well-equipped hospital in each district 1.10 Motivate and retain medical Professionals	MOH, GHS, NHIS, MMDAs, MLGRD, Nurses and Midwife Council, GMA, PPAG, MOE, GES, MOWAC

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			1.11 Develop resource allocation criteria and facility distribution plan to improve targeting of poor groups and geographical areas. 1.12 Provide outreach services and clinics in deprived rural and peri-urban areas	
	<ul style="list-style-type: none"> Low level of overall health expenditure and inadequate social protection 	2. Ensure sustainable financing arrangements that protect the poor	2.1 Review the National Health Insurance Scheme and streamline its operation 2.2 Ensure the implementation of a Universal Health Insurance Scheme. 2.3 Review payment of premium for registration with the National Health Insurance Scheme (NHIS).	MOH, GHS, NHIS, MMDAs, MLGRD, Nurses and Midwife Council, GMA, PPAG, NPC, MOFEP, MOWAC
	<ul style="list-style-type: none"> Inadequate health infrastructure 	3. Improve health infrastructure	3.1 Provide adequate health infrastructure and equipment that will enhance the localization of medical treatment 3.2 Construct and upgrade modern regional Hospitals 3.3 Provide more medical schools with residential facilities 3.4 Promote the establishment of Medical Assistant training schools in selected regions. 3.5 Expand pre-service health training institutions facilities to increase intake of trainees 3.6 Carry out major rehabilitation of existing health infrastructure	MOH, GHS, NHIS, MMDAs, MLGRD, Nurses and Midwife Council, GMA, PPAG, MOE, GES, MWRWH, MMDAs, MOFEP, MOWAC
	<ul style="list-style-type: none"> Weak integrated, effective and equitable Health system 	4. Strengthen efficiency in health service delivery	<u>Enhance public health delivery</u> 4.1 Provide incentive schemes to support the retention and redistribution of trained health personnel 4.2 Collaborate with informal service providers 4.3 Expand community-based health service delivery 4.4 Improve Health Management Information System 4.5 Strengthen M&E System 4.6 Improve Customer Services <u>Enhance Private Medical Practice</u> 4.7 Streamline and accelerate accreditation and practice of private health sector 4.8 Integrate fully private medical practice into the operations of the NHIS 4.9 Encourage private health sector operators to attract qualified medical professionals including specialists in rural communities 4.10 Support capacity building of Private health sector	MOH, GHS, NHIS, MMDAs, MLGRD, Nurses and Midwife Council, GMA, PPAG, Ghana National Association Of Traditional Headers, MOWAC

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>operating in rural communities</p> <p><u>Enhance the Quality of Traditional Health Service Delivery</u></p> <p>4.11 Integrate traditional medical practice into existing health care systems</p> <p>4.12 Fully implement the Traditional Medicine Practice Act, 575</p> <p>4.13 Increase support to research and cultivation of plant Medicines.</p> <p>4.14 Increase resources to Centres for Research into Plant Medicine</p>	
	<ul style="list-style-type: none"> High infant and maternal mortality 	5. Ensure improved Maternal and Child Health Care	<p>5.1 Intensify and implement high impact yielding strategies for U5M & MM and Malnutrition</p> <p>5.2 Continue the implementation of the free health care for pregnant women, including deliveries</p> <p>5.3 Promote the introduction of a combination of interventions at the districts to increase supervised delivery</p> <p>5.4 Appropriately equip each district hospital to handle maternal health complications (Refer to 1.10)</p> <p>5.5 Promote the expansion of community-based health service delivery (Refer to 4.3)</p> <p>5.6 Continuous training and upgrading of skills of people engaged in traditional maternal health service delivery in deprived areas</p> <p>5.7 Continued advocacy for district assemblies and DHMTs to dedicate a percentage of their resources for MNC</p> <p>5.8 Improving access to antenatal care (ANC) service to ensure favorable birth outcomes for mother and child and reduce child and maternal mortality.</p>	MOH, GHS, NHIS, MMDAs, MLGRD, Nurses and Midwife Council, GMA, PPAG, MOE, GES, MOWAC
	<ul style="list-style-type: none"> High morbidity and mortality from malaria 	6. Control the incidence of malaria	<p>6.1 Facilitate early case recognition and developing the appropriate response and referral</p> <p>6.2 Improve access to malaria control services</p> <p>6.3 Intensify the use of insecticide treated bed nets</p> <p>6.4 Provide drainage, mosquito proofing and improve general sanitation</p> <p>6.5 Promote limited application of indoor and outdoor residual spraying</p> <p>6.6 Promote chemoprophylaxis for pregnant women</p>	MOH, GES, Ministry of Education, Malaria Control Programme, MMDAs, GHS, NGOs, MLGRD, NCCE, Min. of Information, MOWAC

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			6.7 Increase availability of funds for research 6.8 Improve dissemination and utilization of results 6.9 Develop capacity for research	
4. HIV/AIDS, STDs, and TB	<ul style="list-style-type: none"> • Adverse effect of HIV/AIDS/STIS/TB on quality of life and life expectancy of the people • High pressure on health care services and other scarce resources • Loss of quality human and material resources • High stigmatization • 	7. Ensure the reduction of HIV/AIDS/STI/TB transmission, ensure its proper management and promote healthy lifestyle	<p><u>Reduce new HIV / STI/TB transmission</u></p> 7.1 Intensify behaviour change strategies especially for high risk groups 7.2 Intensify advocacy to reduce infection and impact of HIV, AIDS and TB 7.3 Prevent mother-to- child transmission 7.4 Ensure safe blood and blood products transfusion 7.5 Promote safe sex practices 7.6 Improve access to testing and counselling, condoms, and integrated youth friendly services 7.7 Develop national behaviour change communication strategy 7.8 Advocate for elimination of negative socio-cultural practices 7.9 Address gender based vulnerability including violence and coercion and marginalization of PLWHAs 7.10 Strengthen link between HIV/AIDS/TB prevention programmes and reproductive health and information services	MOH, NGOs, GHS, Ghana AIDS Commission, Ghana Health Service, National Aids Control Programme (NACP), Malaria Control Programme, Red Cross, National Population Council, CBOs, PPAG, All MDAs, FBOs, National TB Programme, NHIA
			<p><u>Reduce the impact of HIV/AIDS related morbidity and mortality</u></p> 7.11 Promote strategies that will reduce stigma and discrimination 7.12 Rapid scale up of comprehensive care including antiretroviral therapy to all who need it 7.13 Effectively standardize the utilization of useful traditional and alternative medicine for the provision of long term care 7.14 Ensure supportive environment for PLWAs 7.15 Ensure safety of OVCs 7.16 Strengthen the linkage between institutional care and community/home based care 7.17 Increase access to basic package of services for PLWAs 7.17 Enhance coordination and management of HIV, AIDS and TB programmes at	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
			<p>the national and decentralized levels</p> <p>7.18 Mobilise resources to support HIV, AIDS and TB Control programmes</p> <p>7.19 Intensify research, surveillance, monitoring and evaluation of HIV, AIDS and TB programmes</p> <p>7.20 Increase access to ART to PLHIV through National Health Insurance Scheme</p> <p>7.21 Strengthen community systems and social mobilisation to increase uptake of HIV services</p>	
	<ul style="list-style-type: none"> Neglect of mental Health Sub-sector 	8. Improve Mental health services delivery	<p>8.1 Integrate mental health into the public health services</p> <p>8.2 Facilitate the introduction of exemption for mental health patients from the payment of premiums under the NHIS.</p> <p>8.3 Train more mental health personnel</p> <p>8.4 Redistribute mental health nurses to district and community levels</p> <p>8.5 Establish and upgrade mental facilities</p> <p>8.6 Ensure the passage of the Mental Health Bill into law</p> <p>8.7 Implement the Mental Health Bill when passed</p> <p>8.8 Intensify public education on mental health</p>	MOH, GHS, NHIS, MMDAs, MLGRD, Nurses and Midwife Council, GMA, PPAG, MOE, GES, MOFEP, MOWAC
5. Population Management	<ul style="list-style-type: none"> Inadequate population management Inadequate population data for planning 	<p>1. Ensure integration of population dynamics into all aspects of development planning at all levels</p> <p>2. Regularly improve demographic data base on population and development</p> <p>3. Create awareness on implication of population on development and support development of</p>	<p>1.1 Intensify education on population and development issues.</p> <p>1.2 Strengthen capacity of relevant stakeholders to integrate population issues into development planning</p> <p>1.3 Expand information and access to Reproductive Health services including Family Planning</p> <p>2.1 Ensure timely collection, processing, analysis and dissemination of sex-disaggregated data to policy-makers, planners and the general public</p> <p>2.2 Strengthen the capacity of institutions to collect, analyse and disseminate population and other relevant statistical data.</p> <p>2.3 Improve Birth and Death Registration coverage</p> <p>3.1 Undertake population policy research, analysis and dissemination of identified and emerging population issues and propose appropriate programmes and activities</p>	NDPC, NPC, MLGRD, MMDAs, NYC, PPAG, MOH/GHS, GRMA, MDAs, Population Association of Ghana, GSS, BDR, NCCE, Min. of Information

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
		<p>programmes on key emerging issues like urbanization, migration, the aged, girl-child education, the youth, persons with disability, HIV/AIDS etc.</p>		
		<p>4. Strengthen coordination role of National Population Council</p>	<p>4.1 Build capacity to effectively coordinate population management</p>	

VI. TRANSPARENT AND ACCOUNTABLE GOVERNANCE

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
1. Promoting the Practice of Democracy and Institutional Reform Agenda	<ul style="list-style-type: none"> Inadequate transition regulation to manage transition period Unclear functions of the arms of government resulting in conflict of roles Resource disparity undermining the role of different arms of government 	1. Strengthen arms of governance and independent governance institutions	1.1 Ensure enactment of transition bill 1.2 Review constitutional provisions to ensure clarity of roles and responsibilities of governance institutions and arms of government 1.3 Build capacity of governance institutions and Parliament to draft laws and perform oversight responsibilities 1.4 Establish relative resource parity	Office of The President, Parliament, Parliamentary Service, EC, MOJ, CDD, IDEG, IEA, NGOS AND CBOS, NDPC, CHRAG, SFO, The Governance Programme, NCCE, MoI, Political Parties
	<ul style="list-style-type: none"> Inadequate participation of civil society in governance 	2. Enhance civil society participation in governance	2.1 Review institutions to be able to manage NGOs 2.2 Assign clear and specific roles to identifiable civil society groups	
	<ul style="list-style-type: none"> Lack of public ownership and harmonization of the development process 	3. Promote coordination, harmonization and ownership of the development process	3.1. In-depth consultation between stakeholders 3.2 Institutionalize mutually agreed framework for development dialogue	
	<ul style="list-style-type: none"> Discrimination against institutions not identified with the ruling government 	4. Promote the participation of state and non-state institutions in governance	4.1 Identify and entrench the participation of institutions in governance process	
	<ul style="list-style-type: none"> Low interaction between public and private sector in governance 	5. Encourage public-private participation in socio-economic development	5.1 Institutionalize public-private dialog in the development process 5.2 Improve private sector access to resources to partner with the public sector	
	<ul style="list-style-type: none"> Lack of level playing Field 	6. Ensure transparency in the political process	6.1 Electoral reform on election date and voters register to minimise electoral fraud 6.2 Enforce legal, operational and financial standards for party organization	
	<ul style="list-style-type: none"> Improving quality assurance in the electoral process 	7. Ensure free, fair and credible elections	7.1 Strengthen existing mechanisms for inter party co-ordination in the electoral process 7.2 Establish election funds with clear transparency and accountability requirements	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Limited public awareness and advocacy on civic rights and responsibilities 	8. Foster Civic Advocacy to nurture the culture of democracy	8.1 Strengthen and provide support for state and non-state institutions and schemes aimed at empowering civic participation	
2. Strengthening Local Governance and Decentralization	<i>(a) Administrative</i>			
	<ul style="list-style-type: none"> Low interest of citizen in the democratic processes Weak capacity of MMDAs to ensure improved performance and service delivery 	<ol style="list-style-type: none"> Promote the growth and maturity of democracy Strengthen the capacity of MMDAs for accountable, effective performance and service delivery 	1.1 Institutionalize democratic practices in local government structures	MLGRD, MOFEP, OHCS Local Government, Service/Institute, NDPC MMDAs, Parliament, MOJ, RCCs, Min Of Public Sector Reform, RPCUs, DPCUs,CAGD, PSC, NCCE, DACF
	<ul style="list-style-type: none"> Lack of clarity of roles and administrative coordination at district and sub-district levels 	3. Ensure political commitment to the implementation of Local Government Service Act	<ol style="list-style-type: none"> Develop and implement a National Decentralization Policy and Strategic Plan Review existing legislation on local governance and ensure consistency and harmonization 	
	<ul style="list-style-type: none"> Existence of communication gap between assembly members and citizens 	4. Strengthen functional relationship between assembly members and citizens	<ol style="list-style-type: none"> Fully operationalize Act 462 Institute attractive incentive for Assembly members 	
	<ul style="list-style-type: none"> Poor linkage between planning and budgeting at all levels 	5. Integrate and Institutionalize district level planning and budgeting through participatory process at all levels	<ol style="list-style-type: none"> Enforce National Development Planning System Act 1994, Act 480 Strengthen institutions responsible coordinating planning at all levels and ensure their effective collaboration with MOFEP. Ensure consistency between the budgetary process at both local and national levels 	
	<ul style="list-style-type: none"> Limited ownership implementation of composite budgeting 	6. Institutionalize District level planning and budgeting involving all stakeholders through a participatory process at all levels	6.1 Effectively operationalize district planning guidelines.	
	<ul style="list-style-type: none"> Outdated public expenditure framework 	7. Modernize public expenditure management framework	7.1 Incorporate ICT in accounting processes at all levels	
	<i>(b) Political</i>			

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Lack of political interest across MDAs 	1. Accelerate the process involved in the devolution of power to the districts and sub structures	1.1 Mainstream decentralization in Public Sector Reform	
	<ul style="list-style-type: none"> Conflict between DCEs and MPs over the utilization of the MPs common fund 	2. Establish member of Parliament Constituency Development fund	2.1 Enact a formula for the allocation of MPs constituency Development fund 2.2 Strict adherence to MPs Common Fund Guideline for utilization	
	<i>(c) Fiscal</i>			
	<ul style="list-style-type: none"> Weak internal revenue mobilisation Over-dependence on DACF and other external grants Ineffective inter-governmental revenue sharing arrangement 	2. Efficient internal revenue generation leading to financial autonomy of the districts	2.1 DSDA II and other best practices data base initiatives replicated in all districts 2.2 Develop the capacity of the MMDAs towards effective revenue mobilisation 2.3 Review Local Government Service Act, 2003, Act 656, and reconcile its provisions with those of the Local Government Act, 1993, Act 462 2.4 Review DACF Act 455	
	<ul style="list-style-type: none"> Weak financial management practices Inadequate accountability of DACF 	3. Ensure transparency in fiscal decentralisation	3.1 strengthen collection and dissemination of information to the public and other stakeholders 3.2 Revaluation of property tax system	
3. Public Policy Management and Public Sector Reforms	<ul style="list-style-type: none"> Absence of human resource development policy for Civil and Public Servants. Unattractive conditions of service Ineffective Supervision 	1. Upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery	1.1 Review current status of the on- going public sector reform programs to enhance accelerated implementation 1.2 Develop human resource development policy for the public sector	Public Sector Reforms Secretariat, Office of the President, The Senior, Civil Servant Association, PEF, AGI, GEA, TUC, Public Services Commission, Parliament, Political Parties, National House of Chief, The Governance Programme
	<ul style="list-style-type: none"> Duplication and overlap of functions in MDAs Absence of structured and formalized Public - Civic interface 	2. Rationalize and define structures, roles and procedures for state and non state actors	2.1 Review and clarify the mandate, functions and terms of Reference for institutions	Public Sector Reforms Secretariat, Office of the President, The Senior, Civil Servant Association, PEF, AGI, GEA, Public Services Commission, Parliament,
	<ul style="list-style-type: none"> Poor enabling environment hampering efficient 	3. Institutionalize the mainstreaming of	3.1 Demand the use of SEA as a mandatory requirement in public policy processes	All Political Parties,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	performance	sustainable development principles		National House of Chief, The Governance Programme,
	<ul style="list-style-type: none"> Low demand and feedback on M&E information 	4. Deepen on-going Institutionalization and internalization of policy formulation, planning, and M&E system at all levels	4.1 Improve coordination of National Development Policy and strategy formulation processes 4.2 Facilitate development planning and plan implementation 4.3 Strengthen policy formulation and planning capacity at all levels 4.4 Strengthen M&E capacity and coordination at all levels 4.5 Strengthen district based M&E systems	NDPC, MoFEP, MDAs, MMDAs, CSOs, NGOs, PSC
	<ul style="list-style-type: none"> Weak capacity of institutions – National, Decentralised Structures and communities Inadequate Commitment to issues on vulnerability Low resource allocation Weak coordination and harmonisation of stakeholder initiatives Limited information on rights and responsibilities among both state and non-state actors 	5. Strengthen Institutions to offer support to ensure social cohesion at all levels of society to engender peace and harmony for democracy	5.1 Strengthen and facilitate the work of the inter-agency task force to oversee the harmonisation of policies and programmes to support the vulnerable and excluded groups 5.2 Encourage and support decentralised agencies to incorporate programmes for the vulnerable and excluded groups in district development plans 5.3 Strengthen capacity development in social work and volunteerism 5.4 Prepare and adopt a national social policy framework 5.5 Strengthen on-going efforts to harmonise concepts and definitions relating to vulnerability and exclusion among state and non-state actors 5.6 Enhance implementation of explicit social protection initiatives for the vulnerable and excluded at all levels 5.7 Enhance implementation explicit policy actions designed to provide safety nets to meet the needs of different categories of vulnerable and excluded groups	MDAs, MMDAs, CBOs Households, NGOs, DSW, NCCE, CHRAJ, DACF
4. Promote Women Empowerment	<ul style="list-style-type: none"> Inadequate women representation and participation in public life and governance 	1. Empower women and mainstream gender into the socio-economic development	1.1 Implement affirmative action for women 1.2 Strengthen institutions dealing with women and children	
	<ul style="list-style-type: none"> Prevalence and practice of outmoded customs inimical to women's rights 	2. Review and enforce existing laws protecting women's rights and	2.1 Review and strengthen on-going awareness campaign on existing laws and practices 2.2 Enhance capacity of appropriate enforcement	MOWAC, MESW, NCCE, DOVVSU, DSW, MOI, Legal Aid Board, NCWD,

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Inadequate support for victims of violence 	introduce new legislations to take care of existing gaps	<ul style="list-style-type: none"> and related agencies 2.3 Expand coverage of the institutions dealing with women's rights 2.4 Enhance the implementation of the Domestic Violence law and institute deterrent sanctions for perpetrators 2.5 Develop community-based response to violence on women using traditional leaders, FBOs and ADR 2.6 Include gender and human rights studies in curriculum of law enforcement agencies and social work institutions 	MCC MOH, MOJ, CBOs, NGOs, FBOs, Traditional Authorities, Other micro-finance institutions
	<ul style="list-style-type: none"> Lack of gender budgeting 	3. Introduce and strengthen gender budgeting	3.1 Strengthen gender analysis in the policy formulation process	
	<ul style="list-style-type: none"> Inadequate access to economic resources 	4. Enhance women's access to economic resources.	<ul style="list-style-type: none"> 4.1 Progressively implement affirmative action for women 4.2 Expand and sustain micro-finance schemes for women 	
	<ul style="list-style-type: none"> Inadequate support for victims of violence 	5.	5.1 Provide shelters and support for victims of violence	MOWAC, MESW, DOVSU, DSW, Legal Aid Board, NCWD, MOH, MOJ, CBOs, NGOs, FBOs, Traditional Authorities, Other micro-finance institutions
5. Fighting Corruption and Economic Crimes	<ul style="list-style-type: none"> High perception of corruption in the public sector 	1. Promote transparency and accountability and reduce opportunities for rent seeking	<ul style="list-style-type: none"> 1.1 Enforce the Implementation of the National Procurement Law, Internal Audit Agency Act and other Public Finance Management regulations 1.2 Implement the new Whistleblower's Act 	Chraj, MESW, PEF, AGI, SSNIT, GEA, Organised Labour, Epa, MoFEP, Auditor General, Pac, Judicial Services, SFO, Economic Crime Unit Of Police, MoI, MoC, NCA, CSOs, The Medi Internal Audit Service
	<ul style="list-style-type: none"> Weak Institutional capacity to fight corruption Weak collaboration among institutions charged with the responsibility of fighting corruption 	2. Strengthen and empower anti-corruption institutions	<ul style="list-style-type: none"> 2.1 Enforce legal, operational and financial standards 2.2 Pass the Freedom of Information bill 2.3 Finalize and implement a fair wage policy 	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
6. Enhancing Rule of Law and Justice	<ul style="list-style-type: none"> Delays in the resolution of cases by the judiciary High and unaffordable legal processes 	1. Increase the capacity of the legal system to enhance speedy and affordable access to justice for all	1.1 Improve case management systems of the courts including scaling- up mechanisms, enhance human resource levels, expand infrastructure and revise and implement rule of procedures 1.2 Effectively mainstream alternative dispute resolution mechanism 1.3 Broaden access of the poor to legal aid	MOJ, Judicial Service, CHRAJ, NCCE, EC, Legal Aid, MOWAC, DOVVSU, DSW, CBOS, MESW, MMDAS
	<ul style="list-style-type: none"> Existence of conflicting Acts of Parliament posing challenges for implementation 	2. Review 1992 constitution and conflicting Acts of Parliament towards amendment where necessary	2.1 Establish Constitutional Review Committee 2.2 Strengthen institutions involved in reviewing outmoded and conflicting statutes	
	<ul style="list-style-type: none"> Poor compliance with rules, regulations and procedures Weak enforcement of rules, regulations and procedures 	4. Strengthen the capacity of judges, lawyers, the police and para-legal staff in both public and private sectors to promote the rule of law	4.1 Enforce compliance with rules, regulations and procedures	
7. Ensuring public Safety and Security	<ul style="list-style-type: none"> High level of violent crimes including armed robbery Proliferation of small arms Proliferation of private security agencies High rate of drug abuse and incidence of trafficking of narcotic drugs weak enforcement of migration laws 	1. Improve the capacity of security agencies to provide internal security for human safety and protection	1.1 Improve institutional capacity of the security agencies, including the Police, Immigration Service, Prisons and Narcotic Control Board 1.2 Strengthen and institutionalise early warning systems 1.3 Sensitize the public on the exiting legislative provisions including sanctions and the dangers of drug use and small arms 1.4 Regulate private sector involvement in the provision of internal security 1.5 Ensure strict compliance of immigration laws 1.6 Review programs to rehabilitate and reform prisoners	MOI, MOD, GAF, Ghana Police Service, National Security, Ghana Immigration Service, Ministry of Foreign Affairs and NEPAD, MOWAC, DOVVSU, DSW, NGOs, NCCE, private Sector, Ghana Airforce, Ghana Navy and Traditional Authorities, The Police
	<ul style="list-style-type: none"> Increasing rate of internet fraud 	2. Strengthen the intelligence agencies to fight social and economic crimes	2.1 Provide identification codes to internet service providers 2.2 Monitor and regulate the operations of internet service providers	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Risks associated with fire, floods and other natural disasters to life and property 	3. Increase national capacity to ensure safety of life and property	3.1 increase safety awareness of citizens 3.2 Review existing laws and regulations on spatial and infrastructural development 3.3 Build capacity of national institutions responsible for disaster management	
8. Improving Access to Rights and Entitlement	<ul style="list-style-type: none"> High level of unemployment among the vulnerable and excluded 	1. Identify and equip the vulnerable and excluded with employable skills	1.1 Identify and categorize the various kinds of vulnerability and exclusion 1.2 Develop and design special capacity building programmes for the vulnerable and excluded	MOJ, CHRAJ, NCCE, EC, LEGAL AID, MOWAC, DOVVSU, DSW, CBOs, MESW, Ghana Federation of The Disabled, GIS, MMDAs, NADMO, Ghana National Fire Service
	<ul style="list-style-type: none"> Inadequate access to and high cost of social services 	2. Facilitate equitable access to good quality and affordable social services	2.1 Increase the provision and quality of social services	
	<ul style="list-style-type: none"> Frequent abuse of children and harmful traditional practices 	3. Protect children from direct and indirect physical and emotional harm	3.1 Conduct Research to track cases of child abuse for proper resolution 3.2 Develop policies to protect children	
	<ul style="list-style-type: none"> Lack of enforcement of policies on human trafficking, human trafficking bill and children's Act (1998) 	4. Eliminate child trafficking	4.1 Reduce poverty in affected districts to stem trafficking 4.2 Develop integrated child development policy 4.3 Launch public education program on children's right and the dangers of child trafficking	
	<ul style="list-style-type: none"> Limited capacity for effective education and enforcement of rights and entitlement 	5. Effective public awareness creation on laws for the protection of vulnerable and excluded	5.1 strengthen capacity for public education and dissemination of information on rights and entitlement	
	<ul style="list-style-type: none"> Limited awareness, dissemination and implementation of the Disability Act 	6. Create an enabling environment to ensure the active involvement of PWDs in mainstream societies	6.1 Introduce explicit affirmative action initiatives for persons with disability with due consideration to gender 6.2 Design action plan to implement the Disability Act	
	<ul style="list-style-type: none"> Weak capacity and inadequate budgetary allocations to institutions responsible for children's rights 	7. Strengthen institutions responsible for enforcement of children's right	7.1 Collect and document data on rights and entitlements of children 7.2 Develop capacity building programmes for institutions responsible for children's rights	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> The denial of rights, slow pace of adoption of national and International laws and charters, lack of access to services, absence of information dissemination and mainstreaming of rights 	8. Improve government commitment to international protocols and conventions, and their incorporation into national agenda	8.1 Promulgate Legislative Instruments to relevant Acts and Accelerate the passage of bills into laws e.g. Disability Bill and Domestic Violence Bill to empower vulnerable and excluded groups 8.2 Intensify advocacy for ratification of charters and domestication of international conventions, e.g. child labour (ILO Convention 182)	CHRAJ, NCCE, Legal Aid, DSW, DOVSU, Ghana Federation of the Disabled, GIS, MMDAs,
	<ul style="list-style-type: none"> Non-passage of and lack of adequate policy implementation 	9. support parliament to pass bills	9.1 Strengthen the capacities of the relevant institutions for the passage of bills and implementation, monitoring & evaluation of policies	
		10. Protect the rights and entitlements of children	10.1 Implement of National Disability Policy, Early Childhood Care and Development Policy, Children's Act, Gender and Children's Policy and Human Trafficking Bill, Juvenile Justice Act	
9. Promotion of National Culture for Development	<ul style="list-style-type: none"> Weak national culture policy Limited attention on issues of culture in national development Limited documentation on Ghanaian culture and history Inadequate well-equipped cultural centres across the regions for the development of culture 	1. Strengthen the regulatory and institutional framework for the development of national culture	1.1 Review the National Cultural Policy to ensure it takes into account such objectives as culture in education, culture for the youth and culture as part of leisure 1.2 Mainstream culture in the nation's social and economic development agenda 1.3 Promote the implementation of a dynamic cultural development programme 1.4 Assist less endowed traditional authorities to document their culture and history 1.5 Complete the development of fully-functional Centres for National Culture in all District Capitals 1.6 Develop the capacity of centres of national culture to effectively promote cultural activities across the country. 1.7 Create spaces within the national culture for exhibition works	MCC, MOT, National Commission on Culture (NCC), Academia, Council for Creative Industry

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
	<ul style="list-style-type: none"> Weak support mechanism for the chieftaincy institution 	2. Strengthen the National House of Chiefs and all regional Houses of Chiefs	2.4 Improve the incentive package paid to traditional authorities 2.5 Adequately resource Chieftaincy Secretariat, National House of Chiefs and Regional Houses of Chiefs 2.6 Ensure that constitutional provisions for chieftaincy institution are upheld.	MCC, National House of Chiefs, MOT, GTB, MOI, GIPC, MOFEP, GHATOF, NCC
10. Strengthening Domestic and International Relations (Partnership) for Development	<ul style="list-style-type: none"> Bottlenecks in the free movement goods and services in the ECOWAS region 	1. Accelerate economic and social integration with regional and/or sub-regional states	1.1 Work towards establishing a common customs union 1.2 Ensure that national trade policies incorporate ECOWAS protocols 1.3 Strengthen links between industrial and trade policies	MOFEP, Office of the President, BOG, Parliament, Financial Institutions, SEC, NIC, GSE, PEF, SSNIT, IRS, CEPS, MOTI, Ministry of Foreign Affairs, and Regional Integration, MMDAS, Audit Service, CAGD
	<ul style="list-style-type: none"> Little or no compliance to international protocols and conventions 	2. Improve government's commitment to international protocols and conventions and incorporate them into national laws	2.1 Mainstream international protocols into local laws	
	<ul style="list-style-type: none"> Unpredictable international economic down turns Vulnerability of national economy to international economic shocks 	3. Institute mechanism to manage external shocks	3.1 Maintain stable reserves 3.2 Support industries to increase production and add value to their products for both domestic consumptions and exports	

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
11. Promoting Evidenced-Based Decision Making	<ul style="list-style-type: none"> Lack of adequate and reliable data-base to inform decision making 	1. Improve data base for policy formulation, analysis and decision making	1.1 Rationalize the production of data within the statistical system 1.2 Define the roles and mandates of the various data producing institutions 1.3 Adopt common definitions, methods and classifications 1.4 Review of the Statistical law and adoption of a statistical master plan 1.5 Adopt international standards and good practices system-wide, including the United Nations Principles for Official Statistics and the IMF's General Data Dissemination Standards 1.6 Support MDA's to generate data for effective planning and budgeting 1.7 Build capacity of MDAs in electronic data and analysis and management 1.8 Re-engineer and fully automate the operations of government strategic institutions 1.9 Establish strategic partnership between MDAs to harmonize and standardize government sector spatial databases for planning and monitoring development activities. 1.10 Support the maintenance of an up-to-date spatial database for Mapping and Monitoring Development Activities (EMMSDAG). 1.11 Support the Development of a web-based system for accessing the EMMSDAG Spatial Database by strategic government institutions 1.12 Building capacity within MDAs and strategic government institutions in the use of the EMMSDAG Spatial Database for development planning and monitoring.	NDPC, GSS, CSOs, Ministry of Information, MMDAs, Office of the President, NGOs, NCCE, MDAs, MoFEP, BOG, Research Institutions. Governance Programme, CERSGIS.

KEY FOCUS AREA	ISSUES	POLICY OBJECTIVE	STRATEGIES	IMPLEMENTING AND COLLABORATIVE AGENCIES
12. <i>Managing Migration for National Development</i>	<ul style="list-style-type: none"> • Absence of institutional and regulatory framework for effective management of migration for the country's development • Inadequate mobilization and utilization of Diaspora resources • Increasing trend of irregular migration and the resultant loss of lives • Inadequate management of irregular immigration into Ghana 	1. Minimizing the negative impact and optimizing the potential impact of migration for Ghana's Development	<ol style="list-style-type: none"> 1.1 Formulate and promote national migration and development policy 1.2 Mainstream migration into national development frameworks 1.3 Establish a national institution for the management of migration for development 1.4 Establish a data base on Ghanaians in the diaspora 1.5 Develop instruments and interventions to tap into the diasporan human resource base 1.6 Set up various financial instruments to attract the diaspora to invest in the various sectors of the economy 1.7 Incorporate migration into the 2010 census 1.8 Promote research on migration and development 1.9 Strengthen link between migration and development research and policy 1.10 Finalise labour migration policy 1.11 Negotiate agreements with destination governments 1.12 Facilitate the re-integration of retuning migrants 1.13 Intensify public education on the risks of irregular migration 1.14 Promote education on regular migration 1.15 Negotiate agreements with sending nations 1.16 Development strategies to manage irregular immigration into Ghana 	MOFEP, Ministry of Foreign Affairs, Ministry of Interior, BOG, GIS, MESW, NDPC, GSS, Ministry of Information

VII. REDUCING POVERTY AND INCOME INEQUALITIES – (THIS SECTION IS BEING REVISED)

KEY AREA OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLABORATING AGENCY
<p>1. Reduction of Poverty and income inequalities</p>	<ul style="list-style-type: none"> ▪ High incidence of poverty among farmers, especially food crop farmers 	<ol style="list-style-type: none"> 1. Promote income generating opportunities for the poor and vulnerable, including women and food crop farmers 2. Enhance access of the poor and vulnerable to social protection 	<ol style="list-style-type: none"> 1.1 Encourage banks and alternative micro-finance institutions to develop flexible packages to meet women’s needs and constraints 2.1 Review and streamline targeting of existing pro-poor programmes 2.2 Implement supplementary programmes to maximize support for the poor targeted under the LEAP 2.3 Protect livelihoods of the poor through monitoring of implementation of mitigating measures from EIAs 2.5 Ensure pro-poor taxation 2.6 Develop alternative social insurance systems including micro-insurance 2.7 Ensure corporate social responsibility 2.8 Improve access to social services by the urban poor; 	<p>MESW/LEAP, EPA, IRS, MoFEP, MoFA, MLGRD, MMDAs, AIDS Commission, SSNIT, NADMO, Fire Service, MOI,</p>
	<ul style="list-style-type: none"> ▪ Feminisation of poverty due to lower literacy rates, heavier time burdens, and lower access to productive resources 	<ol style="list-style-type: none"> 3. Reduce feminised poverty 	<ol style="list-style-type: none"> 3.1 Promote the economic empowerment of women through access to land, labour, credit, markets, information, technology, business services and networks, and social protection including property rights 3.2 Promote the social empowerment of women through: <ul style="list-style-type: none"> ▪ access to education, (especially secondary , vocational/ technical and tertiary education., non-formal education, opportunities for continuing education for school drop-outs; and scholarships ▪ access health/reproductive health services and rights, legal aid, social safety nets, social networks and 3.3 Promote the political empowerment of women through decision-making at the household, community and in public life, access to rights and entitlements, and management of idiosyncratic shocks. 	<p>MOWAC, MESW, MOTI/NBSSI, NGOs</p>

KEY AREA OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLABORATING AGENCY
			3.4 Formulate policy on the care economy 3.5 Formulate national social policy, including a policy on the family	
	<p>Vulnerability and Exclusion to :</p> <ul style="list-style-type: none"> ▪ Macro-economic shocks such as inflation, rising food prices, negative impact of monetary and fiscal policies, precarious employment such as casual, seasonal and unpaid family work etc. ▪ Environmental shocks (natural and man made-floods, drought, endemic diseases, - accidents, fire, major environmental projects such as construction of dams, mining etc. leading often to loss of livelihoods; lack of early warning systems ▪ Health related shocks - guinea worm infestation, buruli ulcer, river blindness, leprosy, HIV and AIDS, malnutrition, ▪ Exclusion due to lack of access to social services (financial and spatial), spatial exclusion due to physical barriers, lack of access to decision-making, denial of rights due to socio-cultural constructions about children, women, the aged, PWDs, PLWHAs, and stigma ▪ Idiosyncratic shocks – risky lifestyles, e.g consumption orientation as opposed to saving for the future or social insurance; large 	4. Reduce vulnerability and exclusion 5. Reduce incidence of Chronic poverty and intergenerational transfer of poverty	4.1 Promote pro-poor taxation and redistribution that favours the poor 4.2 Provide family planning services to poor households 4.3 Develop early warning systems on environmental disasters 4.4 Identify flood prone areas and provide drainage facilities to protect life and property 4.5 Intensify efforts to provide public education on effects and laws on bush and household related fire outbreaks 4.6 Review and Enforce existing laws and regulations on building, other forms of infrastructure and sanitation and the use of fire sensitive gadgets 4.7 Enhance participation of the poor in decision-making 4.8 Enhance the roles of NDPC and EPA in managing emerging national development issues 5.1 Undertake studies on the nature of chronic poverty and intergenerational transfer of poverty 5.2 Provide social safety nets to at risk children to break the intergenerational transfer of poverty. 5.3 Implement the interventions under the social protection strategies. 5.4 Increase budgetary allocation to and strengthen the capacity of the MESW, DSW and GNCC. 5.5 Increase budgetary allocation to social protection interventions including LEAP, school feeding programme, Capitation grant, and free maternal care. 5.6 Implement fully the Disability Act 5.7 Promote and protect the welfare of children in difficult circumstance including eliminating child labour	MESW/LEAP, EPA, IRS, MoFEP, MoFA, MLGRD, MMDAs, AIDS Commission, SSNIT, NADMO, Fire Service, MOI,

KEY AREA OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLABORATING AGENCY
	<p>family sizes without corresponding growth in incomes,</p> <ul style="list-style-type: none"> ▪ Lack of assets /social safety nets; ▪ Inadequate social protection interventions for the vulnerable and excluded 			
	<ul style="list-style-type: none"> ▪ Adverse impacts of rising food and oil prices, and climate change on food security and nutrition 	7. Mitigate the impacts of rising food and oil prices and climate change on poor and vulnerable households	<p>7.1 Include nutrition/price indicators in the functional food security monitoring system</p> <p>7.2 Monitor transmission channels of the global economic and financial shocks to provide early warning of potential deterioration in livelihood opportunities and food security/nutritional status.</p> <p>7.3 Provide social assistance to social groups affected by poor performance of commodities they trade in, especially women.</p> <p>7.4 Develop a contingency plan for expanding social safety nets to communities impacted negatively by the global economic crisis.</p> <p>7.5 Enhance quality, efficiency and effectiveness of targeting in existing safety net</p>	
<ul style="list-style-type: none"> ▪ Economic Growth and Employment Creation 	<ul style="list-style-type: none"> ▪ Weak economic growth and employment development at local levels ▪ Lack of pro-poor growth strategies 			
2. Special Development Areas	<ul style="list-style-type: none"> • Slow rate of poverty reduction in the savannah areas • Increasing disparities between the rural and urban areas 	1. Bridge/reduce spatial and income inequalities in Ghana's development	1.1 Coordinate and redistribute development projects and programme in a manner that ensures fair and balanced allocation of national resources across ecological zones, gender and income groups	MESW, LEAP, MOWAC, Labour Commission, Fair Wages Commission, SSNIT, MMDAs,
	<ul style="list-style-type: none"> • Disparate and uncoordinated initiatives for reduction of poverty and inequalities 	2. Coordinate on-going and emerging programmes for reducing poverty and inequalities in Ghana	<p>2.1 Streamline coordination of MiDA and SADA</p> <p>2.2 Review legislative frameworks for special development areas to conform to the national development planning system</p>	

KEY AREA OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLABORATING AGENCY
	<ul style="list-style-type: none"> Uncoordinated demands for special development areas Lack of coordination of on-going and emerging national development opportunities and challenges. 	3. Coordinate the selection and development of special development areas	<p>2.3 Enhance monitoring and evaluation of special development areas and programmes</p> <p>3.1 Enhance planning and coordination of the development of Ghana's oil basin, and other special development areas including SADA, CEDECOM/Coastal Savannah, Bui City etc</p>	
3. Strengthening Planning Capacities and Coordination for effective reduction of poverty and income inequalities	<ul style="list-style-type: none"> Uneven and unplanned spatial development Inequitable resource allocation/socially responsive budgeting 	1. Enhance coordination of planning system for even development and resource allocation	<p>1.1 Strengthen the coordinating function of NDPC</p> <p>1.2 Enhance evidence-based decision-making at the district level</p> <p>1.3 Develop LI to ensure effective execution of NDPC's mandate on planning functions and resource allocation processes</p> <p>1.4 Harmonize and Strengthen social criteria for allocation of the DACF</p> <p>1.5 Encourage strengthening of planning and budgeting (MTEF/composite budgeting)</p> <p>1.6 Distribute programmes and projects to savannah area, women and cash crop farmers</p>	MOJ, DTCP, NDPC, MLGRD, DACF, CAGD, MoFEP,
	<ul style="list-style-type: none"> Neglect of spatial planning, and thus, the provision of guidance to the location and programming of investments from a physical development perspective. Lack of spatial integration/Human settlement planning 	<p>2. Harmonise on-going and emerging poverty reduction initiatives</p> <p>3. Strengthen spatial planning</p> <p>4. Coordinate donor-supported initiatives in tandem with the country's poverty and inequality profile</p>	<p>2.1 Align on-going and special programmes in line with NDPC's mandate</p> <p>3.1 Re-establish and strengthen spatial planning unit at the NDPC</p> <p>3.2 Integrate and ensure spatial planning and streamline investments</p> <p>3.3 Develop management information systems for tracking spatial investments to facilitate resource allocation/investment decision-making</p> <p>4.1 Establish project/programme certification unit within the NDPC to streamline spatial allocation and overlaps</p> <p>4.2 Establish protocol with MOFEP to manage development partners programmes before signature of agreements</p>	

KEY AREA OF FOCUS	ISSUES	POLICY OBJECTIVES	STRATEGIES	IMPLEMENTING AND COLABORATING AGENCY
	<ul style="list-style-type: none"> ▪ Frequent transfers of development planning functions from one ministry or sector agency to the other, affecting the stability and continuity of the practices of recognized planning authorities. 	<p>5. Curtail executive power to duplicate functions of existing planning institutions</p>	<p>5.1 Institute mechanism for institutional review and reform</p> <p>5.2 institute Commission to settle institutional overlaps for the efficient management of the public sector</p> <p>5.3 Provide regulatory framework for challenging infractions</p>	
	<ul style="list-style-type: none"> ▪ Overlapping mandates, weak inter-sectoral collaboration and coordination within the social sector at national, regional and district levels 	<p>6. Resolve overlapping mandates of MDAs within the social and other sectors</p> <p>7. Review and rationalise decentralisation of the social sector</p>	<p>6.1 Review and rationalise LIs establishing MDAs</p> <p>6.2 Rationalise coordinating functions of the NDPC with other CMAs</p> <p>7.1 Establish a CSPG of relevant MDAs to streamline sector decentralised roles</p> <p>7.2 Streamline social sector coordinating mechanisms at the local level</p> <p>7.3 Build capacity of MMDAs in social policy planning and management</p>	
	<ul style="list-style-type: none"> ▪ Weak planning capacities at the local level, especially in local economic development, employment creation and protection of the vulnerable and excluded 	<p>8. Strengthen capacity of MMDAs for local economic planning and development, including social protection</p>	<p>8.1 Coordinate capacity building for local economic planning</p> <p>8.2 Coordinate the development of district economic and investment plans</p>	
	<ul style="list-style-type: none"> ▪ Absence of a structured process for ensuring that the planning and budgeting processes of the sector MDAs and MMDAs were integrated and coordinated for the realization of overall national development. ▪ Absence of a process for reprioritization in the face of fiscal constraints and rationalization of budgets, leading to the abandonment of important social projects 	<p>9. Establish approval procedure for budgetary allocations to MDAs and MMDAs</p> <p>10. Integrate monitoring for plan implementation and expenditure monitoring</p> <p>11. Establish mechanisms for making proposals to cabinet on national development priorities for budget decision-making.</p>	<p>9.1 Establish a standing committee for the harmonisation</p> <p>9.2 Resume policy hearings for cross-cutting issues</p> <p>10.1</p>	

